



City of Tukwila
Finance Committee

- ◆ De'Sean Quinn, Chair
- ◆ Dennis Robertson
- ◆ Kate Kruller

<u>Distribution:</u>	
D. Quinn	Mayor Ekberg
D. Robertson	D. Cline
K. Kruller	C. O'Flaherty
V. Seal	L. Humphrey

AGENDA

TUESDAY, FEBRUARY 6, 2018 – 5:30 PM
HAZELNUT CONFERENCE ROOM
 (At east entrance of City Hall)

Item	Recommended Action	Page
1. PRESENTATION(S)		
2. BUSINESS AGENDA		
a. A contract amendment with BERK for fire and parks impact fees. <i>Peggy McCarthy, Finance Director</i>	a. Forward to 2/20 Consent Agenda.	Pg.1
b. Financing the Public Safety Plan. <i>Rachel Bianchi, Communications and Government Relations Manager</i>	b. Information only.	Pg.13
3. ANNOUNCEMENTS		
4. MISCELLANEOUS		

Next Scheduled Meeting: Wednesday, February 21, 2018





INFORMATIONAL MEMORANDUM

TO: Finance Committee
FROM: Peggy McCarthy, Finance Director
CC: Mayor Ekberg
DATE: January 31, 2018
SUBJECT: Fire & Parks Impact Fees – Contract Amendment

ISSUE

Approve an amendment to the Berk Consulting Contract for the Fire and Parks impact fee study and update.

BACKGROUND

The services of Berk Consulting were retained to assist with the Park and Fire impact fee study and update. The contract was signed August 16, 2018 for not to exceed amount of \$38,000. The contract limit has almost been reached and there are a few remaining tasks to undertake to complete the project. Because of this, a contract amendment is being requested.

DISCUSSION

Certain factors contributed to a more accelerated use of the budget than originally planned. Work on the level of service (LOS) standards - which serve as a benchmark for measuring the City's response to growth and are integral to the impact fee development - turned out to be more intensive than expected. The existing LOS standards were clarified and considered in relation to other options to ensure the service levels meet the needs of the residents and other stakeholders. Both a Parks facilities inventory and a Fire facilities inventory was created and valued as part of the study. Also, Berk took the lead on submittal documents for state review and SEPA requirements coordinating with Community Development – this work was not specifically called out in the contract scope.

The few tasks left to complete include Berk's assistance in presenting the impact fee study and results to the Finance Committee and Council.

FINANCIAL IMPACT

The amendment adds \$20,000 to the original contract (bringing it over \$40,000) and extends the term through April 2018 from the original term of March 2018. It is expected that only a portion of this additional budget authority will be used, and that Berk's work will be completed within the original term.

RECOMMENDATION

The Finance Committee is being asked to approve the contract amendment and forward it to the February 20, 2018 Consent agenda.

ATTACHMENT

- Draft contract amendment
- Original contract



City of Tukwila

6200 Southcenter Boulevard, Tukwila WA 98188

Contract Number: 17-147

Council Approval:

PROFESSIONAL SERVICES AGREEMENT

Amendment # 1

Between the City of Tukwila and Berk Consulting Inc.

That portion of Contract No. 17-147 between the City of Tukwila and **Berk Consulting Inc.** is amended as follows:

Section 3. Duration of Agreement; Time for Performance.

This Agreement shall be in full force and effect for a period commencing upon execution and ending April 30, 2018, unless sooner terminated under the provisions hereinafter specified.

Section 4. Payment.

The Consultant shall be paid by the City for completed work and for services rendered under this Agreement as follows:

- A. Payment for the work provided by the Consultant shall be made as provided on Exhibit B attached hereto, provided that the total amount of payment to the Consultant shall not exceed \$58,000 without express written modification of the Agreement signed by the City.

All other provisions of the contract shall remain in full force and effect.

DATED this _____ day of _____, 2018__.

CITY OF TUKWILA

CONSULTANT

Allan Ekberg, Mayor

By: _____

Printed Name: _____

Title: _____

Attest/Authenticated:

Approved as to Form:

City Clerk, Christy O'Flaherty

Office of the City Attorney



City of Tukwila

6200 Southcenter Boulevard, Tukwila WA 98188

Contract Number: 17-147
Council Approval N/A

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is entered into between the City of Tukwila, Washington, hereinafter referred to as "the City", and Berk Consulting Inc., hereinafter referred to as "the Consultant", in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** The Consultant is retained by the City to perform services in connection with the project titled Park and Fire Impact Fee Update.
2. **Scope of Services.** The Consultant agrees to perform the services, identified on Exhibit A attached hereto, including the provision of all labor, materials, equipment and supplies.
3. **Duration of Agreement; Time for Performance.** This Agreement shall be in full force and effect for a period commencing upon execution and ending March 31, 2018, unless sooner terminated under the provisions hereinafter specified. Work under this Agreement shall commence upon written notice by the City to the Consultant to proceed. The Consultant shall perform all services and provide all work product required pursuant to this Agreement no later than December 31, 2017 unless an extension of such time is granted in writing by the City.
4. **Payment.** The Consultant shall be paid by the City for completed work and for services rendered under this Agreement as follows:
 - A. Payment for the work provided by the Consultant shall be made as provided on Exhibit B attached hereto, provided that the total amount of payment to the Consultant shall not exceed \$38,000 without express written modification of the Agreement signed by the City.
 - B. The Consultant may submit vouchers to the City once per month during the progress of the work for partial payment for that portion of the project completed to date. Such vouchers will be checked by the City and, upon approval thereof, payment shall be made to the Consultant in the amount approved.
 - C. Final payment of any balance due the Consultant of the total contract price earned will be made promptly upon its ascertainment and verification by the City after the completion of the work under this Agreement and its acceptance by the City.
 - D. Payment as provided in this section shall be full compensation for work performed, services rendered, and for all materials, supplies, equipment and incidentals necessary to complete the work.
 - E. The Consultant's records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the City and the state of Washington for a period of three (3) years after final payments. Copies shall be made available upon request.
5. **Ownership and Use of Documents.** All documents, drawings, specifications and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. The Consultant shall be permitted to retain copies, including reproducible

1st of 2 originals

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copies, of drawings and specifications for information, reference and use in connection with the Consultant's endeavors. The Consultant shall not be responsible for any use of the said documents, drawings, specifications or other materials by the City on any project other than the project specified in this Agreement.

6. **Compliance with Laws.** The Consultant shall, in performing the services contemplated by this Agreement, faithfully observe and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services rendered under this Agreement.
7. **Indemnification.** The Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

8. **Insurance.** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

A. **Minimum Amounts and Scope of Insurance.** Consultant shall obtain insurance of the types and with the limits described below:

1. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. **Commercial General Liability** insurance with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.
3. **Workers' Compensation** coverage as required by the Industrial Insurance laws of the State of Washington.

4. **Professional Liability** with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
 - B. **Other Insurance Provision.** The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
 - C. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
 - D. **Verification of Coverage.** Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the City, the Consultant shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.
 - E. **Notice of Cancellation.** The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
 - F. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.
9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither the Consultant nor any employee of the Consultant shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, otherwise assuming the duties of an employer with respect to the Consultant, or any employee of the Consultant.
10. **Covenant Against Contingent Fees.** The Consultant warrants that he has not employed or retained any company or person, other than a bonafide employee working solely for the Consultant, to solicit or secure this contract, and that he has not paid or agreed to pay any company or person, other than a bonafide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the City shall have the right to annul this contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.
11. **Discrimination Prohibited.** Contractor, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation, the presence of any disability, or any other protected class status under state or federal law,

in the selection and retention of employees or procurement of materials or supplies.

12. **Assignment.** The Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the City.
13. **Non-Waiver.** Waiver by the City of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.
14. **Termination.**
 - A. The City reserves the right to terminate this Agreement at any time by giving ten (10) days written notice to the Consultant.
 - B. In the event of the death of a member, partner or officer of the Consultant, or any of its supervisory personnel assigned to the project, the surviving members of the Consultant hereby agree to complete the work under the terms of this Agreement, if requested to do so by the City. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the City, if the City so chooses.
15. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be subject to, and the Consultant shall at all times comply with, all applicable federal, state and local laws, regulations, and rules, including the provisions of the City of Tukwila Municipal Code and ordinances of the City of Tukwila. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be properly laid in King County, Washington. The prevailing party in any such action shall be entitled to its attorney's fees and costs of suit. Venue for any action arising from or related to this Agreement shall be exclusively in King County Superior Court.
16. **Severability and Survival.** If any term, condition or provision of this Agreement is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Agreement, shall survive termination of this Agreement.
17. **Notices.** Notices to the City of Tukwila shall be sent to the following address:

City Clerk
City of Tukwila
6200 Southcenter Boulevard
Tukwila, WA 98188

Notices to Consultant shall be sent to the following address:

BERK Consulting
2025 1st Ave Suite 800
Seattle, WA 98121
18. **Entire Agreement; Modification.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.

DATED this 16 day of August, 2017.

CITY OF TUKWILA

Amc *all* *Dennis Robertson*
Dennis Robertson
Mayor PRO Tempore

CONSULTANT

By: *Brian Murphy*

Printed Name: Brian Murphy

Title: Principal

Attest/Authenticated:

Christy O'Flaherty
City Clerk, Christy O'Flaherty

Approved as to Form:

Reed CB
Office of the City Attorney

EXHIBIT A – SCOPE OF SERVICES

Work will entail all aspects of fire and park impact fee development and update, including:

Task 1: Review existing fire and park impact fee program.

Deliverables:

- Kickoff Meeting with City Staff
- Memorandum presenting program review findings

Task 2: Assist the City project future growth and estimate future costs for proposed fire and park projects intended to provide additional capacity for new growth.

Deliverable:

- Future growth projections and project list with costs and share related to growth

Task 3: Recommend changes in policy, fee calculation methodology and rate structure as necessary.

- Workshop with Staff to discuss methodology options
- Draft recommendations
- Present Draft Recommendations to Council
- Memorandum documenting rate program update recommendations and schedule

Task 4: Document the study and recommendations.

Deliverables:

- Memorandum documenting rate program update and recommendations
- Meet with key City staff
- Present project information and status updates to the Tukwila City Council

EXHIBIT B – FEE SCHEDULE

BERK Consulting					
	Lisa Grueter, Principal	Annie Sieger, Senior Associate	Jason Hennessy, Associate	Emily Percival, Associate	Total Hours and Estimated Cost by Task
2017 Hourly Rate	\$200	\$150	\$125	\$125	
Task 1: Project Kick-off and Review of Existing Program					
Subtotal	4	12	22	8	46 \$6,350
Task 2: Assist Staff Estimate Growth and Costs					
Subtotal	2	4	8	10	24 \$3,250
Task 3: Recommend Changed					
Subtotal	4	12	18	16	50 \$6,850
Task 4: Document Study and Present Results					
Subtotal	4	8	18	16	46 \$6,250
Total Estimated Hours	14	36	66	50	166
Cost (Hours*Rate)	\$2,800	\$5,400	\$8,250	\$6,250	\$22,700
Subtotal Consultant Cost		\$22,700			
Project Expenses		\$2,020			
Estimated Project Total		\$24,720			



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**

FROM: **Rachel Bianchi**

CC: **Mayor Ekberg**

DATE: **January 30, 2018**

SUBJECT: **Financing the Public Safety Plan**

ISSUE

Due to market conditions and cost escalation, the City has a significant gap in the Public Safety Plan budget. The Finance Committee has been tasked with reviewing options and identifying potential recommendations for the full Council to consider later this spring. The Justice Center will also finish Schematic Design this spring and will provide for better understanding of the costs associated with that project. Merging these timelines will provide the necessary information for the City Council to provide direction on the next steps on the Public Safety Plan.

BACKGROUND

Process:

Due to the gravity and complexity of this issue, staff worked with the Committee Chair to identify the following schedule for covering the various information associated with tackling the funding gap:

February 6, 2018 Finance Committee:

- Project costs as known
- Overview of voter-approved bonds
- Debt capacity and term
- Fire Impact Fees
- Land sales and other one-time funds
- REET 1

February 20, 2018 Finance Committee:

- New revenue options

March 6, 2018 Finance Committee:

- General fund and operations
- CIP prioritization

March 20, 2018 Finance Committee:

- Review project schedule

Staff proposes that the Committee review the information presented and provide direction to staff at each meeting as to which options are of interest to the council. Staff will then use the intervening time to build an iterative financial model that can be reviewed and added to at subsequent meetings. For instance, if the Committee is interested in dedicating land sales to filling the gap, this would be a tool we would build into the model and bring back to show you the implications as to how that tool – along with others agreed to by the committee – would work together to fill the gap. By the end of this process, the goal is to have a collaboratively built model to inform the full Council and any final decisions.

Staff has provided its recommendations after each tool to inform the Council of its position.

Project costs as known:

Before we discuss tools for filling the gap, it is important that everyone has the same understanding of the current known project costs.

Below are the current budget estimates for the Public Safety Plan projects. Fire Station 51 has completed the schematic design phase, allowing for more certainty on the estimates associated with the fire stations. However, the estimate for the Justice Center is carrying many significant costs, such as budget allotted for site preparation and the Public Works facility estimate is the most extreme, assuming none of the buildings on the current site could be reused. The Justice Center will be done with Schematic Design in May and at that point there will be more certainty on the budget estimate. The Public Works facility will not hit that stage until toward the end of this year.

Public Safety Plan Project Cost Estimates as of January, 2018 (in millions)

Project	Initial Budget	Updated	Gap
Fire Station 51	\$11,446	\$12,509	\$1,063
Fire Station 52	\$5,657	\$17,652	\$11,995 ¹
Fire Station 53	\$7,329	\$14,753	\$7,424
Justice Center	\$28,629	\$68,536	\$39,907
Public Works Facility	\$29,493	\$63,270	\$33,777
Total Gap for Projects			\$94,166
Utility Fund Gap Obligation for PW			(\$16,888)
Total Unfunded Gap			\$77,278

The cash flow spreadsheet for the projects, on the current schedule, is attached.

Voter-Approved Bonds:

The voters approved a \$77.4 million bond measure in November 2016. In December 2016, \$36.7 million, of these bonds were issued. Based on the cash flow analysis provided by SOJ in December 2017, the remainder of the bond authorization, or \$40.6 million, will be needed in 2018 and 2019 to fund property purchases and construction costs. The recommendation is to issue the bonds in the fall of 2018 so the debt service can be included with the 2019 property tax assessments.

Debt Capacity and LTGO Bonding:

In order to address the Public Safety Plan funding gap, it is likely that the City would need to issue additional bonds, this time councilmanic ones.

State law limits the amount of debt the City can carry. For councilmanic/limited tax general obligation (LTGO) debt, the City is limited to 1.5% of taxable assessed valuation. Total debt (including voted and non-voted debt) is limited to 2.5% of assessed valuation. As of December 31, 2017, the City had capacity for an additional \$59 million in councilmanic debt. This number will increase as assessed valuation goes up and existing debt is paid off, providing the City additional capacity in the out years.

¹ The headquarters station was moved from Fire Station 51 to Fire Station 52 during the siting phase, technically flipping the budgets for Stations 51 and 52, hence the relatively small gap for 51 and huge one for 52.

Bonds are normally issued for a 20-year term. However, debt payments can be spread over the useful life of the underlying asset. In the case of structures such as the Justice Center and the Fire Stations, the debt payback period could be increased to 30 years since the life of the structures will be 30 or more years. A longer payback period translates into lower annual debt service payments, albeit over a longer period of time.

Staff recommendation: Use LTGO bonds to cover the Public Safety Plan gap in a manner that allows for some cushion in the event of an economic downturn; leverage the fact that some existing debt drops off in 2020 and 2024 freeing up additional capacity to pay back the bonds.

Fire Impact Fees:

Fire impact fees are charged on residential and commercial development to pay for the impact of growth on fire facilities. Fire impact fees, on average, have yielded \$120K over the past 9 years, excluding the \$500K fire impact fee deposit received in 2017 through the Tukwila South Development Agreement. The City has not increased its fire impacts fees in more than a decade, and there is additional capacity in these fees to support the new fire stations. The update of the fire and park impact fees is scheduled to be presented to the Finance Committee in March, 2018. Should the Council adopt the new impact fees, staff estimates that they would generate between \$200,000 and \$400,000 per year that could be used to pay off LTGO bonds. An additional \$1.5 million in fire impact fees exist today that will be dedicated to the fire station projects.

Staff recommendation: Dedicate current and future Fire Impact Fees to the Fire Stations.

Land Sales and other one-time funds:

The City owns a variety of land that could be sold with the proceeds being dedicated to the Public Safety Plan. Staff estimates there is approximately \$15 million in proceeds that could be available to fill the gap. Potential land sales include:

- Newporter site
- Tukwila Village Phases 1, 2 and 3
- Longacres site
- Old Fire Station 53 site
- Current Fire Station 51
- Current Fire Station 52
- Current Fire Station 54
- George Long Shops
- Minkler Shops

Additionally, the City currently has \$3 million in the 301 fund for parks acquisition from REET 1. The Council recently gave the authority for REET 1 to be used for the Public Safety Plan and this funding could be dedicated to the public safety plan in a one-time manner similar to the land sales.

Staff recommendation: Dedicate land sales identified above and the \$3 million in the 301 fund to the Public Safety Plan.

Ongoing REET 1:

The City also has the opportunity to dedicate REET 1 funding to the Public Safety Plan moving forward. Given historical REET 1 accruals, staff believes that approximately \$500,000 per year could be dedicated to the Public Safety Plan gap.

Staff recommendation: Dedicate ongoing REET 1 to the Public Safety Plan; funds above \$500,000 per year would go to parks acquisition.

RECOMMENDATION

Staff is seeking committee interest in the various tools presented today. At the next Committee meeting there will be a full discussion of the various potential new revenue tools the Committee may want to employ to fill the funding gap. Subsequent to that meeting, the Committee will also discuss any potential general fund obligations that could be used for the gap. This direction will allow staff to build a model based on the Council's priorities and Administration recommendations. Finally, a discussion on the project schedule and potential cost implications of accelerating/delaying projects, can be placed into the model to understand the cash flow and facility ramifications.

ATTACHMENT

Public Safety Plan Cash Flow



**City of Tukwila - Facilities Plan
Conceptual Cash Flow Plan
YOY \$ (in thousands)**

based on Budget updates through January 30, 2018

Category	YOY \$ (x\$1K)	2016				2017				2018				2019				2020				2021	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Construction Costs	\$35,555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,267	\$ 6,044	\$ 7,822	\$ 8,178	\$ 6,400	\$ 2,844	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$14,269	\$ 36	\$ 1,346	\$ 12,387	\$ -	\$ 400	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$17,090	\$ 85	\$ 449	\$ 854	\$ 854	\$ 1,196	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 1,709	\$ 833	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$66,913	\$ 85	\$ 2,201	\$13,241	\$ 854	\$ 1,596	\$ 7,753	\$ 9,531	\$ 1,809	\$ 5,976	\$ 7,753	\$ 9,531	\$ 9,887	\$ 8,109	\$ 4,553	\$ 833	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Justice Center																							
Construction Costs	\$8,005	\$ -	\$ -	\$ -	\$ -	\$ 80	\$ 1,201	\$ 1,601	\$ 2,001	\$ 1,761	\$ 1,121	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$4,503	\$ 23	\$ 185	\$ 225	\$ 360	\$ 540	\$ 540	\$ 540	\$ 540	\$ 450	\$ 378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$12,508	\$ 23	\$ 185	\$ 225	\$ 360	\$ 620	\$ 1,741	\$ 2,141	\$ 2,542	\$ 2,302	\$ 1,571	\$ 618	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station 51																							
Construction Costs	\$11,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$6,355	\$ 32	\$ 238	\$ 127	\$ 177	\$ 318	\$ 318	\$ 318	\$ 508	\$ 508	\$ 635	\$ 635	\$ 635	\$ 635	\$ 635	\$ 635	\$ 3460	\$ 4,024	\$ 3,460	\$ 2,104	\$ 931	\$ -	\$ -
TOTAL	\$17,652	\$ 32	\$ 238	\$ 127	\$ 318	\$ 318	\$ 508	\$ 508	\$ 635	\$ 635	\$ 861	\$ 2,824	\$ 3,389	\$ 2,824	\$ 1,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station 52																							
Construction Costs	\$11,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$6,355	\$ 32	\$ 238	\$ 127	\$ 177	\$ 318	\$ 318	\$ 318	\$ 508	\$ 508	\$ 635	\$ 635	\$ 635	\$ 635	\$ 635	\$ 635	\$ 3460	\$ 4,024	\$ 3,460	\$ 2,104	\$ 931	\$ -	\$ -
TOTAL	\$17,652	\$ 32	\$ 238	\$ 127	\$ 318	\$ 318	\$ 508	\$ 508	\$ 635	\$ 635	\$ 861	\$ 2,824	\$ 3,389	\$ 2,824	\$ 1,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station 54																							
Construction Costs	\$8,896	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$854	\$ 0	\$ 854	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$5,004	\$ 25	\$ 98	\$ 100	\$ 250	\$ 250	\$ 250	\$ 250	\$ 400	\$ 400	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,724	\$ 3,168	\$ 2,724	\$ 1,657	\$ 822	\$ -	\$ -
TOTAL	\$14,753	\$ 25	\$ 99	\$ 100	\$ 250	\$ 250	\$ 250	\$ 250	\$ 400	\$ 400	\$ 678	\$ 2,224	\$ 2,669	\$ 2,224	\$ 1,156	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Shops (PW5 Site - w/Surface Parking)																							
Construction Costs	\$31,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$16,277	\$ 24	\$ 34	\$ 69	\$ 34	\$16,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$15,548	\$ 279	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 933	\$ 1,555	\$ 1,555	\$ 1,554	\$ 1,555	\$ 1,555	\$ 1,042	\$ 857	\$ 6,408	\$ 4,014	\$ 5,367	\$ 3,157	
TOTAL	\$63,393	\$ 303	\$ 812	\$ 846	\$ 812	\$16,893	\$ 777	\$ 777	\$ 777	\$ 777	\$ 933	\$ 2,502	\$ 6,290	\$ 6,289	\$ 7,868	\$ 6,408	\$ 1,912	\$ 1,912	\$ 2,543	\$ 2,321	\$ 5,367	\$ 3,157	
City Shops (PW5 Site - w/Surface Parking - assume reuse of existing building)																							
Construction Costs	\$19,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Site Acquisition	\$16,277	\$ 24	\$ 34	\$ 69	\$ 34	\$16,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Soft Costs	\$9,418	\$ 279	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 777	\$ 942	\$ 942	\$ 942	\$ 942	\$ 942	\$ 942	\$ 631	\$ 408	\$ 2,543	\$ 2,321	\$ 5,367	\$ 3,157	
TOTAL	\$44,817	\$ 303	\$ 505	\$ 540	\$ 505	\$16,587	\$ 471	\$ 471	\$ 471	\$ 471	\$ 565	\$ 2,854	\$ 3,810	\$ 3,810	\$ 4,766	\$ 2,543	\$ 1,912	\$ 1,912	\$ 2,543	\$ 2,321	\$ 5,367	\$ 3,157	
RANGE OF PROJECT COSTS (LOW-HIGH)																							
TOTAL PROJECT COSTS	YOY \$ (x\$1K)	\$ 165	\$ 1,310	\$ 3,967	\$ 14,233	\$ 2,288	\$ 19,372	\$ 4,930	\$ 9,497	\$ 11,996	\$ 16,226	\$ 21,452	\$ 19,729	\$ 15,504	\$ 9,360	\$ 4,296	\$ 2,321	\$ 156,644	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220
LOW	YOY \$ (x\$1K)	\$ 165	\$ 1,310	\$ 3,967	\$ 14,233	\$ 2,288	\$ 19,372	\$ 4,930	\$ 9,497	\$ 11,996	\$ 16,226	\$ 21,452	\$ 19,729	\$ 15,504	\$ 9,360	\$ 4,296	\$ 2,321	\$ 156,644	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220
HIGH	YOY \$ (x\$1K)	\$ 165	\$ 1,310	\$ 4,273	\$ 14,539	\$ 2,594	\$ 19,678	\$ 5,236	\$ 9,803	\$ 12,364	\$ 15,874	\$ 23,932	\$ 22,208	\$ 18,606	\$ 12,462	\$ 8,161	\$ 4,014	\$ 156,644	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220	\$ 175,220

