



City of Tukwila

**Finance Committee**

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

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# AGENDA

**TUESDAY, MAY 8, 2018 – 5:30 PM**  
**HAZELNUT CONFERENCE ROOM**  
 (At east entrance of City Hall)

Item	Recommended Action	Page
<b>1. PRESENTATION(S)</b>		
<b>2. BUSINESS AGENDA</b>		
a. Justice Center schematic design and updated Fire Department budget. <i>Rachel Bianchi, Communications and Government Relations Manager</i>	a. Discussion only.	<b>Pg.1</b>
b. Financing the Public Safety Plan. <i>Rachel Bianchi, Communications and Government Relations Manager</i>	b. Discussion only.	<b>Pg.15</b>
<b>3. ANNOUNCEMENTS</b>		
<b>4. MISCELLANEOUS</b>		

**Next Scheduled Meeting:** *Tuesday, May 22, 2018*



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## INFORMATIONAL MEMORANDUM

TO: **Public Safety Committee  
Finance Committee**

FROM: **Rachel Bianchi**

CC: **Mayor Ekberg**

DATE: **May 1, 2018**

SUBJECT: **Justice Center Schematic Design and Updated Fire Station Budget**

### **ISSUE**

The City has completed Schematic Design of the Justice Center. As the Council's Program Management Quality Assurance (PMQA) Consultant has indicated, the end of Schematic Design provides the owner with the first "real" budget number for the project. At the end of the programming phase, the budget for the Justice Center was increased to \$68.5 million, largely due to cost escalation and market conditions. The Schematic Design estimates confirm this budget.

### **BACKGROUND**

The Justice Center will hold the City's Police Department, Municipal Court and Emergency Operations Center. It will provide a seismically safe, efficient facility for City staff and better access to key City services for the public. Stakeholders from the Police Department, Court and EOC have been directly involved in the planning and design of the facility, which features the following:

- Conference center area allows for flexible use by City staff and the community that morphs into the Emergency Operations Center during an activation; this maximizes the use of key space.
- Modern Court facilities, including necessary private meeting rooms, holding area, and probation spaces.
- Critical police functions addressed, including records area, evidence, training facilities and team areas to facilitate teamwork.
- *NeighborHUB* theme that creates a joint staff room area for co-worker collaboration.
- Planned areas for future expansion (second court room when needed, additional office space for the Police Department).

The pre-program Justice Center square footage was targeted at 45,500. While the architects and stakeholders worked to produce a design at that square footage, it was determined that the loss of key functions in the building were not acceptable and the building as currently designed is at 47,200. The City's General Contractor/Construction Management firm, BNBuilders (BNB), confirmed that the savings was less than \$350,000 to achieve the 45,500 square footage. Key efficiencies lost in the 45,500 SF design include the hallway in the conference center, requiring public access to that space to go through the Police Department, loss of evidence storage, training space and an interview room in the Police Department, and reduction to one holding cell in the Court. The 47,200 SF version is what was estimated at \$68.5 million.

Similar to the process with the fire stations, once Schematic Design was finished, DLR Group's cost estimator, Roen, and BNB, independently of each other, developed cost estimates for the Justice Center. Both initial cost estimates came within less of one percent of each other and the two organizations have agreed to the \$68.5 million budget. The ability to have a GC/CM on

board early and intimately involved in the Schematic Design effort directly led to this successful cost estimate reconciliation.

**RECOMMENDATION**

Staff is seeking committee approval to forward this issue to the May 14, 2018 Committee of the Whole meeting for consensus with a recommendation that the City continue into the Design Development phase for the Justice Center. The Council's PMQA Consultant concurs with the staff recommendation.

Despite the budget challenges, the need for a modern, Justice Center remains very real, for the broader community and for the staff that work in these facilities. Staff recommends moving forward to the next phase, Design Development, while the Finance Committee continues its work to identify strategies for closing the financial gap on the Public Safety Plan. Roen, the cost estimator for DLR Group estimates that cost escalation for this project is \$115,000 per month. The Council will continue to have multiple decision points in the future that provide "off ramps" if so desired.

**ATTACHMENT**

Justice Center Schematic Design Presentation



# TUKWILA JUSTICE CENTER







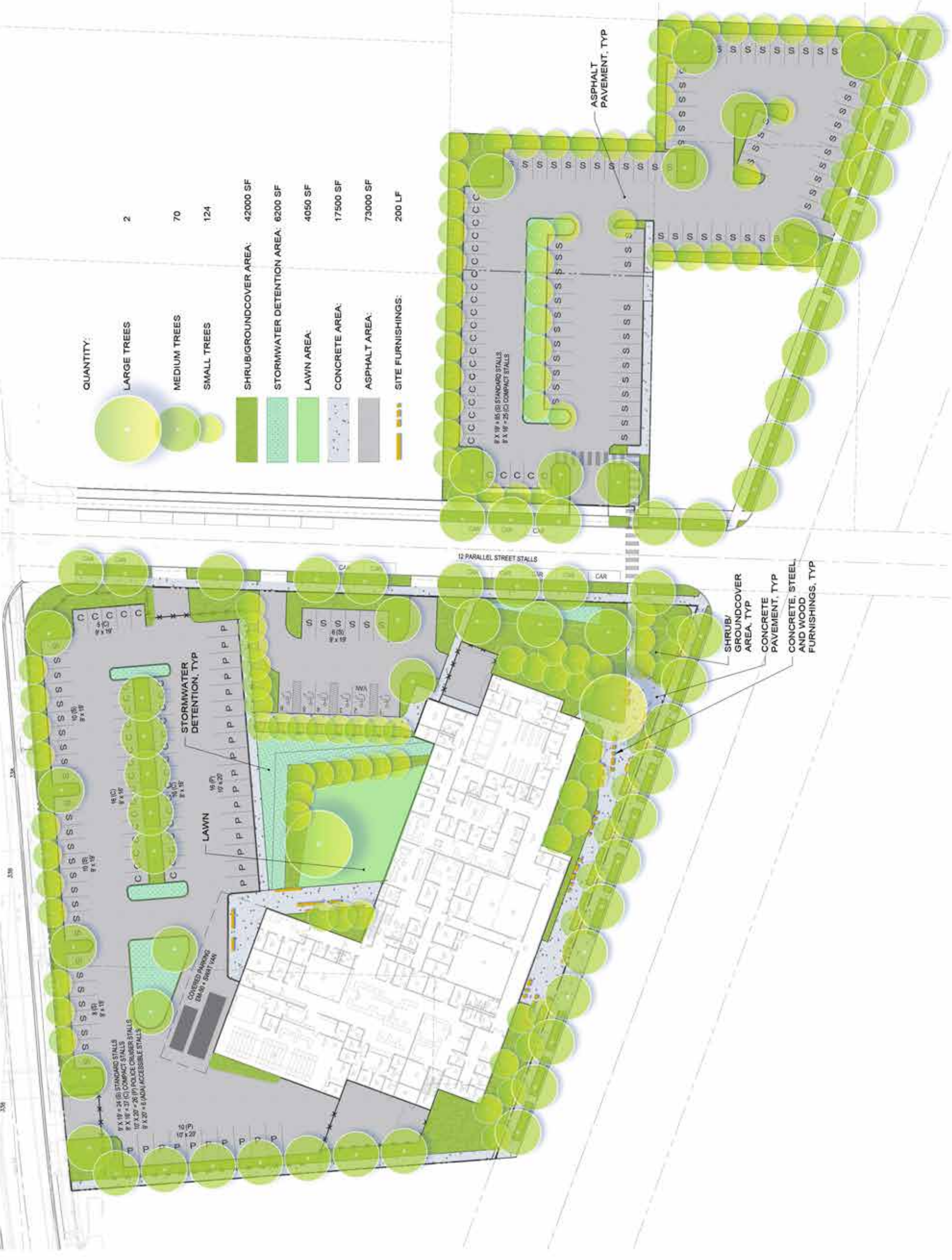


**L1.00**  
 7/31/15-00  
 REVISION  
 REVISION DATE

**LANDSCAPE + SITE PLAN : CONCEPT**  
**TUKWILA JUSTICE CENTER**

**SCHEMATIC DESIGN**

Enter address here



QUANTITY:		
2	LARGE TREES	
70	MEDIUM TREES	
124	SMALL TREES	
42000 SF	SHRUB/GROUNDCOVER AREA:	
6200 SF	STORMWATER DETENTION AREA:	
4050 SF	LAWN AREA	
17500 SF	CONCRETE AREA:	
73000 SF	ASPHALT AREA:	
200 LF	SITE FURNISHINGS:	

SHRUB/  
 GROUNDCOVER  
 AREA, TYP  
 CONCRETE  
 PAVEMENT, TYP  
 CONCRETE, STEEL  
 AND WOOD  
 FURNISHINGS, TYP

ASPHALT  
 PAVEMENT, TYP

8' X 19' = 24 (S) STANDARD STALLS  
 8' X 18' = 37 (C) COMPACT STALLS  
 10' X 20' = 28 (P) POLICE OFFICER STALLS  
 8' X 20' = 5 (ADA) ACCESSIBLE STALLS

12 PARALLEL STREET STALLS

STORMWATER  
 DETENTION, TYP

LAWN

COVERED PARKING  
 80-90 BIKES

8' X 19' = 24 (S) STANDARD STALLS  
 8' X 18' = 37 (C) COMPACT STALLS  
 10' X 20' = 28 (P) POLICE OFFICER STALLS  
 8' X 20' = 5 (ADA) ACCESSIBLE STALLS





# FIRST FLOOR



## LEVEL 1 AREA

Police	13,583
EOC	1,906
Courts	9,571
Shared Spaces	5,260
Building Support	4,728
<b>Total</b>	<b>31,864 GSF</b>

## TOTAL FACILITY GROSS SF AREA

Police	28,154
EOC	1,906
Courts	9,571
Shared Spaces	5,260
Building Support	4,983
<b>Total</b>	<b>46,690 GSF</b>









# COST ESTIMATE



**CITY OF TUKWILA**  
**Public Safety Plan**  
**Justice Center**  
**Conceptual Budget Summary**  
 YOE \$ (in thousands)

**FUNDING SOURCE - Based on Initial Project Costs**

YEAR OF EXPENDITURE (YOE) SUMMARY						
11/16/17	UTGO (voter-approved)	Impact Fees	General Fund	Enterprise Funds	TOTAL	
Fire Stations	18,824	4,750	858	-	24,432	
Justice Center	28,629	-	-	-	28,629	
Public Works Shop	-	-	14,747	14,746	29,493	
<b>Facilities Total</b>	<b>47,453</b>	<b>4,750</b>	<b>15,605</b>	<b>14,746</b>	<b>82,554</b>	
Fire Apparatus/Equipment	29,932	-	-	-	29,932	
<b>Public Safety Plan Total</b>	<b>\$ 77,385</b>	<b>\$ 4,750</b>	<b>\$ 15,605</b>	<b>\$ 14,746</b>	<b>\$ 112,486</b>	

**PROJECT COSTS**

Justice Center Program - INITIAL BUDGET ESTIMATE	
Project Category	Justice Center
A/E Services (both design & CA)	2,292,714
Permits/Fees	439,890
Construction for Building (pre-con, const, tax)	16,532,615
Construction for Site Development	-
Construction Related Costs (incl bond)	1,034,797
PM Services (incl other prof svcs)	1,269,789
Contingency (incl Construction & Proj)	1,059,195
Land Acquisition	6,000,000
<b>TOTAL</b>	<b>28,629,000</b>

**Justice Center - BUDGET ESTIMATE (Schematic Design, May 2018)**

Project Category	Justice Center	FUNDING GAP
A/E Services (both design & CA)	3,500,000	1,207,286
Permits/Fees	700,000	260,110
Construction for Building (pre-con, const, tax)	26,477,794	9,945,179
Construction for Site Development (incl ROW)	12,260,884	12,260,884
Construction Related Costs (incl bond)	2,112,639	1,077,842
PM Services (incl other prof svcs)	1,594,000	324,211
Contingency (incl Construction & Project)	5,757,731	4,698,536
Contingency for Site Contamination (soils, hazmat)	750,000	750,000
<b>SUBTOTAL</b>	<b>53,153,048</b>	<b>30,524,048</b>
Land Acquisition	14,133,295	8,133,295
Contingency for Land Acquisition	1,250,000	1,250,000
<b>TOTAL</b>	<b>68,536,343</b>	<b>39,907,343</b>





## **NEXT STEPS**

- COUNCIL CONSENSUS TO PROCEED**
- DESIGN DEVELOPMENT**
- TARGET VALUE COORDINATION WITH GCCM**
- COORDINATION WITH CITY OF TUKWILA  
PLANNING AND PARKS DEPARTMENT**
- EARLY CONSTRUCTION PACKAGES FOR GCCM**





## INFORMATIONAL MEMORANDUM

TO: Finance Committee

FROM: Rachel Bianchi

CC: Mayor Ekberg

DATE: February 12, 2018

SUBJECT: Financing the Public Safety Plan (*Updated from February 6 Meeting*)

**NOTE: Because this topic is building on previous Committee meetings, the original memo has been updated in underline font below. This intent is to continue to preserve the information from one meeting to the next given that each discussion will build upon the previous.**

### **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 <sup>1</sup>
Fire Station 54	\$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.

<sup>1</sup> 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.

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.

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.

### **Outcome of February 6, 2018 Finance Committee**

After the February 6, 2018 Finance Committee, staff used the discussion to begin building the iterative model discussed on page one of this memo. There are two different versions of the financial framework attached, one that shows 20-year councilmanic bonds and one that uses a 30-year span. Both include the full cost of debt service and annual payment necessary to repay the bonds. Also included in this phase of the model are identified land sales and one-time funds available to dedicate to the Public Safety Plan, as well as ongoing REET 1.

The new revenue options on the attachment are meant to be potential tools for Council to deliberate as it considers how to repay councilmanic bonds, should the Council choose to move forward with those tools. However, it is not the recommendation of staff that the entire bonds be paid back with new revenues, nor that each of these revenues should be used. As identified in the schedule above, the Committee will also be reviewing operational changes that could occur to find existing funds to dedicate to the Public Safety Plan projects. Additionally, the Committee will review the project's existing schedule to determine whether there should be some deviation.

### **New Revenue Options**

Attached is a spreadsheet of new revenue options available to Council to make decisions regarding the Public Safety Plan funding gap. Staff recognizes that some options may not be palatable to the Council but has provided them in order to give a complete picture of the funding tools available. Where possible, we have provided context for neighboring jurisdictions' rates and specific information on amount available, mechanisms and types. Staff will discuss each option with the Committee in detail at the January 21, 2018 Finance Committee meeting.

### **Outstanding Questions from the February 6, 2018 Finance Committee**

The Committee asked for the following information and/or clarification to assist in making decisions on filling the Public Safety Plan gap:

- Provide the debt chart that Vicky Carlsen has previously shared in order to get a better understanding of the long-term implications of existing and any future councilmanic debt. See attached.
- Provide information of what the implications are of 20-year vs. 30-year councilmanic bonds. See two attached versions of the model.
- Report by year on what has been paid to the City for Fire Impact fees since they were implemented. See attached document.



- Provide an estimate of what the Public Safety Plan would pay in impact fees. Because the City is in the middle of updating its impact fees, we cannot calculate this information at this time. Staff will do this once impact fees are updated, scheduled in the first quarter of 2018.
- Indicate whether an automatic escalator can be included in the impact fees update coming before Council shortly. An escalator has been included in the impact fees legislation coming before Council.
- Provide information on Parks' REET 1 expenditures. In 2018, Parks intends to spend REET 1 funds on the following:
  - Second Dog Park
  - TCC Lobby Improvements
  - Trail Repairs
  - Fort Dent Overlay
  - TCC Seismic Evaluation
- What is the recommendation for when the Committee brings the full recommendations to Council? Staff recommends that the Finance Committee initiates the meeting with the full Council in early May so that there are multiple opportunities to have this discussion and deliberations.

**Follow Up from the February 21 Finance Committee Meeting**

Staff was asked to return with the following additional information and/or address these issue in subsequent meetings as the Committee deliberates on recommendations as to how to address the Public Safety Plan financial gap:

- Assurance that there will be a discussion on how the Public Safety Plan financial framework (20- and 30-year potential options reviewed on February 21) intersects with the City's overall six-year financial plan. Staff will bring that information for the Committee at a subsequent meeting.
- Add Tukwila's various fees to the new revenue matrix. This is done and included on the updated version attached.
- List the utility taxes the City levies and all of the utilities that the City has franchise agreements with. This is done and included on the updated version attached.
- Research additional information on the following new revenue options; staff will address at a subsequent meeting:
  - Possibility of structuring a B&O tax because businesses are a large consumer of public-safety related services and such a tax could provide more parity with the residential population; any such tax would be levied only on larger businesses
  - Local Improvement District
- Identify what Parks has planned for REET 1 distribution in 2018 and explain whether the projects would come before Council for approval. The Council adopted the Capital Improvement Plan (CIP) as a part of the 2017/2018 budget, which identified \$581,000 in projects from the 301 fund, of which \$567,000 is from REET 1 funds. Any contract associated with these projects above \$40,000 would come before Council for approval. While Parks is currently reassessing their overall capital projects given the potential for REET 1 funds being redirected to the Public Safety Plan, below are the projects identified in the CIP and slated for funding this year:
  - Trail improvements: \$ 62,000
  - Parks improvements: \$330,000
  - Ft. Dent: \$125,000
  - Duwamish Hill Preserve: \$ 24,000 (\$10,000 from REET 1)
  - Second Dog Park \$ 40,000
  - Total 301 Fund Adopted CIP: \$581,000

- Provide a list of all City-owned properties. See attachment.
- Staff further acknowledges the concerns raised at the meeting of the ramifications of potentially limiting future councils due to long-term debt.

### **Potential Additional New Revenue Source**

One new revenue option not addressed at the February 21, 2018 Finance Committee meeting is a potential increase in the City's gambling tax. The new revenue matrix has been updated to reflect this potential tool. The City currently levies a 10% tax on cardrooms and in 2017 collected \$3.8 million. Basing this analysis on 2017 collections, if the rate was increased to 15%, the City could collect an additional \$1.9 million annually. If the rate was increased to 12% there's the potential for an additional \$720,000 per year.

### **General Fund Operations**

Another tool available to fill the gap is to reduce general fund expenditures. The Committee is not being asked to make a recommendation at this time on specific reductions, rather whether it wants to consider such a tool as a part of the effort to fill the funding gap for the Public Safety Plan. If it is a tool to be considered, staff recommends that any reductions would be identified and approved through the 2019/2020 budget process.

Staff has identified three options to reduce general fund operational expenditures, including (1) across the board cuts, (2) program reductions using the current budget model, and (3) program reductions using the Priority Based Budgeting (PBB) model. These three options are outlined below. It should be noted that all recommended reductions would come from operating costs, while all mandated expenses (including debt service) would remain intact.

With all options, an analysis would be completed to determine the level of reduction required each year.

#### *Option 1 – Across the Board Reductions in all Departments*

Once the annual expenditure reduction amount is determined (most likely a percentage of the total budget; examples provided in attachment), each department would be required to reduce their budget by that percentage.

Pros:

- Process is easy to communicate
- Appearance of fairness – every department takes the same reduction
- Can be a way to avoid tough decisions

Cons:

- Missed opportunity to cut ineffective and/or low priority programs
- Ignores the differential effectiveness and priority of programs
- Ignores which expenditures/programs generate revenue
- Ignores consumption vs investment
- Reductions are not strategic
- Not considered best practice

#### *Option 2 – Reduce/Eliminate Programs Using Current Budget Structure*

Pros:

- Lower priority programs (recommended by staff but informed by and ultimately approved by the Council) are reduced/eliminated

Cons:

- Objective analysis of program efficiency not part of decision

- Objective analysis of program priority not part of decision
- Doesn't consider true cost of program
- Not considered best practice

*Option 3 – Reduce/Eliminate Programs Using Priority-Based Budgeting (PBB) Model*

Pros:

- Lower priority programs (as identified through an objective scoring process) are reduced/eliminated
- Requires serious discussion of community values, relative benefits of different services, and long-term implications of reducing/eliminating programs
- Demonstrates strategic approach to managing significant financial issues
- Aligns with current best practice
- True cost of program is known

Cons:

- PBB model not yet fully implemented

Based on the pros and cons of each method identified above, Option 3 would provide the most efficient and objective method of determining reductions to General Fund expenditures. The Council has expressed support for PBB, and one of the primary benefits of the PBB model is that lower level priorities are easily identified, and actual program costs are known.

**Capital Improvement Plan Prioritization**

One option for the Committee to consider is reprioritizing the Capital Improvement Plan (CIP) to dedicate General Fund dollars that transfer to the CIP to the Public Safety Plan. Over the past four years the City has budgeted an average of \$3 million per year of General Fund dollars to transfer to the CIP. General Fund dollars go to leverage grant funds and other matching funds for a variety of capital projects, largely for street work. Below are the budgeted and actual transfers to the CIP for the past four years.

<u>Year</u>	<u>Budgeted Transfer to CIP</u>	<u>Actual Transfer to CIP</u>
2014	\$2,662,000	\$3,150,000
2015	\$2,674,000	\$2,374,000
2016	\$3,551,000	\$1,151,000
2017	\$2,000,000	\$2,000,000

In addition, REET 2 funds are currently dedicated to the 104 fund, which covers bridges and arterial streets. REET 2 funds, like REET 1 discussed on February 6, could be dedicated to financing the Public Safety Plan as well. If reprioritizing REET 2 for the Public Safety Plan was of interest to the Council, staff estimates the annual amounts would be the same as the REET 1 estimate of \$500,000 per year.

The Council could decide to reduce but not eliminate the General Fund contributions to the CIP to cover the Public Safety Plan financial gap and identify an amount that would allow the City to continue to leverage grant funds for capital projects, though at a reduced rate.

**Follow Up from the March 6, 2018 Finance Committee Meeting**

Staff was asked to follow up on the following from the March 6, 2018 Finance Committee Meeting:

- Provide the 2017 budget statistics, including trends and forecast for the future. This information will be provided at the April 3, 2018 Finance Committee Meeting.
- Include a map of Park properties. Attached to the memo.
- Identify proposed Administration recommendations for immediate operational reductions. These will be provided by the April 17, 2018 Finance Committee meeting.
- Provide a CIP prioritization analysis of the effects of reducing the CIP. An analysis of a \$500,000 annual ongoing reduction in the CIP will be provided at the April 3, 2018 Finance Committee meeting.
- Provide information on market conditions moving forward from the City’s current contractors and the Council’s Program Management Quality Assurance (PMQA) consultant. Steve Goldblatt, the Council’s PMQA consultant will be in attendance at the March 20, 2018 Finance Committee meeting and additional information is provided below regarding forecasted market conditions.

**Project Schedule**

As prescribed by the agreed-upon schedule outlined in the beginning of this memo, the discussion slated for the March 20, 2018 meeting centers on the ramifications of pushing back the schedules of some of the Public Safety Plan projects in order to spread out funds needed for construction. Below is a discussion of this option, with some specific assumptions built in.

*Assumptions*

- Due to the increasing cost of land year over year, as well as the fact that the City has initiated the acquisition process for all of the necessary properties, staff has assumed that acquisition of all of the properties would continue on the timeline set forward by the Public Safety Plan and does not recommend, nor did staff analyze, the ramifications of waiting on acquisition.
- Because Fire Station 51 is contractually obligated by the Tukwila Valley South Development Agreement, staff does not recommend, nor did staff analyze, pushing out the Fire Station 51 project. This project is also the furthest along in the process.
- With Fire Station 51 moving to the new site at Southcenter Parkway and South 180<sup>th</sup>, the need to move Fire Station 52 to the preferred site on the City Hall Campus becomes critical. As the FACETS study showed, once Fire Station 51 moves it is imperative that Fire Station 52 also move to the proposed location to ensure equitable response times across the city. Because the existing Fire Station 54 is within the FACETS identified location area, it is not subject to the same urgency. Staff does not recommend, nor did staff analyze, delaying the Fire Station 52 project.

*Analysis*

For discussion purposes, staff worked with Shiels Oblatz Johnsen and Lydig Construction, the GCCM for the fire stations, to identify the forecasted cost escalation associated with waiting to construct the Justice Center, Fire Station 54 and the Public Works Shops. For planning purposes, the team looked at what the ramifications would be if these three projects were delayed by five years. While there have been questions as to whether the overall construction market is slowing down, Lydig’s forecast indicate continued increased costs over time. Their forecast analysis shows the following percentage annual increases from 2018 through 2023, which compound over time, raising the cost of the projects by nearly 25% over that time period:

Year	2019	2020	2021	2022	2023
Annual % Increase	5%	5.25%	2.2%	5.1%	4%



On the attached conceptual cash flow document, you can see that the projects escalate in the following ways:

- Justice Center:
  - Total cost under current schedule: \$68.5 million
  - Total cost delaying project five years: \$82.5 million
- Fire Station 54:
  - Total cost under current schedule: \$14.7 million
  - Total cost delaying project five years: \$18.6 million
- Public Works Shops (most conservative estimate):
  - Total cost under current schedule: \$63.4 million
  - Total cost delaying project five years: \$76.8 million
- Public Works Shops (best case estimate):
  - Total cost under current schedule: \$44.8 million
  - Total cost delaying project five years: \$52.8 million

As we have done with the previous topics covered in this process, staff is seeking a discussion with the Committee about this analysis in order to inform the Administration recommendations. These will be presented at the April 3, 2018 Finance Committee meeting for discussion and will include the financial framework for review. Staff anticipates there will be discussion and Committee refinement at the April 3 and April 17 Finance Committee meetings, with a goal of a Finance Committee recommendation to full Council by the end of April, should Committee members concur.

**Follow Up**

Staff was asked to follow up on what savings could be found in the existing Capital Improvement Program (CIP):

- One-time funding from 2018:
  - Cascade View Safe Routes to School savings: \$100K
  - Small Roadway projects savings: \$175K
  - S. 144<sup>th</sup> St. Bridge Sidewalks (grant not received): \$190K
  - S. 140<sup>th</sup> St. Intersections (grant not received): \$ 75K
  - TOTAL: \$540K
- Ongoing reduction potential
  - The General Fund makes an annual contribution to the Residential Street Improvement Fund of \$750K per year.

**Potential Scenarios to Fill the Public Safety Plan Gap**

The Committee has requested that staff provide recommendations on potential options for filling the Public Safety Plan gap. Below is a summary of five options for discussion at the April 3, 2018 Committee meeting. Attached to this memo is the detailed financial framework for each option, including year-by-year impacts. Staff expects to refine these based on Committee discussion and return for focused discussion on a smaller number of options for the Committee to consider as it deliberates on its recommendation to the full council.

The following key assumptions went in to the development of these options:

- One-time funds previously discussed (such as land sales, existing REET, etc.) are included in all options.
- Dedicated REET1 to PSP projects is included in all options.
- Fire impact fees are included at the projected higher rate and Tukwila South agreement fire impact fees are also included in all options.

- LTGO bonds are assumed at a 30-year amortization rate.
- Reducing the PW facilities to \$30M would allow for land acquisition, improvements to one of the existing buildings and a full design program for the PW shops. Future decisions would need to be made about the Shops, with the ability to use Enterprise funds for additional financing.
- Two scenarios contemplate reducing eliminating funding for Fire Apparatus and Equipment after year 10. The City would have five bienniums to identify how to pay for this needed equipment.
- Two scenarios contemplate reducing or eliminating the construction of FS 54. There would likely be some costs associated with upgrading the facility.
- Where there is no General Fund obligation, but identified capacity from maturing debt, the repayment method could be a combination of General Fund contribution and maturing debt capacity to repay the LTGO bonds.
- Unless eliminated, each scenario contemplates the projects being built on the existing schedule.

Option	FS 51	FS 52	FS 54	A&E	JC	PW	2020 LTGO Bonds	LTGO Repayment Method	
								General Fund contribution	Capacity from maturing debt
A	\$12M	\$17M	\$14M	\$29M	\$68M	\$63M	\$66M	\$1M - \$2.5 M per yr	\$830K - \$3M per yr
B	\$12M	\$17M	\$14M	\$29M	\$68M	\$30M	\$32M	\$1M - \$2M per yr	\$830K - \$2.6M per yr
C1	\$12M	\$17M	\$14M	\$15M	\$68M	\$30M	\$35M	\$1M in 2028 & \$500K in 2029	\$830K - \$1.6M per yr
C2	\$12M	\$17M	\$0	\$29M	\$68M	\$30M	\$20M	\$0	\$830K - \$2M per yr
D	\$12M	\$17M	\$0	\$15M	\$68M	\$30M	\$20M	\$0	\$500K - \$1.2M per yr

Staff recommends Option C1 for the following reasons:

- The costs associated with building construction will likely rise faster than the costs associated with procuring apparatus and equipment for Fire, so it makes sense to prioritize the building over equipment.
- The City would have ample time to identify how to fund apparatus and equipment in the out-years.
- The City previously did not have an apparatus and equipment fund and has historically paid for items out of the General Fund.
- Dedicating \$30M to shops allows for the City to acquire all of the property, perform necessary upgrades to one existing facility and fully develop a program and design for the rest of the facility, allowing the City a better idea of the total budget. This also allows the City to better identify how it can leverage Enterprise Funds' contribution.
- There is very little obligation to the General Fund in this option and would not use all of the capacity from maturing debt on an annual basis, allowing for other capital priorities should the Council wish.

**Follow Up and Next Steps**

As the Committee continues to deliberate on how to fill the Public Safety Plan financial gap, it has asked for specific issues to be addressed and information to be provided. Now that the Schematic Design estimate is in for the Justice Center, there is more certainty in the costs associated with the Public Safety Plan. However, the Committee has made it clear that more information is needed on the overall budget forecast for the City and the six-year financial plan. The City also has the White Birch tool, which will be previewed at the May 8, 2018 Finance Committee meeting, to assist in the modeling of filling the financial gap.

The City is committed to being transparent with the community on the Public Safety Plan and has previously indicated it would hold two open houses in 2018. Staff has tentatively scheduled (though not yet advertised) a community open house for Saturday, June 23. Should the Committee members desire to keep the open house as currently scheduled, staff propose the following next steps:

- May 22 Finance Committee: Overview of six-year financial plan “Attachment A” and discussion of options to model in White Birch
- June 5 Finance Committee: Review models in White Birch, discuss preferred option
- If ready – June 11 COW discussion on the various options
- If ready – June 18 Council action

The City also has the option to move the open house back to ensure that the Committee and Council have sufficient time to review and decide on a path to fill the Public Safety Plan financial gap. Staff is seeking direction on the proposed next steps and timeline, as well as any additional information the Committee deems necessary to make a recommendation to the full Council.

**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 Financial Frameworks

- Option A
- Option B
- Option C1
- Option C2
- Option D



PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	TOTAL																		
2																			
3																			
4																			
5																			
6																			
7																			
8	Revenues:																		
9	UTGO bond proceeds, Voted	77,385,000			40,675,046														
10	LTGO bond proceeds, Councilmanic	86,000,000	20,000,000		66,000,000														
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000		
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000		3,000,000														
14	Property/land sales	15,038,000	5,038,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	200,000	100,000	100,000	100,000	40,000												
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000												
18	Annual contribution to balance	28,783,709	283,709	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	2,500,000
19	Additional capacity from maturing, existing debt	65,585,800			831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	Revenue Total	308,667,354	2,058,992	30,338,000	42,875,046	72,031,000	4,971,000	7,931,000	2,931,000	3,568,000	4,594,000	4,594,000	5,094,000	5,094,000	5,094,000	5,094,000	5,144,000	5,294,000	5,294,000
24	% Dbt Svc capacity used for PSP																		
25	Project Expenditures																		
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587	-	-	-	-	-	-	-	-	-	-	-	-
30	Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	1,607,204	1,607,204	1,597,411	2,865,957	888,681
31	Shops	63,410,851	283,709	19,361,000	4,989,000	28,317,000	10,460,142	583,525	-	10,460,142	384,755	414,980	806,277	2,709,784	1,607,204	1,607,204	1,597,411	2,865,957	888,681
35	Project Expenditures Total	206,867,877	1,847,199	45,536,359	45,438,582	77,545,292	12,585,101	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	1,607,204	1,607,204	1,597,411	2,865,957	888,681
37	Debt Service																		
38	Debt service LTGO	151,919,016	800,000	800,000	800,000	3,440,000	3,440,000	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204
39	Utility Fds pay rent = 50% of dbt svc	(56,155,421)	(400,000)	(400,000)	(400,000)	(1,270,000)	(1,270,000)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)
40	GF Debt Service Total	95,763,595	-	400,000	400,000	2,170,000	2,170,000	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248	3,281,248
41	Expense Total	302,631,472	1,847,199	45,936,359	45,838,582	79,715,292	14,755,101	3,864,773	3,788,728	5,878,271	3,666,003	3,696,228	4,087,525	5,991,032	6,793,813	4,888,452	4,878,659	6,147,205	4,169,929
42																			
48	Annual Surplus (Shortfall)	6,035,881	211,793	(15,598,359)	(2,963,536)	(7,684,292)	(9,784,101)	4,066,227	(857,728)	(2,310,271)	927,997	897,772	1,006,475	(897,032)	(1,699,813)	205,548	265,341	(853,205)	1,124,071
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,126,561	18,163,025	10,478,732	694,631	4,760,859	3,903,131	1,592,860	2,520,856	3,418,628	4,425,103	3,528,071	1,828,257	2,033,805	2,299,146	1,445,942
50	Ending Carryover (Shortfall)	6,035,881	36,724,920	21,126,561	18,163,025	10,478,732	694,631	4,760,859	3,903,131	1,592,860	2,520,856	3,418,628	4,425,103	3,528,071	1,828,257	2,033,805	2,299,146	1,445,942	2,570,013





PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM		
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050		
1																				
8	<b>Revenues:</b>																			
9	UTGO bond proceeds, Voted																			
10	LTGO bond proceeds, Councilmanic																			
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
12	Fire Impact fees - other																			
13	F301, Lnd & Prk Acq contribution																			
14	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
15	REET 1																			
17	Investment earnings																			
18	<b>Annual contribution to balance</b>	<b>2,500,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
19	Additional capacity from maturing, existing debt	1,994,000	2,259,000	2,647,000	2,647,000	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	2,561,600	
23	<b>Revenue Total</b>	<b>5,294,000</b>	<b>4,059,000</b>	<b>3,447,000</b>	<b>3,447,000</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	<b>3,361,600</b>	
	<b>% Dbt Svc capacity used for PSP</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	
24																				
25	<b>Project Expenditures</b>																			
26	Justice Center																			
27	FS 51																			
28	FS 52																			
29	FS 54																			
30	Apparatus & equip	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
31	Shops																			
35	<b>Project Expenditures Total</b>	<b>3,667,573</b>	<b>243,009</b>	<b>609,751</b>	<b>712,979</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
37	<b>Debt Service</b>																			
38	Debt service LTGO	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	5,212,204	
39	Utility Fds pay rent = 50% of dbt svc	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	(1,930,956)	
40	<b>GF Debt Service Total</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	
41	<b>Expense Total</b>	<b>6,948,821</b>	<b>3,524,257</b>	<b>3,890,999</b>	<b>3,994,227</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	<b>3,281,248</b>	
42																				
48	Annual Surplus (Shortfall)	(1,654,821)	534,743	(443,999)	(547,227)	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	80,352	
49	Beginning Carryover (Shortfall)	2,570,013	915,192	1,449,935	1,005,936	458,709	539,061	619,413	699,765	780,117	860,469	940,821	1,021,174	1,101,526	1,181,878	1,262,230	1,968,256	2,674,281	2,674,281	
50	<b>Ending Carryover (Shortfall)</b>	<b>915,192</b>	<b>1,449,935</b>	<b>1,005,936</b>	<b>458,709</b>	<b>539,061</b>	<b>619,413</b>	<b>699,765</b>	<b>780,117</b>	<b>860,469</b>	<b>940,821</b>	<b>1,021,174</b>	<b>1,101,526</b>	<b>1,181,878</b>	<b>1,262,230</b>	<b>1,968,256</b>	<b>2,674,281</b>	<b>6,035,881</b>	<b>6,035,881</b>	



**PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization**

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1																		
8	<b>Revenues:</b>																	
9	UTGO bond proceeds, Voted	77,385,000			40,675,046													
10	LTGO bond proceeds, Councilmanic	52,000,000		20,000,000		32,000,000												
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	3,000,000		3,000,000			2,000,000	5,000,000										
14	Property/land sales	15,038,000	5,038,000				500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	16,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000											
18	<b>Annual contribution to balance</b>	<b>13,283,709</b>	<b>283,709</b>	<b>-</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
19	Additional capacity from maturing, existing debt	48,935,400				831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000
23	<b>Revenue Total</b>	<b>242,516,954</b>	<b>2,058,992</b>	<b>29,338,000</b>	<b>42,875,046</b>	<b>38,031,000</b>	<b>4,971,000</b>	<b>6,931,000</b>	<b>1,931,000</b>	<b>2,568,000</b>	<b>3,094,000</b>	<b>3,094,000</b>	<b>3,094,000</b>	<b>4,094,000</b>	<b>5,094,000</b>	<b>4,094,000</b>	<b>4,144,000</b>	<b>3,794,000</b>
24	<b>% Dbt Svc capacity used for PSP</b>																	
25	<b>Project Expenditures</b>																	
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	14,763,378	142,791	1,554,000	1,978,000	10,274,000	814,587	-	-	-	-	-	-	-	-	-	-	-
30	Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957
31	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291	-	-	-	-	-	-	-	-	-	-	-
35	<b>Project Expenditures Total</b>	<b>173,457,026</b>	<b>1,847,199</b>	<b>45,536,359</b>	<b>43,991,582</b>	<b>54,947,292</b>	<b>3,219,250</b>	<b>583,525</b>	<b>507,480</b>	<b>2,597,023</b>	<b>384,755</b>	<b>414,980</b>	<b>806,277</b>	<b>2,709,784</b>	<b>3,512,566</b>	<b>1,607,204</b>	<b>1,597,411</b>	<b>2,865,957</b>
37	<b>Debt Service</b>																	
38	Debt service LTGO	92,066,664	800,000	800,000	800,000	2,080,000	2,080,000	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763
39	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	<b>GF Debt Service Total</b>	<b>65,397,328</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>	<b>1,480,000</b>	<b>1,480,000</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>	<b>2,246,024</b>
41	<b>Expense Total</b>	<b>238,854,354</b>	<b>1,847,199</b>	<b>45,936,359</b>	<b>44,391,582</b>	<b>56,427,292</b>	<b>4,699,250</b>	<b>2,829,549</b>	<b>2,753,504</b>	<b>4,843,047</b>	<b>2,630,779</b>	<b>2,661,004</b>	<b>3,052,302</b>	<b>4,955,809</b>	<b>5,758,590</b>	<b>3,853,228</b>	<b>3,843,435</b>	<b>5,111,981</b>
42																		
48	Annual Surplus (Shortfall)	3,662,599	211,793	(16,598,359)	(1,516,536)	(18,396,292)	271,750	4,101,451	(822,504)	(2,275,047)	463,221	432,996	41,698	(861,809)	(664,590)	240,772	300,565	(1,317,981)
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	20,126,561	18,610,025	213,732	485,482	4,586,933	3,764,429	1,489,382	1,952,603	2,385,598	2,427,297	1,565,488	900,899	1,141,671	1,442,236
50	<b>Ending Carryover (Shortfall)</b>	<b>3,662,599</b>	<b>36,724,920</b>	<b>20,126,561</b>	<b>18,610,025</b>	<b>213,732</b>	<b>485,482</b>	<b>4,586,933</b>	<b>3,764,429</b>	<b>1,489,382</b>	<b>1,952,603</b>	<b>2,385,598</b>	<b>2,427,297</b>	<b>1,565,488</b>	<b>900,899</b>	<b>1,141,671</b>	<b>1,442,236</b>	<b>124,255</b>



PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
8	<b>Revenues:</b>																		
9	UTGO bond proceeds, Voted																		
10	LTGO bond proceeds, Councilmanic																		
11	Fire Impact fees & deposit - Segale																		
12	Fire Impact fees - other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution																		
14	Property/land sales																		
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings																		
18	<b>Annual contribution to balance</b>	1,500,000	2,000,000	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Additional capacity from maturing, existing debt	1,994,000	1,994,000	2,259,000	2,647,000	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800	1,280,800
23	<b>Revenue Total</b>	4,294,000	4,794,000	3,559,000	3,447,000	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800	2,080,800
24	<b>% Dbt Svc capacity used for PSP</b>				100%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
25	<b>Project Expenditures</b>																		
26	Justice Center																		
27	FS 51																		
28	FS 52																		
29	FS 54																		
30	Apparatus & equip	888,681	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-
31	Shops																		
35	<b>Project Expenditures Total</b>	888,681	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-
37	<b>Debt Service</b>																		
38	Debt service LTGO	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763	3,171,763
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	<b>GF Debt Service Total</b>	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024
41	<b>Expense Total</b>	3,134,705	5,913,597	2,489,033	2,855,775	2,959,003	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024	2,246,024
42																			
48	Annual Surplus (Shortfall)	1,159,295	(1,119,597)	1,069,967	591,225	487,997	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)	(165,224)
49	Beginning Carryover (Shortfall)	124,255	1,283,550	163,953	1,233,920	1,825,144	2,313,141	1,982,693	1,817,469	1,652,245	1,487,021	1,321,797	1,156,572	991,348	826,124	660,900	1,121,350	1,581,799	1,581,799
50	<b>Ending Carryover (Shortfall)</b>	1,283,550	163,953	1,233,920	1,825,144	2,313,141	1,982,693	1,817,469	1,652,245	1,487,021	1,321,797	1,156,572	991,348	826,124	660,900	1,121,350	1,581,799	3,662,599	3,662,599





PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1	TOTAL																			2033
2																				2032
3																				2031
4																				2030
5																				2029
6																				2028
7																				2027
8																				2026
9																				2025
10																				2024
11																				2023
12																				2022
13																				2021
14																				2020
15																				2019
16																				2018
17																				2017
18																				2016
19																				2015
20																				2014
21																				2013
22																				2012
23																				2011
24																				2010
25																				2009
26																				2008
27																				2007
28																				2006
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37																				1997
38																				1996
39																				1995
40																				1994
41																				1993
42																				1992
43																				1991
44																				1990
45																				1989
46																				1988
47																				1987
48																				1986
49																				1985
50																				1984
8	Revenues:	77,385,000																		
9	UTGO bond proceeds, Voted				40,675,046															
10	LTGO bond proceeds, Councilmanic	55,000,000	20,000,000	35,000,000																
11	Fire Impact fees & deposit - Segale	4,750,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	300,000	300,000	
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,000,000	5,000,000												
14	Property/land sales	15,038,000	5,038,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
15	REET 1	16,500,000	200,000	100,000	100,000	100,000	40,000													
17	Investment earnings	707,845	258,283																	
18	Annual contribution to balance	1,783,709	283,709											1,000,000	500,000					
19	Additional capacity from maturing, existing debt	49,321,500		831,000	831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	
23	Revenue Total	234,403,054	2,058,992	29,338,000	41,875,046	40,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	4,094,000	3,594,000	3,094,000	3,144,000	2,794,000	2,794,000	
24	% Dbt Svc capacity used for PSP									100%	100%									
25	Project Expenditures	68,570,005																		
26	Justice Center	431,266	17,890,500	23,430,406	26,694,000															
27	FS 51	254,484	1,385,000	2,115,501	8,725,500															
28	FS 52	161,299	890,000	13,046,000	2,512,000		1,033,751													
29	FS 54	142,791	1,554,000	10,274,000	1,978,000		814,587													
30	Apparatus & equip	15,000,000	573,651	362,385	540,082		276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130					
31	Shops	30,000,000	283,709	5,719,000	3,542,000		1,094,291	583,525												
35	Project Expenditures Total	158,525,026	1,847,199	45,536,359	43,991,582	54,947,292	3,219,250	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130					
37	Debt Service																			
38	Debt service LTGO	97,347,754	800,000	2,200,000	800,000	2,200,000	2,200,000	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	
39	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(600,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	
40	GF Debt Service Total	70,678,418	-	400,000	400,000	1,600,000	1,600,000	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	
41	Expense Total	229,203,445	1,847,199	45,936,359	44,391,582	56,547,292	4,819,250	3,009,588	2,933,543	3,023,086	3,810,818	3,841,043	3,232,340	5,135,848	3,199,193	2,426,063	2,426,063	2,426,063	2,426,063	
42																				
48	Annual Surplus (Shortfall)	5,199,609	211,793	(16,598,359)	(2,516,536)	(16,516,292)	(848,250)	3,921,412	(1,002,543)	(455,086)	(716,818)	(747,043)	(138,340)	(1,041,848)	394,807	667,937	717,937	367,937	367,937	
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	20,126,561	17,610,025	1,093,732	245,482	4,166,894	3,164,351	2,709,265	1,992,447	1,245,404	1,107,063	65,216	460,023	1,127,960	1,845,897	2,213,834	
50	Ending Carryover (Shortfall)	5,199,609	36,724,920	20,126,561	17,610,025	1,093,732	245,482	4,166,894	3,164,351	2,709,265	1,992,447	1,245,404	1,107,063	65,216	460,023	1,127,960	1,845,897	2,213,834	2,581,771	



PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM		
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050		
1																				
8	<b>Revenues:</b>																			
9	UTGO bond proceeds, Voted																			
10	LTGO bond proceeds, Councilmanic																			
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
12	Fire Impact fees - other																			
13	F301, Lnd & Prk Acq contribution																			
14	Property/land sales	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
15	REET 1																			
17	Investment earnings																			
18	<b>Annual contribution to balance</b>																			
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,323,500	1,323,500	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	1,601,000	
23	<b>Revenue Total</b>	2,794,000	1,929,500	2,123,500	2,123,500	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	2,401,000	
24	<b>% Dbt Svc capacity used for PSP</b>		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
25	<b>Project Expenditures</b>																			
26	Justice Center																			
27	FS 51																			
28	FS 52																			
29	FS 54																			
30	Apparatus & equip					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Shops																			
35	<b>Project Expenditures Total</b>																			
37	<b>Debt Service</b>																			
38	Debt service LTGO	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	3,351,802	
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	
40	<b>GF Debt Service Total</b>	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	
41	<b>Expense Total</b>	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	2,426,063	
42																				
48	Annual Surplus (Shortfall)	367,937	(496,563)	(302,563)	(302,563)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	(25,063)	
49	Beginning Carryover (Shortfall)	2,581,771	2,949,707	2,453,144	2,150,581	1,848,018	1,822,955	1,797,892	1,772,829	1,747,766	1,722,703	1,697,640	1,672,577	1,647,514	1,622,451	1,597,388	2,197,998	2,197,998	2,197,998	
50	<b>Ending Carryover (Shortfall)</b>	<b>2,949,707</b>	<b>2,453,144</b>	<b>2,150,581</b>	<b>1,848,018</b>	<b>1,822,955</b>	<b>1,797,892</b>	<b>1,772,829</b>	<b>1,747,766</b>	<b>1,722,703</b>	<b>1,697,640</b>	<b>1,672,577</b>	<b>1,647,514</b>	<b>1,622,451</b>	<b>1,597,388</b>	<b>2,197,998</b>	<b>2,798,609</b>	<b>2,798,609</b>	<b>2,798,609</b>	



PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V							
1	TOTAL																			2032	2033					
2																				2027	2028	2029	2030	2031	2032	2033
8	Revenues:																									
9	UTGO bond proceeds, Voted	77,385,000			40,675,046																					
10	LTGO bond proceeds, Councilmanic	40,000,000	20,000,000			20,000,000																				
11	Fire Impact fees & deposit - Segale	4,750,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000									
12	Fire Impact fees - other	10,917,000	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000								
13	F301, Lnd & Prk Acq contribution	3,000,000	3,000,000																							
14	Property/land sales	15,038,000	5,038,000			3,000,000	2,000,000	5,000,000																		
15	REET 1	16,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000									
16	Interfund loan - utility funds																									
17	Investment earnings	707,845	258,283	200,000	100,000	100,000	40,000																			
18	Annual contribution to balance	283,709	283,709																							
19	Additional capacity from maturing, existing debt	40,466,900			831,000	831,000	831,000	831,000	831,000	1,468,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000	1,994,000								
23	Revenue Total	209,048,454	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,931,000	1,931,000	2,568,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,094,000	3,144,000	2,794,000								
24	% Dbt Svc capacity used for PSP									100%	100%															
25	Project Expenditures																									
26	Justice Center	68,570,005	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
27	FS 51	12,540,338	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
28	FS 52	17,651,306	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-	-						
29	FS 54	142,791	142,791																							
30	Apparatus & equip	29,932,000	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681							
31	Shops	30,000,000	283,709	19,361,000	3,542,000	5,719,000	1,094,291																			
35	Project Expenditures Total	158,836,439	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	2,597,023	384,755	414,980	806,277	2,709,784	3,512,566	1,607,204	1,597,411	2,865,957	888,681							
37	Debt Service																									
38	Debt service LTGO	70,942,304	800,000	800,000	800,000	1,600,000	1,600,000	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607							
39	Utility Fds pay rent = 50% of dbt svc	(26,669,335)	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)							
40	GF Debt Service Total	44,272,969	-	400,000	400,000	1,000,000	1,000,000	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868							
41	Expense Total	203,109,408	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	4,122,891	1,910,624	1,940,849	2,332,146	4,235,653	5,038,434	3,133,072	3,123,279	4,391,825	2,414,549							
42																										
48	Annual Surplus (Shortfall)	5,939,046	211,793	(15,044,359)	(538,536)	(20,642,292)	566,337	4,821,607	(102,348)	(1,554,891)	1,183,376	1,153,151	761,854	(1,141,653)	(1,944,434)	(39,072)	20,721	(1,597,825)	379,451							
49	Beginning Carryover (Shortfall)	-	36,513,427	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,887,676	5,785,328	4,230,436	5,413,813	6,566,964	7,328,818	6,187,165	4,242,731	4,203,659	4,224,380	2,626,555							
50	Ending Carryover (Shortfall)	5,939,046	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,887,676	5,785,328	4,230,436	5,413,813	6,566,964	7,328,818	6,187,165	4,242,731	4,203,659	4,224,380	2,626,555	3,006,005							





PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
8	<b>Revenues:</b>																		
9	UTGO bond proceeds, Voted																		
10	LTGO bond proceeds, Councilmanic																		
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Fire Impact fees - other																		
13	F301, Lnd & Prk Acq contribution																		
14	Property/land sales																		
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
16	Interfund loan - utility funds																		
17	Investment earnings																		
18	<b>Annual contribution to balance</b>																		
19	Additional capacity from maturing, existing debt	1,994,000	1,129,500	1,058,800	1,058,800	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600	960,600
23	<b>Revenue Total</b>	2,794,000	1,929,500	1,858,800	1,858,800	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600	1,760,600
24	<b>% Dbt Svc capacity used for PSP</b>		50%	40%	40%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
25	<b>Project Expenditures</b>																		
26	Justice Center																		
27	FS 51																		
28	FS 52																		
29	FS 54																		
30	Apparatus & equip	3,667,573	243,009	609,751	712,979	-	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Shops																		
35	<b>Project Expenditures Total</b>	3,667,573	243,009	609,751	712,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-
37	<b>Debt Service</b>																		
38	Debt service LTGO	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	<b>GF Debt Service Total</b>	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41	<b>Expense Total</b>	5,193,442	1,768,877	2,135,620	2,238,847	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
42																			
48	Annual Surplus (Shortfall)	(2,399,442)	160,623	(276,820)	(380,047)	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732	234,732
49	Beginning Carryover (Shortfall)	3,006,005	606,564	767,187	490,367	110,320	345,051	579,783	814,514	1,049,246	1,283,977	1,518,709	1,753,441	1,988,172	2,222,904	2,457,635	2,700,000	2,947,635	3,195,270
50	<b>Ending Carryover (Shortfall)</b>	<b>606,564</b>	<b>767,187</b>	<b>490,367</b>	<b>110,320</b>	<b>345,051</b>	<b>579,783</b>	<b>814,514</b>	<b>1,049,246</b>	<b>1,283,977</b>	<b>1,518,709</b>	<b>1,753,441</b>	<b>1,988,172</b>	<b>2,222,904</b>	<b>2,457,635</b>	<b>2,700,000</b>	<b>2,947,635</b>	<b>3,195,270</b>	<b>3,442,900</b>



**PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization**

	B	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
		TOTAL	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
8	<b>Revenues:</b>	<b>77,385,000</b>			40,675,046														
9	UTGO bond proceeds, Voted			20,000,000	20,000,000														
10	LTGO bond proceeds, Councilmanic	<b>40,000,000</b>																	
11	Fire Impact fees & deposit - Segale	<b>4,750,000</b>	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	350,000	300,000	300,000
12	Fire Impact fees - other	<b>10,917,000</b>	1,017,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
13	F301, Lnd & Prk Acq contribution	<b>3,000,000</b>		3,000,000	3,000,000														
14	Property/land sales	<b>15,038,000</b>	5,038,000	5,000,000	500,000	500,000	500,000	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
15	REET 1	<b>16,500,000</b>	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings	<b>707,845</b>	258,283	200,000	100,000	100,000	40,000												
18	<b>Annual contribution to balance</b>	<b>283,709</b>	283,709	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Additional capacity from maturing, existing debt	<b>22,543,360</b>			<b>831,000</b>	<b>831,000</b>	831,000	498,600	498,600	<b>880,800</b>	<b>1,196,400</b>	717,840	717,840	717,840	717,840	717,840	717,840	717,840	717,840
23	<b>Revenue Total</b>	<b>191,124,914</b>	2,058,992	29,338,000	41,875,046	25,031,000	3,971,000	6,598,600	1,598,600	1,980,800	2,296,400	1,817,840	1,817,840	1,817,840	1,817,840	1,817,840	1,867,840	1,517,840	1,517,840
24	<b>% Dbt Svc capacity used for PSP</b>						100%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
25	<b>Project Expenditures</b>	<b>68,570,005</b>	431,266	17,890,500	26,694,000	23,430,406	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Justice Center	<b>12,540,338</b>	254,484	1,385,000	8,725,500	2,115,501	-	-	-	-	-	-	-	-	-	-	-	-	-
27	FS 51	<b>17,651,306</b>	161,299	890,000	2,512,000	13,046,000	1,033,751	-	-	-	-	-	-	-	-	-	-	-	-
28	FS 52	<b>142,791</b>	142,791	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29	FS 54	<b>15,000,000</b>	573,651	4,455,859	540,082	362,385	276,621	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
30	Apparatus & equip	<b>30,000,000</b>	283,709	19,361,000	3,542,000	5,719,000	1,094,291	-	-	-	-	-	-	-	-	-	-	-	-
31	Shops	<b>143,904,439</b>	1,847,199	43,982,359	42,013,582	44,673,292	2,404,663	583,525	507,480	597,023	1,384,755	1,414,980	806,277	2,709,784	773,130				
35	<b>Project Expenditures Total</b>	<b>70,942,304</b>	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	2,122,891	2,910,624	2,940,849	2,332,146	4,235,653	2,298,998	1,525,868	1,525,868	1,525,868	1,525,868
37	<b>Debt Service</b>	<b>26,669,335</b>	800,000	800,000	800,000	1,600,000	1,600,000	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
38	Debt service LTGO	<b>44,272,969</b>	800,000	800,000	800,000	1,600,000	1,600,000	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	<b>188,177,408</b>	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	<b>GF Debt Service Total</b>	<b>44,272,969</b>	(400,000)	(400,000)	(400,000)	(600,000)	(600,000)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
41	<b>Expense Total</b>	<b>188,177,408</b>	1,847,199	44,382,359	42,413,582	45,673,292	3,404,663	2,109,393	2,033,348	2,122,891	2,910,624	2,940,849	2,332,146	4,235,653	2,298,998	1,525,868	1,525,868	1,525,868	1,525,868
42																			
48	Annual Surplus (Shortfall)	2,947,506	211,793	(15,044,359)	(538,536)	(20,642,292)	566,337	4,489,207	(434,748)	(142,091)	(614,224)	(1,123,009)	(514,306)	(2,417,813)	(481,158)	291,972	341,972	(8,028)	(8,028)
49	Beginning Carryover (Shortfall)	-	36,513,127	36,724,920	21,680,561	21,142,025	499,732	1,066,069	5,555,276	5,120,528	4,978,436	4,364,213	3,241,204	2,726,898	309,085	(172,073)	119,898	461,870	453,841
50	<b>Ending Carryover (Shortfall)</b>	<b>2,947,506</b>	<b>36,724,920</b>	<b>21,680,561</b>	<b>21,142,025</b>	<b>499,732</b>	<b>1,066,069</b>	<b>5,555,276</b>	<b>5,120,528</b>	<b>4,978,436</b>	<b>4,364,213</b>	<b>3,241,204</b>	<b>2,726,898</b>	<b>309,085</b>	<b>(172,073)</b>	<b>119,898</b>	<b>461,870</b>	<b>453,841</b>	<b>445,813</b>



PUBLIC SAFETY PLAN - FINANCIAL PLAN - 30 Year LTGO Amortization

	B	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
8	<b>Revenues:</b>																		
9	UTGO bond proceeds, Voted																		
10	LTGO bond proceeds, Councilmanic																		
11	Fire Impact fees & deposit - Segale	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
12	Fire Impact fees - other																		
13	F301, Lnd & Prk Acq contribution																		
14	Property/land sales																		
15	REET 1	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
17	Investment earnings																		
18	<b>Annual contribution to balance</b>																		
19	Additional capacity from maturing, existing debt	717,840	903,600	1,058,800	1,058,800	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400	640,400
23	<b>Revenue Total</b>	1,517,840	1,703,600	1,858,800	1,858,800	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400	1,440,400
24	<b>% Dbt Svc capacity used for PSP</b>	60%	40%	40%	30%	20%													
25	<b>Project Expenditures</b>																		
26	Justice Center																		
27	FS 51																		
28	FS 52																		
29	FS 54																		
30	Apparatus & equip					0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Shops																		
35	<b>Project Expenditures Total</b>																		
37	<b>Debt Service</b>																		
38	Debt service LTGO	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607	2,451,607
39	Utility Fds pay rent = 50% of dbt svc	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)	(925,739)
40	<b>GF Debt Service Total</b>	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
41	<b>Expense Total</b>	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868	1,525,868
42																			
48	Annual Surplus (Shortfall)	(8,028)	177,732	332,932	332,932	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)	(85,468)
49	Beginning Carryover (Shortfall)	445,813	437,785	615,516	948,448	1,281,379	1,195,911	1,110,442	1,024,974	939,506	854,037	768,569	683,100	597,632	512,163	426,695	341,226	256,767	172,308
50	<b>Ending Carryover (Shortfall)</b>	<b>437,785</b>	<b>615,516</b>	<b>948,448</b>	<b>1,281,379</b>	<b>1,195,911</b>	<b>1,110,442</b>	<b>1,024,974</b>	<b>939,506</b>	<b>854,037</b>	<b>768,569</b>	<b>683,100</b>	<b>597,632</b>	<b>512,163</b>	<b>426,695</b>	<b>341,226</b>	<b>256,767</b>	<b>172,308</b>	<b>87,839</b>

