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PLAN FOR SERVICE

CITY OF BARSTOW

ANNEXATION OF A SPECIFIC PORTION OF THE BARSTOW INTERNATIONAL GATEWAY PROJECT AREA

April 8, 2026

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CITY OF BARSTOW
OFFICE OF THE CITY MANAGER
220 East Mountain View Street, Suite A, Barstow, CA 92311 | 760-255-5122

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF SAN BERNARDINO) ss.
CITY OF BARSTOW)

I, Rochelle Clayton, City Manager of the City of Barstow, California, do hereby certify as follows:

I hereby certify that the statements furnished in the enclosed Plans for Service and Fiscal Impact Analysis for LAFCO Action Area A, and the documents attached to this form present the data and information required to the best of my ability and that the facts, statements, and information presented herein are true and correct to the best of my knowledge and belief.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Executed this 22nd day of June, 2026, at Barstow, California.

Rochelle Clayton, City Manager
City of Barstow, California

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18201 Von Karman Avenue, Suite 220
Irvine, CA 92612

CITY OF BARSTOW

PLAN FOR SERVICE

ANNEXATION OF A SPECIFIC PORTION OF THE BARSTOW INTERNATIONAL GATEWAY PROJECT AREA

Prepared for:

City of Barstow

220 East Mountain View St. Suite A

Barstow, CA 92311

TABLE OF CONTENTS

I INTRODUCTION

DTA Public Finance, Inc. ("DTA") has been retained to prepare a Plan for Service ("PFS") for the City of Barstow (the "City") to analyze the proposed annexation of a specific area (the "Annexation Area") currently located in the unincorporated portion of the County of San Bernardino (the "County") within the City's Spheres of Influence ("SOIs"). The Annexation Area encompasses a 2,639.41-acre site within the proposed Barstow International Gateway Project (the "BIG Project).

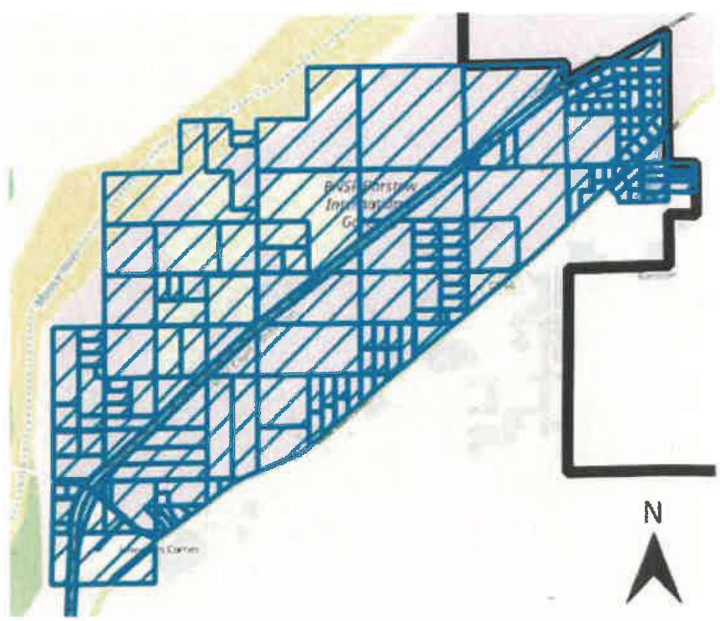
A Purpose of the Plan for Service

The County Local Agency Formation Commission ("LAFCO") requires the preparation and certification of a study, called a PFS, when a jurisdiction is to be impacted by a proposed change of organization or reorganization, such as an annexation of additional properties into its jurisdiction. The annexation process is initiated by an annexation application (the "Annexation Application") submitted to LAFCO identifying the Area proposed for annexation to the City of Barstow (the "City"). The intent of this PFS is to provide LAFCO with sufficient information to assess the capabilities of the City related to providing municipal services to the Annexation Area once it has been absorbed by the City. In addition, the PFS includes information on the fiscal impacts of such annexation action on the City's General Fund.

B Description of the Annexation Area

The Annexation Area encompasses approximately 2,639.41 acres of land abutting the westmost City boundaries, as depicted by the blue-hatched areas in Figure 1 below.

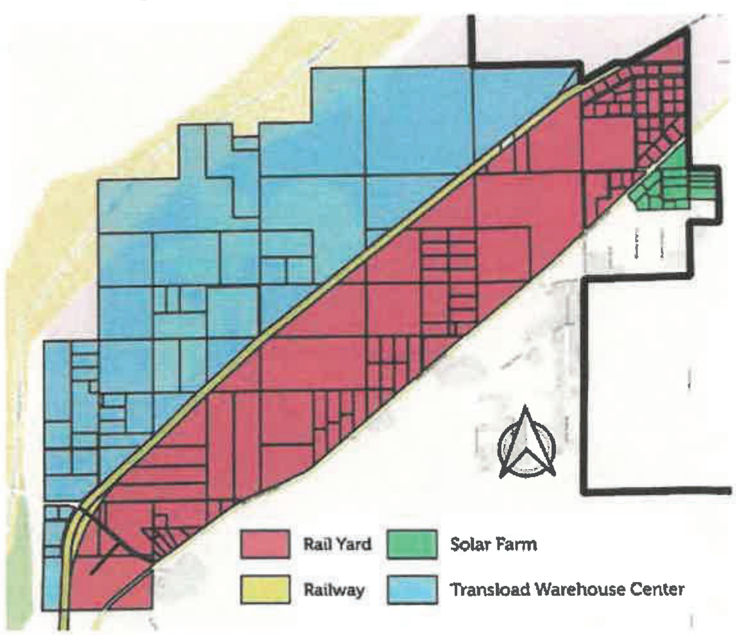
Figure 1: Map for the Annexation Area



The Annexation Area constitutes an estimated 62.19% of the BIG Project site, which will be developed by Burlington Northern and Santa Fe Railway ("BNSF"), a Class 1 railroad company, into a state-of-the-art, master-planned integrated rail facility. As illustrated in Figure 2 below, the Annexation Area is anticipated to comprise the following major land use elements:

- Railway: Consists of existing BNSF mainline tracks as part of the Cajon Subdivision. The existing mainline tracks are located on BNSF's right-of-way, which bisects the BIG Project site from the east to the west;
- Rail Yard: Features a block swap yard and intermodal facility with an automated gate system to expedite operations and reduce truck idling. The block swap yard is anticipated to comprise numerous 16,000- and 10,000-foot tracks for assembling and disassembling trains. The intermodal facility will consist of multiple sets of 10,000-foot main and support tracks, and clean-energy powered cargo-handling equipment, including electric wide-span cranes and yard trucks;
- Private Solar Power Utility (Solar Farm): Comprised of a solar array and battery energy storage system ("BESS") to provide clean energy for the intermodal facility on the railyard; and
- Transload Warehouse Center: Encompasses approximately 3.7 million square feet of warehousing space for transloading goods arriving at the intermodal facility from international containers, which are repackaged and processed into domestic containers.

Figure 2: Annexation Area Land Use Map



The gross acres ("AC") associated with each land use element and their respective projected building square feet ("BSF") at build-out of the Annexation Area are listed in Table 1 below.

Table 1: Projected Land Uses at Build-Out of the Annexation Area

Land Use Element	AC	BSF
Rail Yard	1,179.68	N/A
Solar Farm	46.04	N/A
Transload Warehouse Center	1,304.62	3,700,000
Railway	109.08	N/A
Grand Total	**2,639.41**	**3,700,000**

II PLAN FOR SERVICE BEFORE AND AFTER ANNEXATION OF THE ANNEXATION AREA

The list of municipal services necessary to serve the Annexation Area are the following:

- General Government and Administration;
- Fire Protection and Emergency Response;
- Sheriff/Police and Public Safety;
- Library;
- Parks and Recreation;
- Animal Control;
- Street Lighting;
- Landscape Maintenance;
- Water;
- Wastewater;
- Transportation;
- Flood Control and Drainage;
- Utilities;
- Schools; and
- Solid Waste Management.

Table 2 on the following page provides a summary of which public agencies are currently responsible for providing each type of municipal service, prior to the annexation, as well as which public agency is anticipated to be providing that same service after the annexation. In addition, one-time development impact fees ("DIFs") will be collected by a number of public agencies to fund the capital costs of public facilities, as summarized in Section IV of this PFS.

Table 2: Municipal Services Providers for Proposed Annexation Area

Municipal Services	Current Municipal Provider	Future Municipal Provider After Annexation
General Government and Administrative Services [1]	County of San Bernardino	City of Barstow
Fire Protection and Emergency Response Services	San Bernardino County Fire Protection District ("SBCFPD")	Barstow Fire Protection District ("BFPD")
Sheriff/Police and Public Safety	San Bernardino County Sheriff's Department ("SBCSD")	Barstow Police Department ("BPD")
Library	San Bernardino County Library System	San Bernardino County Library System
Street Lighting	San Bernardino County Public Works	City of Barstow
Parks and Recreation		
▪ Community Facilities	City of Barstow	City of Barstow
▪ Local Facilities	Not Applicable	Not Applicable
Animal Control	San Bernardino County Animal Control	City of Barstow via contract with Barstow Humane Society
Landscape Maintenance	San Bernardino County	City of Barstow
Water	Golden State Water Company	Golden State Water Company
Wastewater	Private, On-Site Wastewater Systems	City of Barstow
Transportation		
▪ Freeways and Interchanges	Caltrans	Caltrans
▪ Local Public Roads	San Bernardino County Public Works	City of Barstow
▪ Regional Transit	San Bernardino County Transportation Authority ("SBCTA")	SBCTA
▪ Local Transit	Victor Valley Transit Authority ("VVTA")	VVTA
Flood Control and Drainage		
▪ Regional Facilities	San Bernardino County Flood Control District ("SBCFD")	SBCFD
▪ Local Facilities	SBCFD	SBCFD
Utilities		
▪ Cable/Internet Provider/Phone	Spectrum, Xfinity, Frontier	Spectrum, Xfinity, Frontier
▪ Power	Southern California Edison ("SCE")	SCE
▪ Natural Gas	Southwest Gas Corporation ("SGC")	SGC
Schools		
▪ K-12	Barstow Unified School District ("BUSD")	BUSD
▪ Community College	Barstow College District ("BCD")	BCD
Solid Waste Management	Burrtec Waste Industries, Inc. through franchise agreement with San Bernardino County Public Works	Burrtec Waste Industries, Inc. through franchise agreement with the City of Barstow

Note:

1. Including general municipal administration, planning and community development services, economic development, local road operation and maintenance ("O&M"), street lighting O&M, and human resources, among other services.

A written narrative describing the pre-annexation and post-annexation provision of each service listed in Table 2 follows:

B General Government and Administrative Services

B.1 Before Annexation

The County currently provides general government and administrative services to the Annexation Area. These include certain services that the County only provides in the unincorporated County, such as planning and community development services, economic development, arterial, collector and other local road operation and maintenance ("O&M"), regional parks O&M and human resources, among other services. In addition, the County provides certain services on a Countywide basis to both cities and the unincorporated County, such as criminal justice services related to jails and courts, including district attorney, public defender and probation services, as well as health and welfare services and other Countywide functions.

B.2 After Annexation

The City will assume responsibility for all of the administrative and general government services that had been previously provided by the County exclusively for unincorporated County areas. As discussed above, these would include planning and community development services, economic development, local road and street light O&M, etc. within the Annexation Area. However, the other services currently provided by the County on a Countywide basis, such as criminal justice services related to jails and courts, including district attorney, public defender and probation services, and health and welfare services, will continue to be the County's responsibility within the Annexation Area.

C Fire Protection and Emergency Response Services

C.1 Before Annexation

SBCFPD currently provides fire protection and emergency response services to the Annexation Area, with a mutual aid agreement with the BFPD.

C.2 After Annexation

The BFPD will be the primary provider of fire protection and emergency response services to the Annexation Area once it has been annexed into the BFPD, with its current mutual aid agreement with the SBCFPD continuing after the annexation. The District has 30 employees as of July 2025. A total of **four** (4) new firefighters are required to maintain current District service levels in the BIG Project area. The extra tax revenues from the BIG Project will actually pay for **seven** (7) additional firefighters, which will represent an increase over the current level of firefighter staffing and fire safety services in the BIG Project, thereby increasing fire protection services for BIG Project employees and facilities, as well as residents and employees in areas within the City which are adjacent to the BIG Project, and throughout the entire District. In addition, other developments, both new and existing, will generate revenue to fund a **twelfth** new fire fighter. These expected **twelve** (12) new firefighters will be used to staff a new ladder truck company needed to serve the BIG Project and ensure public safety for the BIG Project facilities.

D Law Enforcement

D.1 Before Annexation

SBCSD currently provides public safety services to the Annexation Area, in addition to having a mutual aid agreement with the BPD.

D.2 After Annexation

BPD will be the primary provider of law enforcement services to the Annexation Area once it has been annexed into the City, with its current mutual aid agreement with the SBCSD continuing after the annexation. The BPD has 47 budgeted positions as of July 2025. A total of six (6) new police officers are required to maintain current BPD service levels in the BIG Project area. The extra tax revenues from the BIG Project will pay for **three** (3) additional police officers, who will improve the current level of police staffing and police services in the BIG Project for its workers and facilities, the areas in the City near BIG Project, and the entire City. The City anticipates that the total of **nine** (9) new officers will comprise a new 24/7 two officer patrol shift, with one new Sergeant and eight (8) additional police officer positions to maintain all-hours coverage.

E Library

E.1 Before Annexation

Currently, the Annexation Area is served by the San Bernardino County Library system, with the Barstow Branch Library, located at 304 E. Buena Vista Street in the City, as the primary service location.

E.2 After Annexation

The San Bernardino County Library system will continue to serve the Annexation Area after its annexation.

F Street Lighting

F.1 Before Annexation

The San Bernardino County Public Works Department is currently responsible for operating and maintaining streetlights within the Annexation Area.

F.2 After Annexation

The City will be responsible for operating and maintaining streetlights within the Annexation Area upon its annexation.

G Parks and Recreation

G.1 Before Annexation

The City provides community park and recreational services to all residents and employed persons within the City and surrounding unincorporated County areas, including the Annexation Area. The City currently has 13 parks and recreational facilities. There are currently no local parks or recreational facilities within the Annexation Area.

G.2 After Annexation

The City will continue to provide community park and recreational services to all employed persons within the Annexation Area. The Annexation Area will not have any local parks or recreational facilities upon its development.

H Animal Control

H.1 Before Annexation

The San Bernardino County Animal Control operates the Big Bear Lake and Devore Animal Shelters to provide programs and services to the unincorporated County.

H.2 After Annexation

Barstow Humane Society will provide animal control and shelter services to the Annexation Area after its annexation via a contract with the City.

I Landscape Maintenance

I.1 Before Annexation

The County currently provides landscape maintenance services within the right-of-way in the Annexation Area.

I.2 After Annexation

Upon annexation, the City will be responsible for providing operations and maintenance services for the landscaping of all right-of-way, parkways and medians within the Annexation Area, all of which will be funded by the BIG Project applicant or other agreed upon mechanisms.

J Water

J.1 Before Annexation

The primary retail water supplier for the Annexation Area while it is located within the unincorporated County is the Golden State Water Company ("GSWC"), a water utility subsidiary of American States Water Company.

J.2 After Annexation

GSWC will continue to be the retail water service provider for the Annexation Area after its annexation. Odessa Water District will continue to be a back-up water supplier.

K Wastewater

K.1 Before Annexation

Sewage generated within the Annexation Area is currently being handled by private, on-site wastewater systems.

K.2 After Annexation

The City will provide wastewater services to the Annexation Area after its annexation. The Barstow Wastewater Treatment Plant, located in the eastern portion of the City along the south bank of the Mojave River, has a treatment capacity of 4.5 million gallons per day ("MGD") and currently discharges at a rate of approximately 2.2 MGD, resulting in an estimated available treatment capacity of 2.3 MGD. The BIG Project, upon its development, is estimated to generate an average dry weather flow ("ADWF") of 0.216 MGD. Based on its current available treatment capacity of 2.3 MGD, the Barstow Wastewater Treatment Plant, in its current state, will have sufficient capacity to serve the entire BIG Project, inclusive of the Annexation Area, at its build-out.

L Transportation

L.1 Before Annexation

Caltrans currently operates and maintains freeways located in the unincorporated County, while, as noted in Section A.1 of this PFS, arterials, collectors and other local public roads are operated and maintained by the County Public Works Department. SBCTA provides public regional transit in the County, with VVTA providing public local transit in the City and surrounding unincorporated County areas.

L.2 After Annexation

Caltrans, SBCTA, and VVTA will continue to provide freeway and public transit services to the Annexation Area once the annexation has been completed. As noted previously in Section A.2, the City will be responsible for the operations and maintenance of local public roads within the Annexation Area.

M Flood Control and Drainage

M.1 Before Annexation

The SBCFD provides operations and maintenance services for regional flood control facilities and any local drainage facilities.

M.2 After Annexation

The SBCFD will continue to manage regional and local flood control facilities on behalf of the Annexation Area.

N Utilities

N.1 Before Annexation

The current providers of cable television, internet and telephone services within the Annexation Area are Spectrum, Xfinity, and Frontier Communications, respectively. Electricity is supplied by SCE and natural gas by SGC.

N.2 After Annexation

All utility services in the Annexation Area will continue to be maintained by the same private parties.

O Schools

O.1 Before Annexation

The local K-12 schools are being operated by the BUSD. Community college facilities are the responsibility of BCD.

O.2 After Annexation

Both K-12 school and community college services will continue to be the responsibility of BUSD and BCD, respectively.

P Solid Waste Management

P.1 Before Annexation

Burrtec Waste Industries, Inc. currently provides waste and recycling services to the Annexation Area through a franchise agreement with the San Bernardino County Public Works Department.

P.2 After Annexation

Burrtec Waste Industries, Inc. will continue to provide waste and recycling services to the Annexation Area after its annexation, although its franchise agreement will be executed with the City rather than with the County.

III FISCAL IMPACT

Fiscal impacts arising from a land development plan can be broadly categorized as one of two types, specifically one-time impacts or recurring impacts. Given that the land use elements within the BIG Project are highly integrated throughout the site, attempts to segregate such components into portions currently in the unincorporated County versus portions currently in the City would be highly speculative. **Therefore, for the purpose of evaluating one-time and recurring fiscal impacts, it is assumed that when LAFCO approves the annexation of the Annexation Area into the City, the net fiscal impact of the annexation will be evaluated based on the entirety of the BIG Project area, including portions of the BIG Project that are already located within the City.**

A One-Time Fiscal Impacts

Mitigation fees ("MFs") are one-time fees utilized to fund a project's fair share of a municipality's infrastructure and capital needs and are generally paid upon issuance of grading permits or building permits. **It is assumed that one-time revenues available through these MFs will directly offset one-time costs, so no budget surplus or shortage will result from the payment of MFs.** The BIG Project is subject to the following MFs collected by the City, totaling at **$8.318** per BSF:

- Law Enforcement Facilities Fee: Collected prior to issuance of a building permit and currently assessed at $0.709 per BSF for industrial uses.
- Fire Suppresion Facilities Fee: Collected on behalf of BFD prior to issuance of a building permit and currently assessed at $0.239 per BSF for industrial uses.
- Street, Bridges and Signals Facilities Fee: Collected prior to issuance of a building permit and currently assessed at $5.532 per BSF for industrial uses.
- Storm Drainage Facilities Fee: Collected prior to issuance of a building permit and currently assessed at $0.070 per BSF for industrial uses.
- Sewer Collection Facilities Fee: Collected prior to issuance of a building permit and currently assessed at $ 1.768 per BSF for industrial uses.

The fees listed above focus on City-based fees only. Actual fees will be calculated by the City at the time of issuance of a building permit. Fees may vary due to exemptions, credits or other variables.

B Recurring Fiscal Impact

As detailed in the Fiscal Impact Summary Memorandum ("Memo") submitted by DTA under separate cover, **the BIG Project site is anticipated to generate a significant annual recurring incremental fiscal surplus at build-out of $2,507,303 based on the generation of $5,898,512 in annual recurring revenues and $3,391,208 in recurring annual costs. Please see Section C of the Memo for more information.** Overall, the annual revenues generated by the Big Project are projected to equal 1.74 times the associated City costs.

If the fiscal impact analysis for a proposed development project reflects a revenue/cost ratio >1, the project is expected to generate a positive net fiscal impact (or surplus revenues) for a municipality's General Fund. This is the case for the annexation of the remaining portion of the BIG Project to the City.

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Barstow International Gateway Project

CONCLUSIONS OF THE FISCAL IMPACT ANALYSES ("FIAs") FOR THE ANNEXATION OF THE BARSTOW INTERNATIONAL GATEWAY PROJECT ("BIG PROJECT")

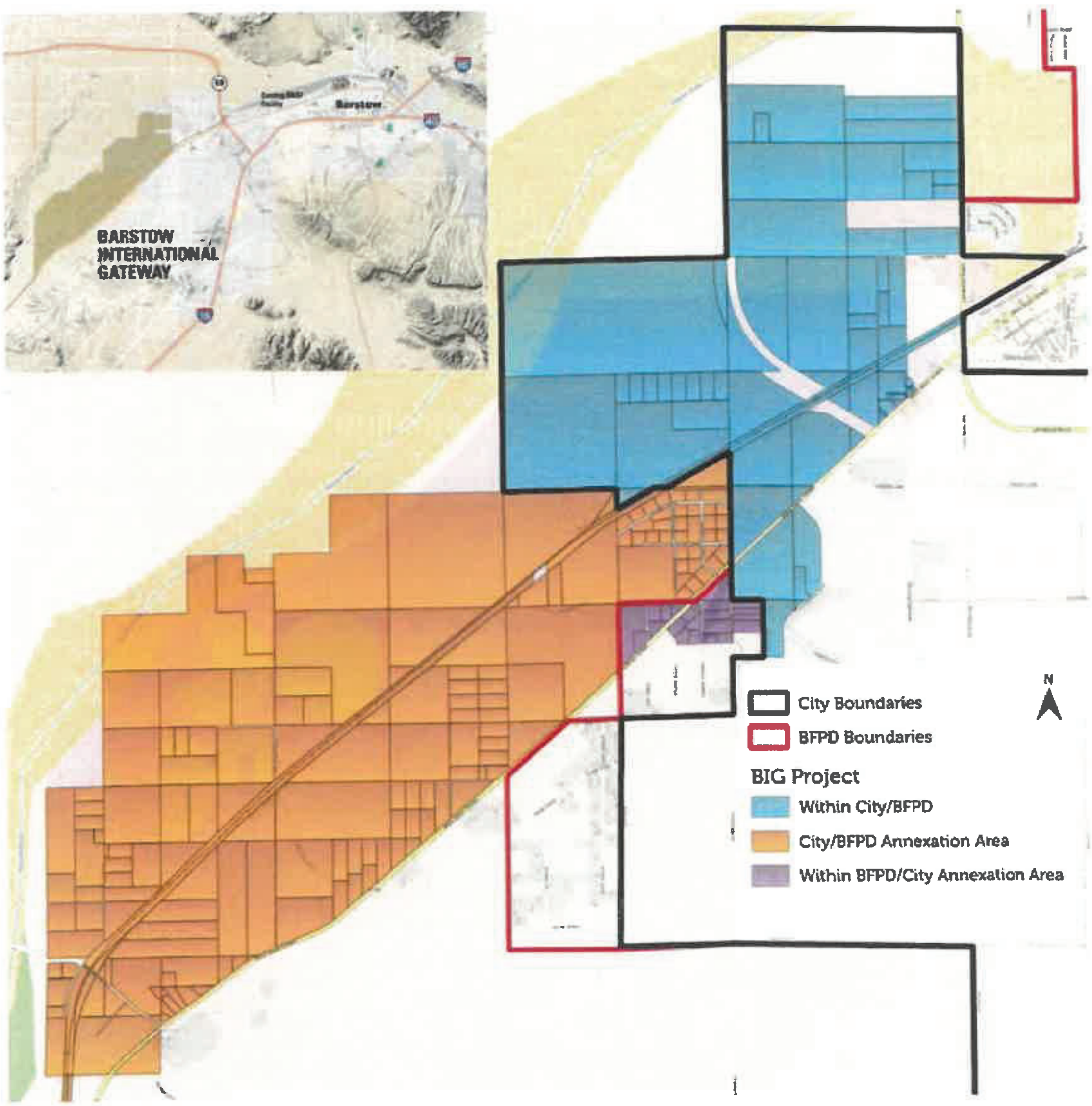
INTRODUCTION

The purpose of this summary is to identify the projected fiscal impacts to the City of Barstow (the "City") and Barstow Fire Protection District ("BFPD") General Funds that will result from the development of the BIG Project. For the purpose of these FIAs, a portion of the BIG Project site currently located within the unincorporated County of San Bernardino (the "County") is assumed to be annexed into the City and BFPD, with the fiscal impacts on their respective General Funds assessed on the basis of the entirety of the BIG Project.

Notably, the BIG Project is anticipated to generate annual recurring fiscal surplus to both City General Fund ($2,507,303) and BPFD ($111,325). Hence, it is anticipated that the City will not need to subsidize BPFD for providing the fire protection services to the BIG Project at its build-out.

DESCRIPTION OF THE BIG PROJECT

Figure 1: BIG Project Map



- **Project Site:** Comprises a contiguous area of approximately 4,244 acres of mostly vacant land, generally located west of Lenwood Road, north of Main Street, west of Hinkley Road, and south of Community Boulevard.
- **Annexation Areas**: Approximately 2,639 and 2,569 acres of the BIG Project site are located within unincorporated San Bernardino County and the Spheres of Influence ("SOI") of the City and BFPD, respectively, allowing those areas to be annexed into the City and BFPD with approval from the Local Agency Formation Commission ("LAFCO") for the County; and
- **Proposed Development:** A state-of-the-art master-planned integrated rail facility to be developed by Burlington Northern and Santa Fe Railway ("BNSF") for transloading freight from international containers arriving at the Ports of Los Angeles and Long Beach to domestic containers, comprising the following land use elements:
  - Railway: Consists of approximately 5.3 miles of existing BNSF mainline tracks as part of the Cajon Subdivision. The existing mainline tracks are located on BNSF's right-of-way, bisecting the BIG Project site east to west;
  - Rail Yard: Features a block swap yard comprising numerous 16,000- and 10,000-foot tracks, and an intermodal facility consisting of multiple sets of 10,000-foot tracks, several sets of 10,000-foot support tracks, and clean-energy powered cargo-handling equipment, including electric wide span cranes and yard trucks, on 1,336 acres of land south of the railway;
  - Private Solar Power Utility (Solar Farm): Comprised of an approximately 21-megawatt solar array and a battery energy storage system on 137 acres of land south of the railyard to power the intermodal facility; and
  - Transload Warehouse Center: Consists of approximately 9 million sq. ft. of warehousing space on 2,628 acres of land north of the railway for transloading goods arriving at the intermodal facility from international containers, which are repackaged and processed into domestic containers.

ANALYTIC METHODOLOGY AND ASSUMPTIONS UTILIZED IN FIA

Please note that only recurring revenues and costs are analyzed in these FIAs, so revenues and costs that are considered non-recurring, such as Development Impact Fees ("DIFs") paid by developers and capital expenditures, are excluded from the analysis.

- Discounting Revenues: Certain revenues are not expected to increase one-to-one with new development. Thus, 15% and 75% discount rates have been applied to various General Fund revenues to reflect the estimated ratio of fixed revenues (not impacted by future development) to variable revenues. In addition, DTA conservatively applies a 100% discount on the revenues that are deemed static or difficult to forecast, including the intergovernmental revenues received by the City.
- Discounting Expenses: Certain service costs are not expected to increase one-to-one with new development. Thus, a 15% discount rate has been applied to various General Fund expenditures to reflect the estimated ratio of fixed costs (not impacted by future development) to variable costs. Notably, DTA has conservatively assumed that no discount factor would be applied to Public Works expenditures, even though it is likely that such expenditures will not need to be 100% duplicated despite the influx of new employees on the BIG Project site.
- Assessed Valuation: Since BNSF, a regulated railway company, will own the rail facility and solar farm improvements and their underlying land, as well as the land located underneath the transload warehouse center, certain components of the BIG Project will be assessed by the State Board of Equalization ("BOE") as railway unitary property or nonunitary railroad transportation property, with the remaining components locally assessed by the County Assessor. In addition, BNSF has indicated that the solar farm facility will not be deemed "active" by January 1, 2027. Therefore, it will not qualify for the active solar energy system property tax exclusion, and will be assessed by the BOE for the purpose of this FIA.
- Tax Sharing (Secured Property Taxes): Property tax revenue estimates were derived using the applicable locally assessed valuation and apportionment factors by tax rate areas ("TRAs") provided by the County Auditor-Controller as applied to the general 1% *ad valorem* property tax levy [Proposition ("Prop") 13], net of the projected Education Revenue Augmentation Fund ("ERAF") property tax shifts, as described below:
  - City: Total secured property tax revenues received by the City General Fund for BIG Project parcels already located in the City will equal approximately 14.89%, 13.01%, and 14.63% of the basic 1% levy from the TRAs encompassing portions of the transload warehouse center, railyard, and solar farm components, respectively. The total secured property tax revenues received by the County General Fund from the TRAs in the City

Annexation Area and will comprise portions of the transload warehouse center, railyard, and solar farm components, at present equal approximately 17.36%, 17.32%, and 15.21% of the basic 1% levy, respectively. For the purposes of this FIA, DTA has assumed that 50% of these percentages will be transferred to the City after the annexation of the City Annexation Area into the City. As a result, the City would accrue 8.68%, 8.66%, and 7.61% of the basic 1% levy for these three separate land uses, respectively.

- BPFD: Total secured property tax revenues received by the BPFD for the BIG Project parcels already located in the BPFD will equal approximately 22.46%, 22.60%, and 22.53% of the basic 1% levy from the TRAs comprising portions of the transload warehouse center, railyard, and solar farm components, respectively. Separately, the BPFD is assumed to receive 100% of County's current secured property tax apportionment for fire protection from the BPFD Annexation Area, comprising only 3.13% and 3.6% of the basic 1% levy from the respective TRAs encompassing portions of the transload warehouse center and railyard components, upon the annexation of the BPFD Annexation Area into the BPFD.

- Property Tax In Lieu of Vehicle License Fees ("VLFs"): Per California Revenue and Taxation Code §97.70, the property tax in lieu of VLF amount now grows in proportion to the growth rate of Citywide gross assessed valuation of taxable property from the prior fiscal year. Property taxes in lieu of VLF revenues constitute an addition to other property tax apportionments and were calculated for the purposes of this FIA at $1.59 per $1,000 increase in assessed valuation on a Citywide basis.

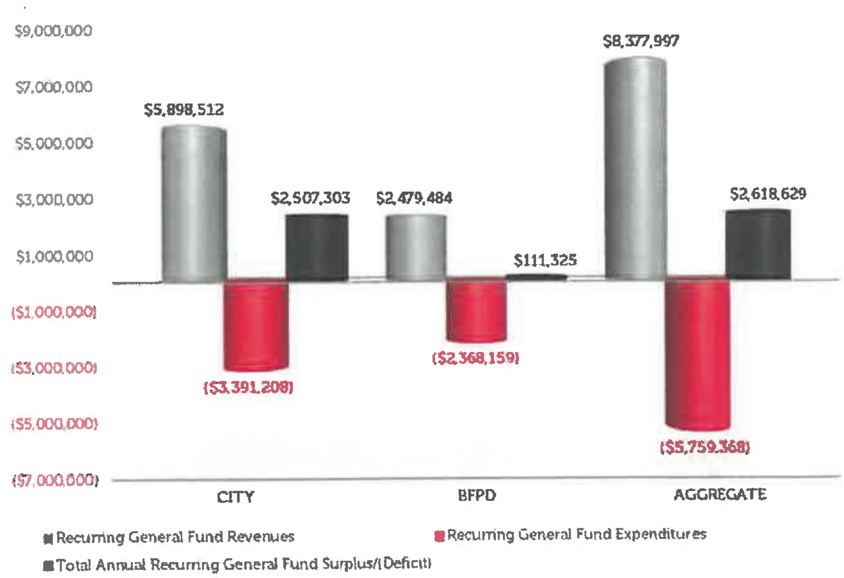
- Police: Using the City's current police service levels as a baseline, the BIG Project needs **six** (6) police officers. The extra tax revenues from the BIG Project will pay for **three** (3) additional police officers, who improve the current level of police staffing and police services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and the entire City. Overall, the City intends to use the tax revenues from the BIG Project to pay for the total of **nine** (9) new police officers.

- Fire Protection: Using current fire service levels as a baseline, the BIG Project needs **four** (4) firefighters. The extra tax revenues from the BIG Project will pay for **seven** (7) additional firefighters, who will improve the current level of firefighter staffing and fire safety services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and in the entire BFPD. Other developments, both new and existing, will generate revenue to fund a **twelfth** new fire fighter. The expected **twelve** (12) new firefighters paid for by this project and other developments will staff a new ladder truck company needed to serve the BIG Project and ensure public safety for the BIG Project facility. The new ladder truck company will also provide improved fire protection services to the areas in the City near BIG Project, and in the entire BFPD.

RECURRING FISCAL IMPACT CONCLUSIONS

As presented in Table 1 and Figure 2, the overall net fiscal impact to the City's General Fund resulting from the revenues anticipated to be generated by the BIG Project's build-out ($5,898,512), as compared with the cost of public services associated with the BIG Project's build-out ($3,391,208), will be a significant annual recurring **fiscal surplus of $2,507,303** after its annexation into the City.

Figure 2: Projected Fiscal Impacts from BIG Project



In addition, the overall net fiscal impact to the BPFD resulting from the property tax revenues anticipated to be generated by the BIG Project's build-out ($2,479,484), as compared with the cost of fire protection service associated with the BIG Project's build-out ($2,368,159), will be an annual recurring **fiscal surplus of $111,325** after its annexation into the BPFD. **Hence, it is anticipated that the City will not need to subsidize BPFD for providing the fire protection services to the BIG Project at its build-out.**

Table 1: Fiscal Impact Summary (City and BFPD General Funds)

Fiscal Impact Category	City General Fund		Barstow FPD		Total City/Barstow FPD	
	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
Recurring Revenues [1]						
Secured Property Tax	$2,144,109	36.4%	$2,260,720	91.2%	$4,404,830	52.6%
Unsecured Property Tax	$179,118	3.0%	$210,396	8.5%	$389,514	4.6%
Property Transfer Tax	$0	0.0%	$0	0.0%	$0	0.0%
Property Tax In Lieu of Vehicle License Fee	$2,920,345	49.5%	NA	NA	$2,920,345	34.9%
Railroad Unitary Tax	$4,684	0.1%	$6,239	0.3%	$10,923	0.1%
Direct Sales Tax	$0	0.0%	$0	0.0%	$0	0.0%
Indirect Sales Tax	$410,894	7.0%	$0	0.0%	$410,894	4.9%
Business Licenses	$103,093	1.7%	NA	NA	$103,093	1.2%
Franchise Fees	$113,004	1.9%	NA	NA	$113,004	1.3%
Charges for Service	$0	0.0%	NA	NA	$0	0.0%
Use of Property	$4,489	0.1%	NA	NA	$4,489	0.1%
Fines and Forfeitures	$13,709	0.2%	NA	NA	$13,709	0.2%
Other / Miscellaneous	$0	0.0%	NA	NA	$0	0.0%
Investment Income	$5,066	0.1%	$2,129	0.1%	$7,195	0.1%
Subtotal	**$5,898,512**	**100.0%**	**$2,479,484**	**100.0%**	**$8,377,997**	**100.0%**
Recurring Expenditures [2]						
Public Works	$395,028	11.6%	NA	NA	$395,028	6.9%
Community Development	$289,363	8.5%	NA	NA	$289,363	5.0%
Parks & Recreation	$129,481	3.8%	NA	NA	$129,481	2.2%
Police	$1,800,000	53.1%	NA	NA	$1,800,001	31.3%
Fire Protection	NA	NA	$2,310,000	97.5%	$2,310,000	40.1%
General Government	$735,833	21.7%	$58,159	2.5%	$793,992	13.8%
Infrastructure Maintenance	$41,503	1.2%	NA	NA	$41,503	0.7%
Subtotal	**$3,391,208**	**100.0%**	**$2,368,159**	**100.0%**	**$5,759,368**	**100.0%**
Net Fiscal Impact						
Total Annual Recurring General Fund Surplus/(Deficit)	**$2,507,303**	**NA**	**$111,325**	**NA**	**$2,618,629**	**NA**
Total Annual Revenue/Expenditure Ratio	**1.74**	**NA**	**1.05**	**NA**	**1.45**	**NA**

NOTES:

[1] Please see Attachments 1-D through 1-H for the derivation of these calculations.

[2] Please see Attachments 1-I through 1-M for the derivation of these calculations.

* *All figures subject to rounding*

dta
www.FinanceDTA.com

SUMMARY MEMORANDUM

April 8, 2026

To: Matthew Summers, Colantuono, Highsmith & Whatley, PC

From: David Taussig and Jerry Wen, DTA

Subject: Fiscal Impacts Resulting from the Proposed Annexation of Certain Portion of Barstow International Gateway Project Area into the City of Barstow and the Barstow Fire Protection District

The Local Agency Formation Commission ("LAFCO") for the County of San Bernardino (the "County") requires the preparation and certification of a fiscal analysis when a jurisdiction is affected by a proposed change of organization or reorganization. The City of Barstow (the "City") and Barstow Fire Protection District ("BFPD"), a subsidiary district of the City, are in the process of annexing certain areas (the "City Annexation Area" and "BFPD Annexation Area," respectively, and together, the "Annexation Areas") currently located in the unincorporated County within the City's and BFPD's Spheres of Influence ("SOIs"). The Annexation Areas for the City and BFPD, with essentially conterminous boundaries, constitute most of the site area for the proposed Barstow International Gateway Project (the "BIG Project").

DTA has been engaged by the City to analyze the incremental net fiscal impact of the proposed annexation of the Annexation Areas on the General Funds of the City and BFPD. Given that the land use elements within the BIG Project are highly integrated throughout its site, attempts to segregate such components into portions currently in the unincorporated County versus portions currently in the City would be highly speculative. **For the purpose of these two fiscal impact analyses ("FIAs"), it is assumed that the LAFCO will approve the annexation of the Annexation Areas into the City and BFPD, and the net fiscal impacts of those annexations will be evaluated based on the <u>entirety</u> of the BIG Project area, including portions of the BIG Project that are already located within the City and BFPD.**

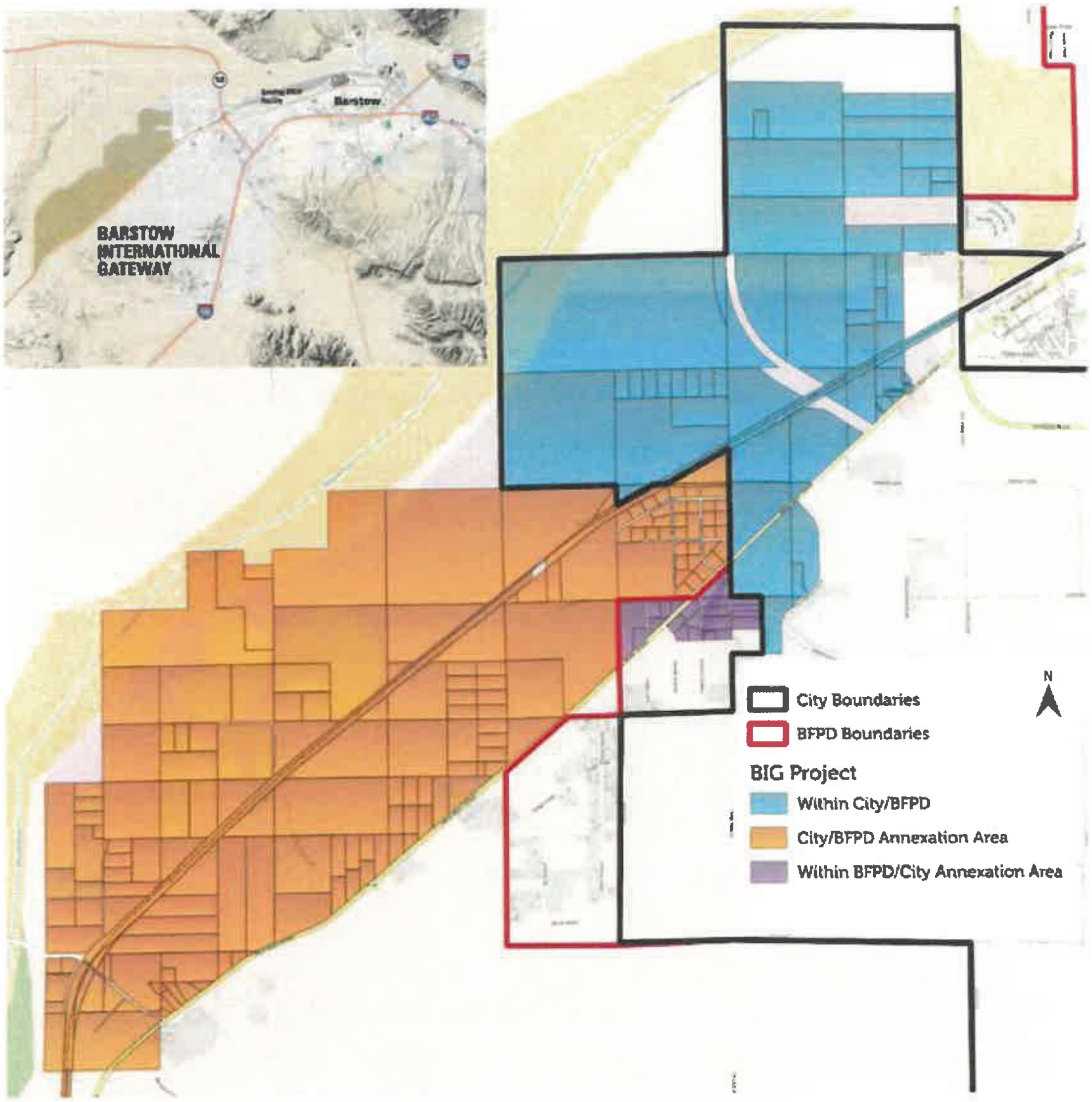
A Description of BIG Project and Annexation Areas

As depicted in Figure 1, the BIG Project site encompasses a contiguous area of approximately 4,243.88 acres of mostly vacant land, generally located west of Lenwood Road, north of Main Street, west of Hinkley Road, and south of Community Boulevard. As illustrated in Figure 1, the boundaries of the Annexation Areas are nearly coterminous, with a small area in the southeast corner of the City Annexation Area already located within the BFPD, as detailed below:

- The City Annexation Area, encompassing approximately 2,639.41 acres of land abutting the westmost City boundaries as depicted by the gold- and purple-colored areas in Figure 1, constitutes an estimated 62.19% of the BIG Project site. The remaining 1,604.47 acres of land within the BIG Project site, described by the blue-colored area in Figure 1, are currently within the City's jurisdiction.
- The BFPD Annexation Area, comprising approximately 2,568.70 acres of land abutting the westmost BFPD boundaries as represented by the gold-colored area in

Figure 1, encompasses about 60.53% of the BIG Project site. The remaining 1,675.18 acres of land within the BIG Project area, bounded by the blue- and purple-colored areas in Figure 1, are currently within the BFPD's jurisdiction.

Figure 1: BIG Project Jurisdiction Boundary Map

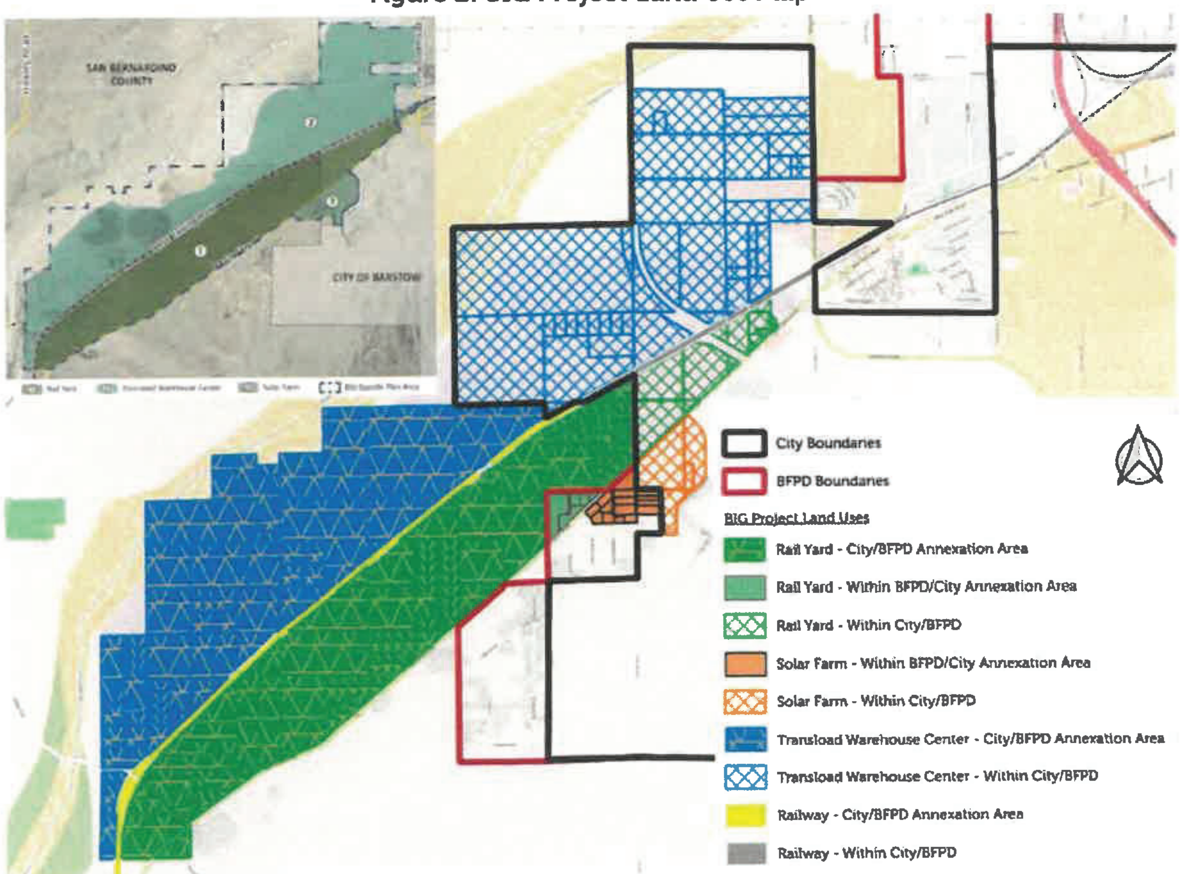


The BIG Project will be developed by Burlington Northern and Santa Fe Railway ("BNSF"), a Class 1 railroad company, into a state-of-the-art master-planned integrated rail facility. Currently, most international cargo at the Ports of Los Angeles and Long Beach (the "Ports") arrives in 40-foot containers, which are then trucked to warehouses for unloading, sorting, and reloading onto trucks to nearby railyards for their next transportation destinations. Construction of the BIG Project will eliminate this inefficiency in current logistics by allowing a direct transfer of containers from ships at the Ports to trains for transport through the Alameda Corridor onto the BNSF mainline up to the BIG Project, with the containers processed, staged, and loaded onto trains moving via BNSF's network across the nation.

As illustrated in Figure 2, the BIG Project is anticipated to comprise the following major land use elements:

- Railway: Consists of approximately 5.3 miles of existing BNSF mainline tracks as part of the Cajon Subdivision. The existing mainline tracks are located on BNSF's right-of-way, which bisects the BIG Project site east to west;
- Rail Yard: Features a block swap yard and intermodal facility with an automated gate system to expedite operations and reduce truck idling. The block swap yard is anticipated to comprise numerous 16,000- and 10,000-foot tracks for assembling and disassembling trains. The intermodal facility will consist of multiple sets of 10,000-foot main and support tracks, and clean-energy powered cargo-handling equipment, including electric wide span cranes and yard trucks;
- Private Solar Power Utility (Solar Farm): Comprised of an approximately 21-Megawatt hours (MWh) solar array and battery energy storage system (BESS) to provide clean energy for the intermodal facility on the railyard; and
- Transload Warehouse Center: Encompasses approximately 9 million sq. ft. of warehousing space for transloading goods arriving at the intermodal facility from international containers, which are repackaged and processed into domestic containers.

Figure 2: BIG Project Land Use Map



The gross acres ("AC") associated with each land use element within current jurisdictions, along with their respective projected building sq. ft. ("BSF") at build-out of the BIG Project, are listed in Table 1 below.

Table 1: Projected Land Uses at Build-Out of the BIG Project

Land Use Element	City/BFPD		Annexation Area		Total	
	AC	BSF	AC	BSF	AC	BSF
City						
Rail Yard	156.81	NA	1,179.68	NA	1,336.49	NA
Solar Farm	90.50	NA	46.04	NA	136.53	NA
Transload Warehouse Center	1,323.62	5,300,000	1,304.62	3,700,000	2,628.24	9,000,000
Railway	33.54	NA	109.08	NA	142.62	NA
Grand Total City	**1,604.47**	**5,300,000**	**2,639.41**	**3,700,000**	**4,243.88**	**9,000,000**
BFPD						
Rail Yard	181.49	NA	1,155.00	NA	1,336.49	NA
Solar Farm	136.53	NA	0	NA	136.53	NA
Transload Warehouse Center	1,323.62	5,300,000	1,304.62	3,700,000	2,628.24	9,000,000
Railway	33.54	NA	109.08	NA	142.62	NA
Grand Total BFPD	**1,641.65**	**5,300,000**	**2,602.23**	**3,700,000**	**4,243.88**	**9,000,000**

B Analytic Methodology and Assumptions

Notably, only recurring revenues and costs are analyzed in these FIAs. Costs that are considered non-recurring, such as capital expenditures, are excluded from the analysis. This is because new development is generally required to construct its own new capital improvements, such as roads or parks, or pay Development Impact Fees ("DIFs") that enable the City or another developer to construct these improvements. As these are one-time costs that will not recur, there is no expectation that new development will need to pay for these capital expenditures a second time. Likewise, revenues that are non-recurring, such as DIFs paid by developers, are also excluded from the FIAs. In sum, the model reflects the estimated recurring annual deficit or surplus to the City's and BFPD's General Funds that will result from the development of the BIG Project upon its respective annexations thereof into the City and BFPD.

DTA chooses its analytical assumptions in accordance with industry standards and documents those decisions carefully. DTA mainly utilized a *Per Capita/Employee Multiplier Approach* (emphasizing average expenditures and revenues) to evaluate the City and BFPD's General Fund revenues expected to be generated by the BIG Project and costs associated with services expected to be provided by the City and BFPD to the Project. Under this approach, DTA thoroughly reviewed the City and BFPD's current annual budgets to determine costs related to the City and BFPD's provision of services to their residents and employees, compared with all current City and BFPD revenue sources. However, certain BIG Project revenues, such as property taxes, sales taxes and other revenues derived from the site, as well as certain BIG Project costs, like those related to police and fire protection services, were determined using a *Case Study Approach*. Under the Case Study Approach, DTA utilized specific information provided by the City, BFPD and BNSF to accurately assess large-scale BIG Project revenues and costs. DTA then determined the total costs and revenues associated with the various components of the BIG Project to the City and BFPD at build-out. In doing so, DTA determined whether the BIG Project is likely to generate a net fiscal surplus or net fiscal deficit for the City and BFPD's General Funds.

The following list explains how some of the assumptions utilized by DTA in preparing this FIA were derived:

- Discounting Revenues: Certain revenues are not expected to increase one-to-one with new development. Thus, 15% and 75% discount rates have been applied to various General Fund revenues to reflect the estimated ratio of fixed revenues (not impacted by future development) to variable revenues. In addition, DTA conservatively applies a 100% discount on the revenues that are deemed static or difficult to forecast, including the intergovernmental revenues received by the City.

- Discounting Expenses: Certain service costs are not expected to increase one-to-one with new development. Thus, a 15% discount rate has been applied to various General Fund expenditures to reflect the estimated ratio of fixed costs (not impacted by future development) to variable costs. Notably, DTA has conservatively assumed that no discount factor would be applied to Public Works expenditures, even though it is likely that such expenditures will not need to be 100% duplicated despite the influx of new employees on the BIG Project site.

- Assessed Valuation: Since BNSF, a regulated railway company, will own the rail facility and solar farm improvements and their underlying land, as well as the land located underneath the transload warehouse center, certain components of the BIG Project will be assessed by the State Board of Equalization ("BOE") as railway unitary property or nonunitary railroad transportation property, with the remaining components locally assessed by the County Assessor, as detailed below:

  - Active Solar Energy System Exclusion: Currently, the installation of an active solar energy system will not be assessed, resulting in no impact to the assessed value of real property thereon. The statute for the active solar energy system new construction exclusion was extended through FY 2025-26, and is now scheduled to sunset on January 1, 2027. Pursuant to BNSF, the solar farm facility will not be deemed "active," i.e., generating power and connected to the grid, by January 1, 2027. Therefore, this facility will be assessed by the BOE for the purpose of this FIA,

  - Qualified Facility: Pursuant to BNSF, the rail yard improvements and solar farm facility are currently valued at an estimated $2 billion and $27 million, respectively. Since the aggregate value for these components exceeds $100 million, such land uses are expected to be treated as a Qualified Facility under Revenue and Tax Code section 100.11, which only allows 20% of its original cost ($405.4M), excluding track and track materials, to be assigned to the local tax rate areas ("TRAs") comprising the Qualified Facility site. Notably, the BOE indicated that this 20% "set-aside" for the Qualified Facility will not be subject to the 50% reduction in valuation mandated under the Railroad Revitalization and Regulatory Reform Act of 1976 (the 4R Act"). The remaining 80% of the Qualified Facility's value ($1.622B) will be assessed by the BOE as railway unitary property under the standard unitary valuation process, and would be subject to a 50% reduction in valuation under the 4R Act.

  - Nonunitary Railroad Transportation Property: According to the BOE, the land located underneath the transload warehouse center will be valued by the BOE as nonunitary railroad transportation property using the comparable sales approach, which will be subject to the 4R Act, and not liable to valuation by the County. The assessed valuation of such land will be assigned by the BOE to each TRA encompassing the transload warehouse center, which will be taxed in the standard manner for nonunitary property. According to BNSF, the land located underneath the transload warehouse center is currently valued at $12,000 per acre.

- Locally Assessed Property: The BOE indicated that vertical improvements for the transload warehouse center will be locally assessed and locally taxed by the County. BNSF estimated that such improvements will be valued at $158 per BSF.

- Tax Sharing (Secured Property Taxes): Property tax revenue estimates were derived using the applicable locally assessed valuation and apportionment factors by the TRAs provided by the County Auditor-Controller as applied to the general 1% *ad valorem* property tax levy [Prop 13], net of the projected Education Revenue Augmentation Fund ("ERAF") property tax shifts, as described below:

  - City: Total secured property tax revenues received by the City General Fund for BIG Project parcels already located in the City will equal approximately 14.89%, 13.01%, and 14.63% of the basic 1% levy from the TRAs encompassing portions of the transload warehouse center, railyard, and solar farm components, respectively.

    The total secured property tax revenues received by the County General Fund from the TRAs in the City Annexation Area and will comprise portions of the transload warehouse center, railyard, and solar farm components, at present equal approximately 17.36%, 17.32%, and 15.21% of the basic 1% levy, respectively. For the purposes of this FIA, DTA has assumed that 50% of these percentages will be transferred to the City after the annexation of the City Annexation Area into the City. As a result, the City would accrue 8.68%, 8.66%, and 7.61% of the basic 1% levy for these three separate land uses, respectively.

  - BPFD: Total secured property tax revenues received by the BPFD for the BIG Project parcels already located in the BPFD will equal approximately 22.46%, 22.60%, and 22.53% of the basic 1% levy from the TRAs comprising portions of the transload warehouse center, railyard, and solar farm components, respectively. Separately, the BPFD is assumed to receive 100% of County's current secured property tax apportionment for fire protection from the BPFD Annexation Area, comprising only 3.13% and 3.6% of the basic 1% levy from the respective TRAs encompassing portions of the transload warehouse center and railyard components, upon the annexation of the BPFD Annexation Area into the BPFD.

- Property Tax In Lieu of Vehicle License Fees ("VLFs"): Per California Revenue and Taxation Code §97.70, the property tax in lieu of VLF amount now grows in proportion to the growth rate of Citywide gross assessed valuation of taxable property from the prior fiscal year. Property taxes in lieu of VLF revenues constitute an addition to other property tax apportionments and were calculated for the purposes of this FIA at $1.59 per $1,000 increase in assessed valuation on a Citywide basis.

- City Expenditures: While the majority of City expenditures described in this FIA were based on the current City budget using a *Per Capita/Employee Multiplier Approach ("Multiplier Approach"),* the need for police and fire protection services was determined to require service levels that were higher than the City and BFPD's current average service levels based on the City and BFPD's current budgets. As a result, DTA met with the City Police Chief and the BFPD Fire Chief and utilized a Case Study approach to determine the following expenditure levels:
  - Police Expenditures: The Barstow Police Department ("BPD"), as of July 2025, has 47 budgeted positions. Utilizing a Per Persons Served methodology under the Multiplier Approach, DTA estimated that the BIG Project, upon its annexation into the City and at build-out, will require a total of **six** (6) new police officers to maintain current BPD service levels in the BIG Project area. The extra tax revenues from the BIG Project will pay for **three** (3) additional police officers, who will improve the current level of police staffing and police services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and the entire City. The City anticipates that the total of **nine** (9) new officers will comprise a new 24/7 two officer patrol shift, with one new Sergeant and eight (8) additional police officer positions to maintain all-hours coverage. The City intends to fund this first additional expansion in BPD personnel via the anticipated additional tax revenues from the development of the proposed BIG Project upon its annexation into the City, if and when approved, as estimated in this FIA. The City also anticipates further, future increases in police staffing as the entire City builds out through the life of the 2048 General Plan. Future increases in BPD staffing will be subject to City Council decisions as tax and other City revenues allow and as residential population and daytime/nighttime employee populations served figures change over time. All additional BPD positions are also subject to City Council decisions and future staffing and budgeting decisions.
  - Fire Protection Expenditures: The BFPD, as of July 2025, has 30 employees. Utilizing a Per Persons Served methodology under the Multiplier Approach, DTA estimated that the BIG Project, upon its annexation into the BFPD and at build-out, will require a total of **four** (4) new firefighters to maintain current BFPD service levels in the BIG Project area. The extra tax revenues from the BIG Project will pay for **seven** (7) additional firefighters, who will improve the current level of firefighter staffing and fire safety services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and in the entire BFPD. Other developments, both new and existing, will generate revenue to fund a **twelfth** new fire fighter. The expected **twelve** (12) new firefighters paid for by this project and other developments will staff a new ladder truck company needed to serve the BIG Project and ensure public safety for the BIG Project facility. The new ladder truck company will also provide improved fire protection services to the areas in the City near BIG Project, and in the entire BFPD. The BFPD intends to fund this first additional

expansion in BFPD fire personnel via the anticipated additional tax revenues from the development of the proposed BIG Project upon its annexation into the BFPD, if and when approved, as estimated in this FIA. The BFPD also anticipates further, future increases in firefighter staffing as the entire City and BFPD build out through the life of the 2048 General Plan. Future increases in BFPD staffing will be subject to City Council and BFPD Board of Directors decisions as tax and other revenues allow and as residential population and daytime/nighttime employee populations served figures change over time. All additional BFPD positions are also subject to City Council and BFPD Board of Directors decisions and future staffing and budgeting decisions.

For additional details regarding the specific assumptions and methodology utilized to calculate the fiscal impacts for the Project, please see Attachment 1.

C Net Fiscal Impact Summary

As listed in Table 2, the overall net fiscal impact to the City's General Fund resulting from the revenues anticipated to be generated by the BIG Project's build-out ($5,898,512), as compared with the cost of public services associated with the BIG Project's build-out ($3,391,208), will be a significant annual recurring **fiscal surplus of $2,507,303** after its annexation into the City. As reflected in Figure 3 below, the largest projected City General Fund revenue source attributable to the BIG Project at build-out is property taxes, including property tax in lieu of VLFs and railroad unitary tax, at 89.0%. Conversely, the largest projected City General Fund expenditures will be for BPD (53.1%), Public Works (11.6%), and general government (21.7%), as reflected in Figure 4 below.

Figure 3: Recurring General Fund Revenues at BIG Project's Build-Out

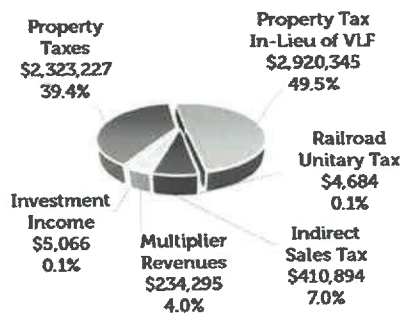
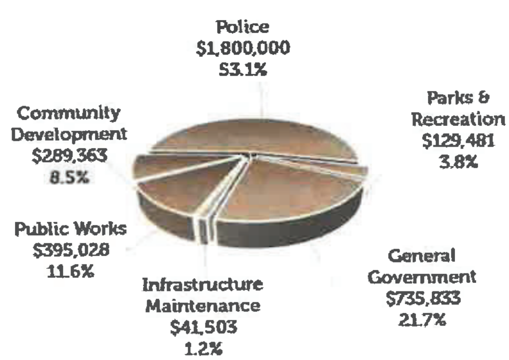


Figure 4: Recurring General Fund Expenditures at BIG Project's Build-Out



In addition, the overall net fiscal impact to the BPFD resulting from the property tax revenues anticipated to be generated by the BIG Project's build-out ($2,479,484), as compared with the cost of fire protection service associated with the BIG Project's build-out ($2,368,159), will be an annual recurring <u>fiscal surplus of $111,325</u> after its annexation into the BPFD. **Hence, it is anticipated that the City will <u>not</u> need to subsidize BPFD for providing the fire protection services to the BIG Project at its build-out.**

Table 2: Fiscal Impact Summary (City and BFPD General Funds)

Fiscal Impact Category	City General Fund		Barstow FPD		Total City/Barstow FPD	
	Amount	Percent of Total	Amount	Percent of Total	Amount	Percent of Total
Recurring Revenues [1]						
Secured Property Tax	$2,144,109	36.4%	$2,260,720	91.2%	$4,404,830	52.6%
Unsecured Property Tax	$179,118	3.0%	$210,396	8.5%	$389,514	4.6%
Property Transfer Tax	$0	0.0%	$0	0.0%	$0	0.0%
Property Tax In Lieu of Vehicle License Fee	$2,920,345	49.5%	NA	NA	$2,920,345	34.9%
Railroad Unitary Tax	$4,684	0.1%	$6,239	0.3%	$10,923	0.1%
Direct Sales Tax	$0	0.0%	$0	0.0%	$0	0.0%
Indirect Sales Tax	$410,894	7.0%	$0	0.0%	$410,894	4.9%
Business Licenses	$103,093	1.7%	NA	NA	$103,093	1.2%
Franchise Fees	$113,004	1.9%	NA	NA	$113,004	1.3%
Charges for Service	$0	0.0%	NA	NA	$0	0.0%
Use of Property	$4,489	0.1%	NA	NA	$4,489	0.1%
Fines and Forfeitures	$13,709	0.2%	NA	NA	$13,709	0.2%
Other / Miscellaneous	$0	0.0%	NA	NA	$0	0.0%
Investment Income	$5,066	0.1%	$2,129	0.1%	$7,195	0.1%
Subtotal	**$5,898,512**	**100.0%**	**$2,479,484**	**100.0%**	**$8,377,997**	**100.0%**
Recurring Expenditures [2]						
Public Works	$395,028	11.6%	NA	NA	$395,028	6.9%
Community Development	$289,363	8.5%	NA	NA	$289,363	5.0%
Parks & Recreation	$129,481	3.8%	NA	NA	$129,481	2.2%
Police	$1,800,000	53.1%	NA	NA	$1,800,001	31.3%
Fire Protection	NA	NA	$2,310,000	97.5%	$2,310,000	40.1%
General Government	$735,833	21.7%	$58,159	2.5%	$793,992	13.8%
Infrastructure Maintenance	$41,503	1.2%	NA	NA	$41,503	0.7%
Subtotal	**$3,391,208**	**100.0%**	**$2,368,159**	**100.0%**	**$5,759,368**	**100.0%**
Net Fiscal Impact						
Total Annual Recurring General Fund Surplus/(Deficit)	**$2,507,303**	**NA**	**$111,325**	**NA**	**$2,618,629**	**NA**
Total Annual Revenue/Expenditure Ratio	**1.74**	**NA**	**1.05**	**NA**	**1.45**	**NA**

<u>NOTES:</u>

[1] Please see Attachments 1-D through 1-H for the derivation of these calculations.

[2] Please see Attachments 1-I through 1-M for the derivation of these calculations.

* ***All figures subject to rounding***

If you have any further questions regarding this Executive Summary, please feel free to contact David Taussig or Jerry Wen at (800) 969-4DTA.

Enclosures:

1. Attachment 1 – FIA

ATTACHMENT 1

City of Barstow and Barstow Fire Protection District
Fiscal Impacts Resulting from the Proposed Annexation of the BIG Project

FIA

ATTACHMENT 1-A
BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT
CITY FUND REVENUES (BY TYPE)

I Demographics and Other Data

A City of Barstow

2025 Estimated City Population [1]	24,811
2025 Estimated City Employees [2]	11,137
2025 Persons Served Population [3]	30,380

B Barstow Fire Protection District

2025 Estimated District Population [4]	32,790
2025 Estimated District Employees [5]	11,304
2025 Persons Served Population [3]	38,442

Notes:

[1] California Department of Finance, Housing and Population Information, January 1, 2025.
[2] Environics Analytics, EmploymentProfiles by NAICS Codes for the City of Barstow.
[3] Assumes City population plus 50% of employees.
[4] Pop-Facts® Demographic Snapshot 2025 for the Barstow Fire Protection District.
[5] Environics Analytics, EmploymentProfiles by NAICS Codes 2025 for the Barstow Fire Protection District.

II City Revenue Sources (by Type)

Revenue Type	General Fund [1]	Barstow Fire Protection District	Total Revenues	Revenue Type	Fiscal Impact Basis	Discount	Fiscal Impact Revenue Factor
Tax Revenue	**$32,075,140**	**$6,600,000**	**$14,292,000**		**Persons Served**		**$0.00**
Property Tax - Secured	$2,123,500	$4,450,000	$6,573,500	Recurring	Case Study	0%	NA
Property Tax - Supplemental	$88,500	$0	$88,500	Recurring	Case Study	0%	NA
RDA Residual Tax Payment	$1,411,500	$2,150,000	$3,561,500	Recurring	Case Study	0%	NA
Real Property Transfer Tax	$70,500	$0	$70,500	Recurring	Case Study	0%	NA
Transient Occupancy Tax	$3,998,000	$0	$3,998,000	Recurring	Case Study	0%	NA
Sales and Use Tax - Measure Q	$9,585,000	$0	$9,585,000	Recurring	Case Study	0%	NA
Sales Tax - Bradley Burns	$8,149,770	$0	$8,149,770	Recurring	Case Study	0%	NA
Sales Tax - Public Safety	$226,000	$0	$226,000	Recurring	Case Study	0%	NA
Homeowners Property Tax Relief	$10,000	$15,000	$25,000	Recurring	Case Study	0%	NA
Business Licenses	**$251,250**	**$0**	**$251,250**	**Recurring**	**Per Employee**	**15%**	**$19.18**
Franchise Fees	**$1,502,500**	**$0**	**$1,502,500**	**Recurring**	**Persons Served**	**15%**	**$42.04**
Interest Income	**$175,000**	**$0**	**$175,000**	**Recurring**	**Case Study**	**0%**	**NA**
Charges for Service	**$111,160**	**$0**	**$111,160**	**Recurring**	**Persons Served**	**100%**	**$0.00**
Construction Permits & Planning Fees	**$699,460**	**$0**	**$699,460**	**Recurring**	**NA**	**NA**	**NA**
Licenses - Bingo Game	**$650**	**$0**	**$650**	**Recurring**	**Persons Served**	**100%**	**$0.00**
VLF/Property Tax Compensation	**$3,287,000**	**$0**	**$3,287,000**	**Recurring**	**Case Study**	**0%**	**NA**
Fines and Forfeitures	**$182,300**	**$0**	**$182,300**	**Recurring**	**Persons Served**	**15%**	**$5.10**
Use of Property	**$203,050**	**$0**	**$203,050**	**Recurring**	**Persons Served**	**75%**	**$1.67**
Motor Vehicle License Fees	**$41,500**	**$0**	**$41,500**	**Recurring**	**Case Study**	**NA**	**NA**
Other / Miscellaneous	**$1,549,600**	**$0**	**$1,549,600**	**Recurring**	**Persons Served**	**100%**	**$0.00**
Cannabis Fees	**$1,266,195**	**$0**	**$1,266,195**	**Recurring**	**Persons Served**	**100%**	**$0.00**
Transfer-in from Measure Q Fund	**$5,429,788**	**$500,000**	**$5,929,788**	**Recurring**	**Case Study**	**0%**	**NA**
Total Revenues	**$43,334,723**	**$7,115,000**	**$50,449,723**	**NA**	**NA**	**NA**	**NA**
Total Recurring Revenues	**$43,334,723**	**$7,115,000**	**$50,449,723**	**NA**	**NA**	**NA**	**NA**

Notes:

[1] Include Measure Q, Measure Q - Fire, and General Fund II subfunds.

ATTACHMENT 1-B

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

CITY FUND EXPENDITURES (BY TYPE)

I **Demographics and Other Data**

A **City of Barstow**

2025 Estimated City Population [1]	24,811
2025 Estimated City Employees [2]	11,137
2025 Persons Served Population [3]	30,380

B **Barstow Fire Protection District**

2025 Estimated District Population [4]	32,790
2025 Estimated District Employees [5]	11,304
2025 Persons Served Population [3]	38,442

Notes:

[1] California Department of Finance, Housing and Population Information, January 1, 2025.

[2] Environics Analytics, EmploymentProfiles by NAICS Codes for the City of Barstow.

[3] Assumes City population plus 50% of employees.

[4] Pop-Facts® Demographic Snapshot 2025 for the Barstow Fire Protection District.

[5] Environics Analytics, EmploymentProfiles by NAICS Codes 2025 for the Barstow Fire Protection District.

II **City Expenditures (by Type)**

Expenditure Type	General Fund [1]	Barstow Fire Protection District	Total Expenditures	Expenditure Type	Fiscal Impact Basis	Discount	Fiscal Impact Expenditure Factor
General Government							
City Council	$149,250	NA	$149,250	Recurring	Case Study	0%	NA
City Clerk	$21,325	NA	$21,325	Recurring	Case Study	0%	NA
City Attorney	$476,000	NA	$476,000	Recurring	Case Study	0%	NA
City Manager	$1,637,402	NA	$1,637,402	Recurring	Case Study	0%	NA
Municipal Records	$396,990	NA	$396,990	Recurring	Case Study	0%	NA
Insurance Risk Management	$2,363,178	NA	$2,363,178	Recurring	Case Study	0%	NA
Finance	$1,243,258	NA	$1,243,258	Recurring	Case Study	0%	NA
Information Technology	$1,085,248	NA	$1,085,248	Recurring	Case Study	0%	NA
Human Resources	$817,932	NA	$817,932	Recurring	Case Study	0%	NA
City Treasurer	$34,300	NA	$34,300	Recurring	Case Study	0%	NA
Central Services	$435,998	NA	$435,998	Recurring	Case Study	0%	NA
Cannabis Regulation	$2,000	NA	$2,000	Recurring	Case Study	0%	NA
General Fund II	$29,800	NA	$29,800	Recurring	Case Study	0%	NA
Barstow Fire Protection District	$213,239	$83,500	$296,739	Recurring	Case Study	0%	NA
Non-General Government							
Public Works	$4,464,684	NA	$4,464,684	Recurring	Persons Served	0%	$146.96
Community Development	$3,847,595	NA	$3,847,595	Recurring	Persons Served	15%	$107.65
Police	$13,371,573	NA	$13,371,573	Recurring	Case Study	0%	NA
Parks & Recreation	$1,721,487	NA	$1,721,487	Recurring	Persons Served	15%	$48.17
Debt Service	$121,400	NA	$121,400	Recurring	NA	0%	NA
Barstow Fire Protection District	$5,331,168	$6,455,000	$11,786,168	Recurring	Case Study	0%	NA
Transfers & Others	$557,907	$0	$557,907	Recurring	NA	0%	NA
Total Expenditures	**$38,321,734**	**$6,538,500**	**$44,860,234**	**NA**	**NA**	**NA**	**NA**
Total Recurring Expenditures	**$38,321,734**	**$6,538,500**	**$44,860,234**	**NA**	**NA**	**NA**	**NA**

Notes:

[1] Include Measure Q, Measure Q - Fire, and General Fund II subfunds.

ATTACHMENT 1-C

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

LAND USE AND DEMOGRAPHICS SUMMARY

Land Use Data			
I	**Within City Jurisdiction**		
A	**Projected Non-Residential Land Uses**	**Acres [1]**	**Building Sq. Ft. [2]**
	Transload Warehouse Center	1,323.62	5,300,000
	Rail Yard	156.81	NA
	Solar Farm	90.50	NA
	Railway	33.54	NA
II	**Within City Annexation Area**		
A	**Projected Non-Residential Land Uses**	**Acres [1]**	**Building Sq. Ft. [2]**
	Transload Warehouse Center	1,304.62	3,700,000
	Rail Yard	1,179.68	NA
	Solar Farm	46.04	NA
	Railway	109.08	NA
III	**Within BFPD Jurisdiction**		
A	**Projected Non-Residential Land Uses**	**Acres [1]**	**Building Sq. Ft. [2]**
	Transload Warehouse Center	1,323.62	5,300,000
	Rail Yard	181.49	NA
	Solar Farm	136.53	NA
	Railway	33.54	NA
IV	**Within BFPD Annexation Area**		
A	**Projected Non-Residential Land Uses**	**Acres [1]**	**Building Sq. Ft. [2]**
	Transload Warehouse Center	1,304.62	3,700,000
	Rail Yard	1,155.00	NA
	Solar Farm	0.00	NA
	Railway	109.08	NA

Population and Employees (Calculations)		
I	**Direct Employees**	
A	**Projected Non-Residential Land Uses**	**Estimated Direct Employees [3]**
	Transload Warehouse Center	4,250
	Rail Yard	1,125
	Solar Farm	0
	Railway	0

Population and Employees (Totals)		
I	**Total Projected Residential Population**	**0**
II	**Total Projected Direct Employees**	**5,375**
III	**Total Persons Served Population [4]**	**2,688**

NOTES:

[1] Source: County of San Bernardino Assessor Office.

[2] Source: Project Proponent

[3] Source: Project Proponent

[4] An employee is typically assumed to be equivalent to 50% of a resident given they would spend only eight active hours in the City per day versus a resident who is active for 16 hours per day.

* *All figures subject to rounding*

ATTACHMENT 1-D

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

NON-UNITARY PROPERTY TAX REVENUE ANALYSIS

General Property Tax Assumptions

I	**Property Tax Allocation Within City/BFPD Jurisdictions (as a Portion of the 1% General Property Tax Levy) [1]**			
A	**City General Fund and Park Fund [2]**			
	Transload Warehouse Center			14.885283%
	Rail Yard			13.010324%
	Solar Farm			14.625552%
	Railway			0.000000%
B	**Barstow Fire Protection District [2]**			
	Transload Warehouse Center			22.458013%
	Rail Yard			23.029296%
	Solar Farm			23.624840%
	Railway			0.000000%
II	**Property Tax Allocation Within Annexation Area (as a Portion of the 1% General Property Tax Levy) [1]**			
		Prior to Annexation into City	**Upon Annexation into City**	
A	**City General Fund**	**County General Fund [2]**	**County General Fund [3]**	**City General Fund [3]**
	Transload Warehouse Center	17.360540%	9.548297%	7.812243%
	Rail Yard	17.315755%	9.523665%	7.792090%
	Solar Farm	15.212014%	8.366608%	6.845406%
	Railway	0.000000%	0.000000%	0.000000%
		Prior to Annexation into BFPD	**Upon Annexation into BFPD**	
B	**Barstow Fire Protection District**	**County FPD [2]**	**County FPD**	**Barstow FPD [4]**
	Transload Warehouse Center	3.126173%	0.000000%	3.126173%
	Rail Yard	3.126209%	0.000000%	3.126209%
	Solar Farm	0.000000%	0.000000%	0.000000%
	Railway	0.000000%	0.000000%	0.000000%

Assessed Valuation Assumptions

I	**Non-Residential Land Uses Within City Jurisdiction**			
A	**Transload Warehouse Center**	**Land Value**	**Improvement Value**	**Total Value**
	Number of Acres/Building Sq. Ft. [5]	1,323.62 AC	5,300,000 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$12,000.00/AC	$158.00/SF	NA
	Total Estimated Net Taxable Value	$15,883,499	$837,400,000	$853,283,499
B	**Rail Yard**			
	Number of Acres/Building Sq. Ft. [5]	156.81 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$0.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
C	**Solar Farm**			
	Number of Acres/Building Sq. Ft. [5]	90.50 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$39,550.66/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$3,579,263	$0	$3,579,263
D	**Railway**			
	Number of Acres/Building Sq. Ft. [5]	33.54 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$0.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
II	**Non-Residential Land Uses Within City Annexation Area**			
A	**Transload Warehouse Center**	**Land Value**	**Improvement Value**	**Total Value**
	Number of Acres/Building Sq. Ft. [5]	1,304.62 AC	3,700,000 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$12,000.00/AC	$158.00/SF	NA
	Total Estimated Net Taxable Value	$15,655,387	$584,600,000	$600,255,387
B	**Rail Yard**			
	Number of Acres/Building Sq. Ft. [5]	1,179.68 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$339,075.69/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$400,000,000	$0	$400,000,000
C	**Solar Farm**			
	Number of Acres/Building Sq. Ft. [5]	46.04 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$39,550.66/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$1,820,737	$0	$1,820,737

ATTACHMENT 1-D

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

NON-UNITARY PROPERTY TAX REVENUE ANALYSIS

D	**Railway**			
	Number of Acres/Building Sq. Ft. [5]	109.08 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$0.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
III	**Total Land Use Net Taxable Value for Big Project Upon Annexation into the City**			**$1,858,938,886**
IV	**Non-Residential Land Uses Within BFPD Jurisdiction**			
A	**Transload Warehouse Center**	**Land Value**	**Improvement Value**	**Total Value**
	Number of Acres/Building Sq. Ft. [5]	1,323.62 AC	5,300,000 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$12,000.00/AC	$158.00/SF	NA
	Total Estimated Net Taxable Value	$15,883,499	$837,400,000	$853,283,499
B	**Rail Yard**			
	Number of Acres/Building Sq. Ft. [5]	181.49 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$52,487.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$9,525,820	$0	$9,525,820
C	**Solar Farm**			
	Number of Acres/Building Sq. Ft. [5]	136.53 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$39,550.66/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$5,400,000	$0	$5,400,000
D	**Railway**			
	Number of Acres/Building Sq. Ft. [5]	33.54 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$0.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
V	**Non-Residential Land Uses Within BFPD Annexation Area**			
A	**Transload Warehouse Center**	**Land Value**	**Improvement Value**	**Total Value**
	Number of Acres/Building Sq. Ft. [5]	1,304.62 AC	3,700,000 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$12,000.00/AC	$158.00/SF	NA
	Total Estimated Net Taxable Value	$15,655,387	$584,600,000	$600,255,387
B	**Rail Yard**			
	Number of Acres/Building Sq. Ft. [5]	1,155.00 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$338,072.98/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$390,474,180	$0	$390,474,180
C	**Solar Farm**			
	Number of Acres/Building Sq. Ft. [5]	0.00 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$39,550.66/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
D	**Railway**			
	Number of Acres/Building Sq. Ft. [5]	109.08 AC	0 SF	NA
	Valuation per Acres/Building Sq. Ft. [6]	$0.00/AC	$0.00/SF	NA
	Total Estimated Net Taxable Value	$0	$0	$0
VI	**Total Land Use Net Taxable Value for Big Project Upon Annexation into the BFPD**			**$1,858,938,886**

Other Property Tax Revenue Assumptions

I	**Unsecured Property Taxes - Assumptions [7]**	
A	**Unsecured Taxes as a % of Secured**	
	Transload Warehouse Center	10.00%
	Rail Yard	0.00%
	Solar Farm	0.00%
	Railway	0.00%
II	**Motor Vehicle Licensing Fees - Assumptions**	
	Vehicle Licensing Fees per Capita	NA
III	**Property Tax In-Lieu of Vehicle License Fee - Assumptions**	
	Total City of Barstow Gross Assessed Value [8]	$2,071,915,996
	City of Barstow Property Tax In-Lieu of Vehicle License Fee [9]	$3,287,000
	Property Tax In-Lieu of Vehicle License Fee Increase per $1,000 Assessed Value	$1.59

ATTACHMENT 1-D

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

NON-UNITARY PROPERTY TAX REVENUE ANALYSIS

Fiscal Impact Calculation				
I	**Fiscal Impact Category**		**Annual Fiscal Impact Amount**	
A	**Secured Property Tax**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
A.1	**Non-Residential Land Uses Within City/BFPD Jurisdiction**			
	Transload Warehouse Center	$1,270,137	$1,916,305	$3,186,442
	Rail Yard	$0	$21,937	$21,937
	Solar Farm	$5,235	$12,757	$17,992
	Railway	$0	$0	$0
A.2	**Non-Residential Land Uses Within Annexation Area**			
	Transload Warehouse Center	$468,934	$187,650	$656,584
	Rail Yard	$311,684	$122,070	$433,754
	Solar Farm	$1,246	$0	$1,246
	Railway	$0	$0	$0
B	**Unsecured Property Tax**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
B.1	**Non-Residential Land Uses Within City/BFPD Jurisdiction**			
	Transload Warehouse Center	$127,014	$191,631	$318,645
	Rail Yard	$0	$0	$0
	Solar Farm	$0	$0	$0
	Railway	$0	$0	$0
B.2	**Non-Residential Land Uses Within Annexation Area**			
	Transload Warehouse Center	$46,893	$18,765	$65,658
	Rail Yard	$0	$0	$0
	Solar Farm	$0	$0	$0
	Railway	$0	$0	$0
C	**Property Tax In-Lieu of Vehicle License Fee**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
	Projected Non-Residential Land Uses [10]	$2,920,345	NA	$2,920,345
II	**Total Property Tax Revenues**	**$5,151,488**	**$2,471,116**	**$7,622,604**

NOTES:

[1] Based on Tax Rate Area (TRA) data provided by the County of San Bernardino Auditor-Controller's Office. TRA allocations adjusted for the Educational Revenue Augmentation Fund ("ERAF").

[2] Post-ERAF rates based on the weighted average of the fiscal year 2024-25 rates applicable to the TRAs encompassing each land use. Source: County of San Bernardino Auditor-Controller Office.

[3] Assumes the County of San Bernardino will retain 55.00% of its current 1% property tax increment, with the City of Barstow receiving the remaining 45.00%.

[4] Assumes the Barstow Fire Protection District will receive San Bernardino County Fire Protection District's current 1% property tax increment after the Annexation Area is annexed into the City.

[5] Please see Attachment 1-C. Subject to change.

[6] Source: Project Proponent

[7] Source: Project Proponent

[8] Source: County of San Bernardino Auditor-Controller Office.

[9] Source: City of Barstow Fiscal Year 2025/2026 Adopted Budget.

[10] Property Tax in-lieu of Vehicle Licensing Fees applies to incremental property value. Current assessed value of BIG Project of $18,138,705 excluded from calculation.

* ***All figures subject to rounding***

ATTACHMENT 1-E

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

RAILROAD UNITARY TAX REVENUE ANALYSIS

Unitary Tax Calculation [1]			
I	**Actual 1% Unitary Tax - Railroad Portion**	**City General Fund**	**Barstow FPD**
	Fiscal Year 2023-24	$17,694	$23,587
	Fiscal Year 2024-25	$16,549	$22,066
II	**Unitary Assessed Valuation ("AV") Assumptions**		**Statewide**
	Fiscal Year 2023-24 Railroad Company AV		$8,022,078,000
	Project Rail Improvement Unitary Valuation [2]		$1,621,600,000
	Fiscal Year 2024-25 Railroad Company AV with Project AV		$1,604,415,600
	Change in AV from Fiscal Years 2023-24 to 2024-25		20.00%
VII	**Adjusted 1% Unitary Tax - Railroad Portion**	**City General Fund**	**Barstow FPD**
	Fiscal Year 2024-25	$21,233	$28,305

Fiscal Impact Calculation				
		Annual Fiscal Impact Amount		
I	**Fiscal Impact Category**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
	Original Railroad Unitary Tax Revenues	$16,549	$22,066	$38,615
	Adjusted Railroad Unitary Tax Revenues	$21,233	$28,305	$49,538
II	**Incremental Unitary Tax Revenues**	**$4,684**	**$6,239**	**$10,923**

NOTES:

[1] Source: HdL Coren & Cone.

[2] Source: Project Proponent

* *All figures subject to rounding*

ATTACHMENT 1-F

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

SALES TAX REVENUE ANALYSIS

	Indirect Sales Tax Assumptions	
I	**Indirect Sales Tax Assumptions - Employees**	
	Annual Spending per Employee [1]	$7,540
II	**Retail Taxable Sales Capture**	
	City of Barstow Retail Taxable Purchase Capture [2]	50%
	Direct Sales Tax Assumptions	
I	**Non-Residential Direct Sales Tax Assumptions**	
A	**Non-Residential Land Uses**	**Taxable Sales [3]**
	Transload Warehouse Center	$0.00/Building SF
	Rail Yard	$0.00/Acre
	Solar Farm	$0.00/Acre
	Railway	$0.00/Acre
	Other Sales Tax Assumptions	
I	**Percent to the City of Barstow General Fund**	
	City of Barstow Municipal Code §3.12.020	1.00%
	Measure Q	1.00%
	Prop 172 - Public Safety [4]	0.03%
	Total	**2.03%**

	Fiscal Impact Calculation			
I	**Fiscal Impact Category**	**Annual Fiscal Impact Amount**		
A	**Indirect Sales Tax**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
A.1	**Employee Taxable Sales**			
	Direct Employees	$410,894	NA	$410,894
B	**Direct Sales Tax**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
B.1	**Non-Residential Land Uses**			
	Transload Warehouse Center	$0	NA	$0
	Rail Yard	$0	NA	$0
	Solar Farm	$0	NA	$0
	Railway	$0	NA	$0
II	**Total Sales Tax Revenues**	**$410,894**	**NA**	**$410,894**

NOTES:

[1] Based on the average daily spending of $29 on coffee, breakfast, and lunch.
Source: "State of Hybrid Work 2023, United States," Owl Labs.

[2] Based on typical DTA baseline assumptions.

[3] Source: Project Proponent

[4] The City projects to receive approximately 6% of the Prop 172 sales tax receipts generated within the City, which is equivalent to 0.03% sales tax rate. Source: City of Barstow Fiscal Year 2024/2025 Adopted Budget.

* *All figures subject to rounding*

ATTACHMENT 1-G

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

MULTIPLIER REVENUE SOURCES ANALYSIS

Multiplier Revenue Assumptions

I	Revenue Category	Multiplier Factor [1]	Revenue Projection Basis
	Business Licenses	$19.18	Per Employee
	Franchise Fees	$42.04	Persons Served
	Use of Property	$1.67	Persons Served
	Fines and Forfeitures	$5.10	Persons Served

Fiscal Impact Calculation

		Annual Fiscal Impact Amount		
I	Fiscal Impact Category	City General Fund	Barstow FPD	Total City/Barstow FPD
	Business Licenses	$103,093	NA	$103,093
	Franchise Fees	$113,004	NA	$113,004
	Use of Property	$4,489	NA	$4,489
	Fines and Forfeitures	$13,709	NA	$13,709
II	**Total Multiplier Revenues**	**$234,295**	**NA**	**$234,295**

NOTES:

[1] Source: City of Barstow Fiscal Year 2025/2026 Adopted Budget.

* *All figures subject to rounding*

ATTACHMENT 1-H

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

INVESTMENT INCOME REVENUES ANALYSIS

Assumptions

I	**Investment Income Assumptions**	
	Investment Period for Recurring Non-Interest General Fund Revenues	1 Month
	Local Agency Investment Fund (LAIF) Rate of Return [1]	2.06%
	Local Agency Investment Fund (LAIF) Percentage of Earnings Cost [1]	50.00%

Fiscal Impact Calculation

		Annual Fiscal Impact Amount		
I	**Fiscal Impact Category**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
	Total Non-unitary Property Tax Revenues (Attachment 1-D)	$5,151,488	$2,471,116	$7,622,604
	Total Unitary Property Tax Revenues (Attachment 1-E)	$4,684	$6,239	$10,923
	Total Sales Tax Revenues (Attachment 1-F)	$410,894	NA	$410,894
	Total Multiplier Revenues (Attachment 1-G)	$234,295	NA	$234,295
II	**Projected Recurring General Fund Revenues Available for Investment**	**$5,801,361**	**$2,477,355**	**$8,278,716**
III	**Plus: Investment Income (Less Earnings Cost)**	**$4,987**	**$2,129**	**$7,116**
IV	**Total Recurring General Fund Revenues**	**$5,806,348**	**$2,479,484**	**$8,285,832**

NOTES:

[1] Estimate. Subject to change.

* ***All figures subject to rounding***

ATTACHMENT 1-I

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

MULTIPLIER EXPENDITURES ANALYSIS

Multiplier Expenditure Assumptions			
I	Expenditure Category	Multiplier Factor [1]	Expenditure Projection Basis
	Public Works	$146.96	Persons Served
	Community Development	$107.65	Persons Served
	Parks & Recreation	$48.17	Persons Served

Fiscal Impact Calculation				
		Annual Fiscal Impact Amount		
I	Fiscal Impact Category	City General Fund	Barstow FPD	Total City/Barstow FPD
	Public Works	$395,028	NA	$395,028
	Community Development	$289,363	NA	$289,363
	Parks & Recreation	$129,481	NA	$129,481
II	**Total Multiplier Expenditures**	**$813,872**	**NA**	**$813,872**

NOTES:

[1] Source: City of Barstow Approved Budget, Fiscal Year 2025-2026.

* *All figures subject to rounding*

ATTACHMENT 1-J

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

POLICE EXPENDITURES ANALYSIS

Fiscal Impact Expenditure Factor at Current Citywide Service Level		
I	**Annual Police Cost Assumptions**	
	Current Expenditure Budget [1]	$14,448,805
	Fiscal Impact Basis	Persons Served
	Citywide Persons Served Population [1]	30,380
	Discount Factor [2]	7.20%
II	**Fiscal Impact Expenditure Factor at Current Citywide Service Level (Per Persons Served)**	**$441.36**

Estimated Number of New Police Officers for BIG Project		
I	**BIG Project Data**	
	Persons Served Population [3]	2,688
II	**BIG Project Police Expenditure Assumptions**	
	Estimated Incremental Police Costs at Current Service Level	$1,186,373
	Annual Composite Rate for a New Police Officer [4]	$200,000
III	**Estimated Number of New Police Officers**	
	At Current Citywide Service Level	6
	Additional Police Officers	3

Fiscal Impact Calculation

		Annual Fiscal Impact Amount		
I	**Fiscal Impact Category**	**New Officers [5]**	**Annual Composite Rate**	**Total City**
	At Current Citywide Service Level	6	$200,000	$1,200,000
	Additional Police Officers	3	$200,000	$600,000
II	**Total Police Expenditures**	**9**	**NA**	**$1,800,000**

NOTES:

[1] Includes $13,371,573 in the FY 2025-26 adopted budget and the additional expenditure of $1,077,232 resulting from the new contract between the City and the Barstow Police Officers Association.
Note, $1,077,232 represents the full-year impact derived from the prorated amount of $520,662 from 1-6-2026 to 6-30-2026.
Source: City of Barstow Fiscal Year 2025/2026 Adopted Budget and Staff Report for Joint Special Meeting on Jan 6, 2026.

[2] Reflects the current estimated ratio of fixed expenditures (not impacted by future development) to variable expenditures.
Source: City of Barstow Police Department.

[3] Please see Attachment 1-C. Subject to change.

[4] Source: City of Barstow Police Department.

[5] Using the City's current police service levels as a baseline, the BIG Project needs six (6) police officers. The extra tax revenues from the BIG Project will pay for three (3) additional police officers, who improve the current level of police staffing and police services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and the entire City. Overall, the City intends to use the tax revenues from the BIG Project to pay for the total of nine (9) new police officers.

* ***All figures subject to rounding***

ATTACHMENT 1-K
BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT
FIRE PROTECTION EXPENDITURES ANALYSIS

Estimated Number of Firefighters for BIG Project at Current District-wide Service Level				
I	**Annual Fire Protection Cost Assumptions**			
	Current Expenditure Budget [1]			$12,633,252
	Fiscal Impact Basis			Persons Served
	District-wide Persons Served Population [1]			38,442
	Discount Factor [2]			2.00%
II	**Fiscal Impact Expenditure Factor at Current District-wide Service Level (Per Persons Served)**			**$322.06**
III	**BIG Project Data**			
	Persons Served Population [3]			2,688
IV	**BIG Project Fire Protection Expenditure Assumptions**			
	Estimated Incremental Fire Protection Costs at Current Service Level			$865,694
	Annual Composite Rate for a New Firefighter [4]			$210,000
VI	**Estimated Number of New Firefighters at Current District-wide Service Level**			4

Proposed Ladder Truck Company Cost Allocations				
I	**Annual Operation Assumptions**			
	Number of New Firefighters [5]			12
	Allocation Metric			Persons Served Population
II	**Primary Benefitted Property [6]**			
A	**Existing Development Projects**			
A.1	**Major Grocery Stores**		**Direct Employees [7]**	**Persons Served Population [8]**
	Stater Bros. Market		24	12
	Walmart Supercenter		151	76
	Vons		31	16
	Food 4 Less		38	19
	Kmart		71	36
A.2	**Hospitals**		**Direct Employees [7]**	**Persons Served Population [8]**
	Barstow Community Hospital		273	137
A.3	**Four-story Hotels [9]**	**Daily Guests [10]**	**Direct Employees [7]**	**Persons Served Population [8]**
	Marriott (181 Rooms)	398	92	245
	Hampton (100 Rooms)	220	51	136
	Home2 Suites (106 Rooms)	233	54	144
	Holiday Inn (92 Rooms)	202	47	125
	Comfort Suites (83 Rooms)	183	42	112
	Best Western Plus (63 Rooms)	139	32	85
	Holiday Inn Express (104 Rooms)	229	53	141
B	**Future Development Projects**		**Direct Employees**	**Persons Served Population [8]**
	BIG Project [11]		5,375	2,688
	Lenwood EV Charging/Logistics Project [12]		668	334
III	**Total Persons Served Population**			**4,306**
IV	**Ladder Truck Company Cost Allocation**			
	BIG Project's Share of Total Persons Served Population			62.42%
V	**Number of Ladder Truck Company Firefighters Allocable to BIG Project [13]**			**7**

Fiscal Impact Calculation				
			Annual Fiscal Impact Amount	
I	**Fiscal Impact Category**	**New Firefighters**	**Annual Composite Rate**	**Total Barstow FPD**
	At Current District-wide Service Level	4	$210,000	$840,000
	Proposed Ladder Truck Company	7	$210,000	$1,470,000
II	**Total Fire Protection Expenditures**	**11* [13]**	**NA**	**$2,310,000**

ATTACHMENT 1-K
BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT
FIRE PROTECTION EXPENDITURES ANALYSIS

NOTES:

[1] Includes $11,786,168 in the FY 2025-26 adopted budget and the additional expenditure of $847,084 resulting from the new contract between the BFPD and the Barstow Professional Firefighters Association.
Note, $847,084 represents the full-year impact derived from the prorated amount of $456,484 from 12-16-2025 to 6-30-2026.
Source: City of Barstow Fiscal Year 2025/2026 Adopted Budget and Staff Report for Joint Special Meeting on December 16, 2025.

[2] Reflects the current estimated ratio of fixed expenditures (not impacted by future development) to variable expenditures.
Source: Barstow Fire Protection District.

[3] Please see Attachment 1-C. Subject to change.

[4] Source: Barstow Fire Protection District.

[5] Source: Barstow Fire Protection District.

[6] Includes those development projects that require a ladder truck for adequate fire protection. Source: Barstow Fire Protection District.

[7] Source: Environics Analytics, EmploymentProfiles by NAICS Codes for the City of Barstow.

[8] A hotel guest/employee is typically assumed to be equivalent to 50% of a resident given they would spend only eight active hours in the District per day versus a resident who is active for 16 hours per day.

[9] Source: City of Barstow Planning Department.

[10] Based on the average 2.2 guests per hotel room. Source: DTA baseline estimate.

[11] Please see Attachment 1-C. Subject to change.

[12] Source: Riverview Capital Investments.

[13] Using current fire service levels as a baseline, the BIG Project needs four (4) firefighters. The extra tax revenues from the BIG Project will pay for seven (7) additional firefighters, who will improve the current level of firefighter staffing and fire safety services in the BIG Project, for its workers and facilities, the areas in the City near BIG Project, and in the entire BFPD. Other developments, both new and existing, will generate revenue to fund a twelfth new fire fighter. The expected twelve (12) new firefighters will staff a new ladder truck company needed to serve the BIG Project and ensure public safety for the BIG Project facility. The new ladder truck company will also provide improved fire protection services to the areas in the City near BIG Project, and in the entire BFPD.

* *All figures subject to rounding*

ATTACHMENT 1-L
BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT
INFRASTRUCTURE MAINTENANCE EXPENDITURES ANALYSIS

	Additional Infrastructure Requirement Assumptions	
I	**Estimated Roadway Infrastructure and Sidewalks/Trails Requirements [1]**	
	Estimated Lane Miles of Roadway	15.60
	Estimated Number of Signalized Intersections	0.00
	Estimated Number of Streetlights	0.00
	Estimated Mileage of Sidewalks/Trails	0.00
	Estimated Acres of Landscaped Parkways and Medians	0.00
II	**Estimated Parks and Open Space Requirements [1]**	
	Estimated Acres of Parks	0.00
	Estimated Acres of Open Space/Slopes	0.00
III	**Estimated Storm Drainage Infrastructure Requirements [1]**	
	Estimated Acres of Basin	0.00
	Estimated Mileage of Storm Drains	0.00

	Annual Maintenance Costs Assumptions	
I	**Roadway Infrastructure and Sidewalks/Trails [2]**	
	Roadway Maintenance Costs per Lane Mile	$2,661
	Traffic Signal Maintenance per Intersection	$5,720
	Street Light Maintenance per Light	$61
	Sidewalk/Trail Maintenance per Lineal Mile	$840
	Landscaped Parkways and Medians Maintenance Costs per Acre	$9,583
II	**Parks and Open Space [2]**	
	Park Maintenance Costs per Acre	$18,000
	Open Space/Slope Maintenance per Acre	$4,792
III	**Storm Drainage Infrastructure [2]**	
	Basin/Lake Maintenance per Acre	$5,227
	Storm Drain Maintenance Per Mile	$1,177

Fiscal Impact Calculation

		Annual Fiscal Impact Amount		
I	**Fiscal Impact Category**	**City General Fund**	**Barstow FPD**	**Total City/Barstow FPD**
A	**Roadway Infrastructure and Sidewalks/Trails**			
	Roadways	$41,503	NA	$41,503
	Signalized Intersections	$0	NA	$0
	Street Lights	$0	NA	$0
	Sidewalks/Trails	$0	NA	$0
	Landscaped Parkways and Medians	$0	NA	$0
B	**Parks and Open Space**			
	Parks	$0	NA	$0
	Open Space/Slopes	$0	NA	$0
C	**Storm Drainage Infrastructure**			
	Basin	$0	NA	$0
	Storm Drains	$0	NA	$0
II	**Total Infrastructure & Parks Maintenance Costs**	**$41,503**	**NA**	**$41,503**

NOTES:
[1] Source: Project Proponent. Subject to change.
[2] Based on data obtained from the DTA Public Works database, in concert with research from the Engineering News-Record.
* *All figures subject to rounding*

ATTACHMENT 1-M

BARSTOW, CALIFORNIA: BARSTOW INTERNATIONAL GATEWAY ("BIG") PROJECT

GENERAL GOVERNMENT EXPENDITURES ANALYSIS

	Assumptions		
I	General Government Overhead Expenditures	City General Fund	Barstow FPD
	Total Recurring Fund Expenditures (excluding General Government Overhead) [1]	$23,526,739	$11,786,168
	Recurring General Government Overhead Expenditures [2]	36.9%	2.5%
	Marginal Increase in General Government Costs	75%	100%

Fiscal Impact Calculation

		Annual Fiscal Impact Amount		
I	Fiscal Impact Category	City General Fund	Barstow FPD	Total City/Barstow FPD
	Total Multiplier Expenditures (Attachment 1-I)	$813,872	NA	$813,872
	Total Police Service Expenditures (Attachment 1-J)	$1,600,000	NA	$1,600,000
	Total Fire Protection Service Expenditures (Attachment 1-K)	NA	$2,310,000	$2,310,000
	Total Infrastructure Maintenance Expenditures (Attachment 1-L)	$41,503	NA	$41,503
II	**Projected Recurring General Fund Expenditures**	$2,455,375	$2,310,000	**$4,765,375**
III	**Plus: General Government Costs**	**$680,411**	**$58,159**	**$738,570**
IV	**Total Recurring Expenditures**	**$3,135,786**	**$2,368,159**	**$5,503,945**

NOTES:

[1] Source: City of Barstow Approved Budget, Fiscal Year 2025-2026.

[2] As a % of Total Recurring Fund Expenditures. General Government Overhead Expenditures defined as costs for Legislative, Administration, Finance, Development Services, and other General Government.

* *All figures subject to rounding*