

# **East Precinct Command Center Detail Report**

## **April 2011**

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The proposal to create an East Precinct Command Center (EPCC) for the King County Sheriff's Office (Sheriff's Office) includes five key elements:

1. Bringing the Sheriff's Office facilities into alignment with the new operational model adopted by the County Council in Ordinance 16977;
2. Downsizing the Sheriff's Office's footprint from 24,500 square feet in Precincts 2 and 3 to 5,200 square feet at Sammamish City Hall;
3. Formalizing the arrangements with the contract cities to allow for "hot-desking" where unincorporated area officers can drop in and use city facilities to perform routine police functions;
4. Centrally locating the Command Center close to the unincorporated areas the County serves (see Attachment A for maps); and
5. Building on the existing partnership with the City of Sammamish and leveraging existing amenities in the Sammamish City Hall to locate the Command Center in leased space.

A 20-year financial analysis shows the project has an estimated net benefit of \$8.6 million to the County. The lease and operating costs at the Command Center are less on an annual basis than the operating and maintenance costs at the two existing facilities. Further, the major maintenance needed for these facilities is significant and will largely be avoided when the buildings are sold. Finally, the one-time costs for building the East Precinct Command Center, moving staff, and some improvements in contract city space will be more than recouped by the sale of the two properties.

The consolidation of Sheriff's Office facilities and the creation of the East Precinct Command Center align with the King County Strategic Plan Law and Safety goal by supporting the operations of the Sheriff's Office. The project also supports the Service Excellence goal by strengthening objective 2 (improve the effectiveness and efficiency of county programs, services, and systems) and objective 4 (increase access to King County services, personnel, and information) by decentralizing police officers and making them more visible and accessible to the public. Finally, the project supports the goal of Financial Stewardship, particularly objective 2 (plan for the long-term sustainability of County services).

### **The Sheriff's Office's Changing Operational Model**

Over the past ten years, the Sheriff's Office's service area has changed substantially with annexation and incorporations rendering precinct facilities 2 (in Kenmore) and 3 (in Maple Valley) on the east side logistically and operationally isolated. Because of technology changes and the car per officer program, King County deputies no longer attend daily roll calls in precincts, nor do they need large precinct facilities to change clothes, park cars, or perform daily reporting. In addition, recent reductions in force have further diminished the utility of precinct facilities.

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Growth in population on the east side of King County has led to increasing traffic and affected the basic logistics of day-to-day travel. Traffic congestion along traditional routes has resulted in increased time for backup response and time needed by supervisors to travel to meet with officers, as well as increased time to perform functions such as transporting evidence, interviewing witnesses, and writing and uploading reports.

As a result, Sheriff's Office deputies have been routinely and informally dropping into all contract city police departments in King County for several years to interact with other deputies and city police officers, meet with supervisors; take breaks; and perform basic reporting functions. At the same time, holding cells and other law enforcement facility functions have increasingly become available through mutual cooperation between law enforcement agencies.

The Command Center concept is designed to achieve several strategic objectives in response to the changes in service area, technology, and the availability of decentralized space in contract cities:

1. Move more deputies closer to the areas they serve;
2. Increase police visibility and presence across all of King County at a lower cost; and
3. Increase unincorporated officer visibility and presence as part of the partnership with contract cities, who value greater police presence in their cities.

The Command Center will house 23 of the 129 unincorporated sworn and professional employees currently working in the East Precinct. Command Center staffing will include one major, three captains, two detective sergeants, six patrol sergeants, four Special Emphasis Team (SET) detectives, three Criminal Investigations Division (CID) detectives, two evidence specialists, and two professional staff. The remaining 106 staff in the East Precinct will be distributed among contract cities as discussed below. The Sheriff's Office is currently planning to move in to the EPCC by year end 2011.

### **Existing East Precinct Facilities**

Precinct 2 is located at 18118 73<sup>rd</sup> Avenue NE in the City of Kenmore and Precinct 3 is located at 22300 SE 231<sup>st</sup> Street in the City of Maple Valley. Precinct 2 in Kenmore is 10,000 square feet and was built in 1975. Precinct 3 in Maple Valley is 14,500 square feet and was built in 1984. Both facilities are anticipated to need major maintenance investments in coming years. Precinct 2, in particular, is in a location prone to flooding and the building has been placed on the Facility Management Division's (FMD) watch list for buildings likely to be surplus or demolished in the near future. FMD has made the required determination pursuant to K.C. 4.56.070 that the subject properties are not suitable for affordable housing due to zoning and incompatibility with adjacent commercial neighborhoods.

### **EPCC in Sammamish City Hall**

The Command Center will occupy approximately 5,200 square feet on the second floor of Sammamish City Hall. Basic functions will include command for both contract cities and the

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unincorporated area and administration of unincorporated officers and services. In addition, there will be dedicated evidence storage space and unincorporated East Precinct detectives will be home based in the EPCC.

The Sammamish City Hall is the preferred location for the EPCC because of critical, shared amenities in the Sammamish Police Department (SPD) on the first floor of City Hall that will be available to the Sheriff's Office through the lease. The Sammamish Police Department contains a sally port, gun storage lockers, and holding cells, which are integral to the functioning of the EPCC. The lease ensures that the County will have access to these amenities, as well as to conference rooms on the first floor of City Hall, independent of the annual contract for police services. The County will not pay any additional cost for accessing these amenities. By leveraging the existing SPD facility, the County will avoid the cost of building a sally port, gun lockers, and holding cells, which brings down the costs of the Command Center and enables the City to maximize the use of its facility. Also, as a contract city, Sammamish has a strong relationship with the Sheriff's Office, which will be further developed by locating the EPCC in its City Hall. This combination of an existing partnership and specialized facility amenities provides a unique opportunity that cannot be easily replicated using other county-owned space or other leased space on the east side.

When Sammamish constructed its city hall, it left 7,200 square feet on the second floor unimproved. To accommodate the EPCC, Sammamish will complete shell construction in this space, which includes outside walls, electrical and IT wiring on outside walls, drop-in ceiling, and extending the Heating, Ventilation, and Air Conditioning (HVAC) system. Tenant improvements such as interior walls and finishes will be constructed by city contractors and the County will reimburse the City for the costs. The project costs, to be paid by King County, are estimated at \$619,500. The 2,000 square feet adjacent to the Command Center will remain vacant for future use by the City.

### Lease Agreement

The Sammamish City Council on March 1, 2011 authorized its City Manager to sign a lease agreement with King County. The Prosecuting Attorney's Office (PAO) has reviewed the lease and it is included in the EPCC package for Council review and approval.

The basic terms of the lease are as follows:

- **Lease area:** Exclusive use of approximately 5,200 square feet on the second floor of Sammamish City Hall. The lease also includes shared use of space and amenities on the first floor, which are provided in the lease free of rent. First floor amenities include ingress/egress to the second floor space; use of conference rooms on the first floor; and access to existing space and amenities in the SPD, including the sally port, booking area, holding cells, interview room, and hot desk area.
- **Lease Term and Rates:** The term is 10 years with the potential for two 10-year extensions, subject to City approval. The lease rate starts at \$20.00 per square foot

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(\$104,000 per year) and escalates at the rate of change of the Consumer Price Index (CPI) annually.

- **Project Costs:** A space plan for the tenant improvements has been completed for the EPCC and total project costs are estimated at \$619,500. Total project costs include tenant improvements, move costs, furniture, and voice and data lines. (This amount is exclusive of building shell improvements, which are the responsibility of the City as landlord.) The improvements are to be constructed by city contractors and reimbursed by King County.
- **Parking:** The lease provides for 36 secure parking spaces, with overflow capacity available. Parking will be constructed by the City of Sammamish at the city's expense.

The lease includes standard King County language addressing issues such as liability and indemnification associated with the space covered in the lease.

### **Agreements with Contract Cities**

In lieu of the traditional precinct facilities, unincorporated patrol officers in the East Precinct will be assigned to contract city and Muckleshoot Tribe facilities. They will conduct the majority of their business from their vehicles and have access to “hot desks” at the contract city police departments where they can complete and submit reports and perform other paperwork duties, as well as use evidence storage space. Command staff has identified which patrol officers will be associated with specific contract cities (see Table 1). In many cases, the officers already access city facilities on a regular basis and there will be no noticeable change in operations.

The Sheriff's Office has sent a draft Memorandums of Agreement (MOA) template to each of the East Precinct contract cities and the Muckleshoot Tribe. The MOA outlines the facility upgrades needed to accommodate unincorporated officers' use of the space and the annual credit each city will receive for allowing access to its space. An ordinance approving the MOAs is included with this transmittal package. Following Council approval of the EPCC package, the Sheriff's Office will send final MOAs for signature to the cities.

The annual Exhibit Bs to the contract, which itemize the costs for the cities, will include a credit based on the square feet of space allocated to the deputies (see Table 1). In total, the annual credit in 2011 dollars is \$43,000, which means a reduction of contract revenue by the same amount. The annual Exhibit Bs for Sammamish and North Bend already include credits because unincorporated deputies have used these facilities on a substantive basis for a number of years.

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Table 1

## East Precinct Staffing Allocation

	Fairwood	Kenmore	Covington	Maple Valley	Muckleshoot	North Bend	Newcastle	Sammamish	Woodinville	Total
# of Contract City Police Staff		13	13	15	10	1	7	22	11	92
# of Unincorporated Police Staff	10	0	20	10	6	9	9	47	18	129
<b>Total Staff</b>	0	13	0	25	16	10	16	69	29	221
Lease / City Rate Cost PSF			\$ 22.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 22.00	\$ 20.00	\$ 20.00	
Credit to Cities for Shared Space			(22,000)	(4,400)	(2,640)	-	(5,808)	-	(7,920)	(42,768)

**Notes:**

Per square footage rate assumed to be \$20, unless there is a known lease with a different amount.  
 Patrol deputies and sergeants are each allocated 22 square feet, all other types of staff are allocated 66 square feet each.  
 For Covington, credit amount based on 1,000 square feet allocated exclusively for County use.  
 Sammamish and North Bend already receive a credit for shared space and it will not change due to the East Precinct Command Center.

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The cities of Covington and Woodinville have agreed to allow King County to develop unincorporated police stations in their police facilities. Unincorporated police stations will provide unincorporated officers access to more amenities (interview rooms and Livescan and Breath Alcohol Concentration (BAC) machines) than they will be able to use at the other contract cities. In addition to tenant improvements at Covington and Woodinville, voice and data lines will be added at County expense at four other contract cities to better accommodate the needs of unincorporated officers. The various improvements at city facilities include:

### 1. Covington Station - \$92,515

Covington will provide the Sheriff's Office with approximately 1,000 square feet of space that is already configured to easily allow for distinct unincorporated police station. The station will include a LiveScan and BAC machines, cubicles, evidence storage, and an interview room. The tenant improvements will include:

- Creating an evidence storage area by installing a lock and ceiling wire on an existing room;
- Securing the interview room by installing a door with an outside lock and a window, as well as installing a camera and a monitor;
- Installing locks on the patrol sergeants' offices; and
- Installing a hot desk counter and a CAD desktop computer and printer.

Cost components include:

- Tenant Improvements - \$71,790 (estimate);
- Voice - \$9,725 for nine lines and interior wiring;
- Data – estimated \$6,000 for one router, nine line activation and equipment; and
- Moving – \$5,000

### 2. Woodinville Station - \$70,691

Unincorporated officers will have access to all of the Woodinville Police Department, except the chief's office. The police department contains evidence storage, LiveScan and BAC machines, and desk space. Tenant improvements will include:

- Remodeling an existing room for evidence storage by adding ceiling wire mesh, window covers, and a lock on the door.
- Building a secure entry and door to the police department.

Cost components include:

- Tenant Improvements – \$70,691 (estimate)
- Moving – \$1,000

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### 3. Newcastle - \$37,900

Unlike Covington and Woodinville, Newcastle will not be an unincorporated police station, but because the City has recently leased space for a new City Hall to include the Newcastle Police Department, the County will pay for some tenant improvements to accommodate unincorporated officers in the new space. Design of the space has not begun, but it is anticipated that County tenant improvements will include:

- A seven foot wall with a secure door and secure wire ceiling for an evidence room,
- One-third of an 18-foot hot desk,
- Use of a shared interview room, and
- A dedicated desk for a detective.

Cost components include:

- Tenant Improvements – \$30,000 (estimate)
- Voice - \$1,050 – three phones installation and wiring
- Data - \$6,350 – fiber optic installation and six jacks
- Moving – \$500

### 4. Kenmore - \$11,460

The EPCC business model entails the closure of the Kenmore precinct where the Kenmore Police Department (KPC) is currently located. To accommodate this loss, the City of Kenmore is constructing a new police department in its city hall at its own cost. The City has requested the County pay only for upgrading voice and data lines in the new KPD. Kenmore contracts with the Sheriff's Office for police services.

Cost components include:

- Voice - \$6,530 for six phones
- Data - \$4,930 for T1 data connection, router and switch for nine jacks.

### 5. Muckleshoot - \$11,123

To accommodate the needs of unincorporated officers, the County will pay for upgrading voice and data lines in the Muckleshoot police department.

Cost Components include:

- Data – \$11,123

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### 6. Maple Valley - \$12,500

To accommodate the needs of unincorporated officers, the County will pay for upgrading data lines in the Maple Valley police department. Unincorporated officer will have access to a conference room in the Maple Valley police department.

Cost components include:

- 24 port switch and a desktop computer and printer – \$5,500
- 800 MHz Antenna – \$7,000

Because of the public work issues pertaining to improvements in the city facilities, the cities or city contractors will perform the work and the County will reimburse the cities. The cities will be required to adhere to local procurement ordinances and pay prevailing wages to contractors and subcontractors. King County Information Technology (KCIT) will be responsible for installing voice and data lines and it will be reimbursed by the Sheriff's Office through the EPCC appropriation.

### **Financial Analysis and Supplemental Appropriation**

A 20-year financial analysis shows that surplus the precinct facilities in Kenmore and Maple Valley and consolidating command staff in the Command Center will be financially beneficial to the County. By reducing its footprint, the Sheriff's Office will bring down its annual facilities operations and maintenance costs. The net savings over twenty years between operations and maintenance at the current facilities versus the Sammamish lease and operations is an estimated \$8.6 million. The exact benefit will vary depending on the sale timing and price of the two properties. Estimated values are approximately \$2 million for the Kenmore facility and \$3 million for the Maple Valley facility and the financial analysis assumes Precinct 3 is sold in two years and Precinct 2 in five years.

A comparison of the costs of the continued status quo use of the two existing precincts and the costs associated with the EPCC are shown in Table 2. (For more detailed financial analysis see Attachment B.)



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**Table 2**

2012 Status Quo vs. EPCC cost comparison

<b>Kenmore / Maple Valley Costs</b>	<b>2012</b>
O&M	\$150,886
Major Maintenance	\$378,223
City Contract Revenue loss	(\$67,147)
<b>Total Current KCSO Costs</b>	<b>\$461,962</b>
<b>EPCC Costs</b>	
Annual Lease and Operating Costs	\$143,000
Holding Costs for Precincts 2 & 3	\$196,607
Net Contract Credit/Revenue	\$15,836
<b>Total EPCC Costs</b>	<b>\$355,444</b>
<b>2012 Status Quo vs EPCC Savings</b>	<b>\$106,518</b>

Note: Does not include debt service.

The Kenmore and Maple Valley precincts are anticipated to require major maintenance in the coming years. By surplusizing these buildings, the County will be able to largely avoid these planned future costs. The Major Maintenance and Replacement Fund plan assumes that approximately \$10 million of major maintenance will be needed in these two facilities over the next twenty years. While some maintenance may be necessary to prepare the facilities for sale, much of these planned costs will be avoided. In addition, the financial analysis assumes between \$100,000 and \$200,000 in annual mothballing costs for the two precincts until they are sold, including utilities, graffiti abatement, and some maintenance to prepare the facilities for sale.

Because the County's facilities costs in the East Precinct will decline with the Command Center, the amount of revenue collected from the cities through the police services contract will be reduced commensurately. In addition, contract cities providing unincorporated officers access to space in their facilities will receive a credit on their annual bills, which will lower revenue to the County. Over twenty years, the net revenue loss is estimated at less than \$120,000.

The total one-time costs for the EPCC project are estimated at \$850,000: \$619,500 for Sammamish City Hall and \$230,000 in the contract cities, including creating north and south unincorporated police stations in the Covington and Woodinville police department. The one-time project costs will be more than recouped when the Precincts 2 and 3 are sold in the future.

Ideally, the County would pay for project costs up front and avoid financing charges; however, it is relatively early in the year and it would be prudent to delay this decision until more is known about the status of the General Fund in 2011 and 2012. As a result, the Office of Performance, Strategy and Budget is recommending that the decision about how to finance this amount be folded into the 2012 budget development process, where it can be weighed against other

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demands on the General Fund. The fiscal note and appropriation requests included in this transmittal assume that the County will engage in inter-fund borrowing for 2011 and issue debt for a five year term, with payments starting in 2012. Through the budget process the Executive and Council may determine to instead pay the costs upfront rather than issuing debt.

Because the County will not own a capital asset at the end of the EPCC process, the appropriation for the project costs and other one-time costs to be incurred in 2011 will be in the Sheriff's Office budget. The one-time costs for the construction of the EPCC in Sammamish City Hall and facility upgrades at contract city facilities total an estimated \$850,000. The supplemental ordinance for this request is included in the transmittal package.

With the move in date for the EPCC falling late in the year, it is assumed that any new lease costs will be offset by existing operating and maintenance budget authority in the Sheriff's Office budget. The inter-fund borrowing charges are also anticipated to be minimal due to the low interest rate being earned by the County's cash pool. Therefore, no additional appropriation is needed for these costs.

### **Surplus Declaration Motion**

In total, 24,500 square feet would ultimately be declared surplus between the two precincts. In addition to general office space and places for officers to access computers for report filing, the following amenities will be included in the surplus process between the two buildings: five holding cells, seven interview rooms, 510 square feet of evidence storage, 580 sq ft of conference room space (that can be used for mustering and emergency response), an indoor shooting range, and 145 secure parking stalls.

The combination of officers' ability to work from their vehicles and access to contract city police departments for work that cannot occur in a car means that the precincts are no longer needed for day-to-day Sheriff's Office operations and are surplus to the County's needs.

The Sheriff's Office north gun range is located at the Kenmore precinct. The Sheriff's Office plans to qualify all of its officers at the Ravensdale gun range and will absorb any associated costs within its existing budget.

Estimated values are approximately \$2 million for the Kenmore facility and \$3 million for the Maple Valley facility. The motion indicates the County Council's support for the future surplus determination of these two facilities.

### **Summary**

The creation of the East Precinct Command Center is the culmination of years of work by the Sheriff's Office to reorganize its operations in response to its changing service area and recent budget reductions. It recognizes that maintaining the 24,500 square feet at the current Precinct 2 and 3 buildings is no longer an efficient use of County resources and can be scaled down to 5,200 square feet of leased space in the Sammamish City Hall. By locating the EPCC in Sammamish, it will be located in a central area close to the unincorporated service area and it

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will serve to deepen the existing relationship between the City and the County stemming from the contract for police services. Formalizing the practice of unincorporated area officers dropping in to contract city police departments and the Muckleshoot tribal police department will strengthen the relationship that exists through the police services contract with these jurisdictions. This arrangement will also increase police presence in the cities and unincorporated King County by keeping officers in their service areas more because they do not have to travel to distant precinct facilities. Finally, the EPCC project is financially beneficial to the County at an estimated \$8.6 million over 20 years. The operations and lease costs at the EPCC will be less on an annual basis than operations and maintenance at the existing facilities. The avoided major maintenance and the proceeds for the sale of the buildings will more than recoup the up-front investments in tenant improvements and data and voice line upgrades. The EPCC is a key step in implementing both the Sheriff's Office strategic plan, as well as the King County Strategic Plan. Both of which highlight the goal of developing long term projects that provide service to the public in a cost efficient manner and preserve and enhance public safety.

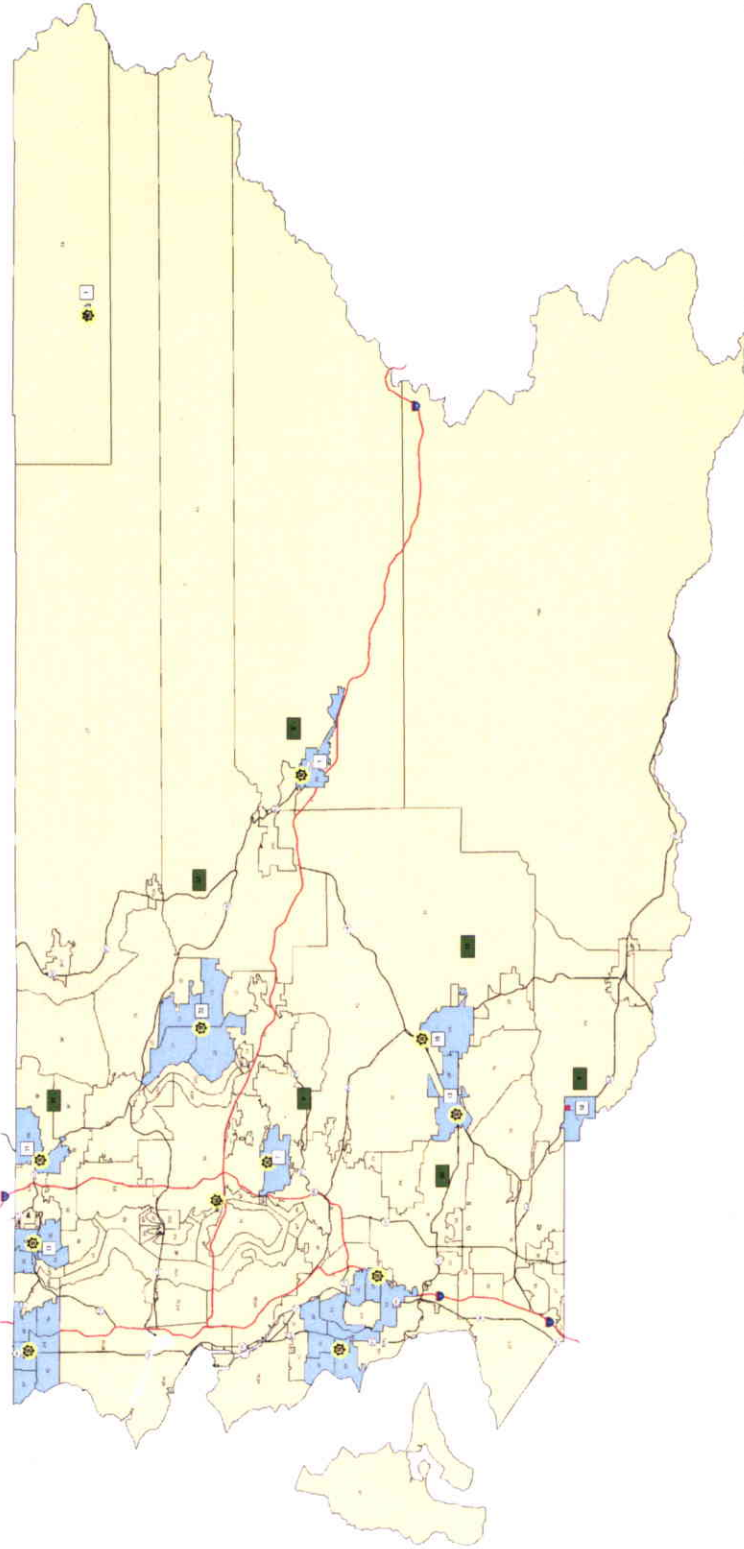
ATTACHMENT A-1  
**East Precinct Pre-consolidation**



Created by J.E. Hilmir  
KCSO Crime Analysis Unit  
03/29/2011

ATTACHMENT A-2

# East Precinct Facilities Consolidation Project



Created by J.E. Hildner  
KCSC Crime Analysis Unit  
03/29/2011

## Appendix B -- 20-Year Financial Analysis

	Maple Valley (P3)		Kenmore Sale (P2)																									
	Low Sale <sup>1</sup>	High Sale <sup>1</sup>	Low Sale <sup>1</sup>	High Sale <sup>1</sup>	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	20-year Total			
	\$2,900,000	\$3,500,000	\$1,800,000	\$2,200,000																								
Rate:	4.00%	4.00%	4.00%	4.00%																								
Sale Expenses <sup>2</sup>	(\$232,000)	(\$280,000)	(\$144,000)	(\$176,000)																								
Art Program <sup>3</sup>	(\$290,000)	(\$350,000)	(\$180,000)	(\$220,000)																								
Net Proceeds:	\$2,378,000	\$2,870,000	\$1,476,000	\$1,804,000																								
Payment per year <sup>4</sup> :	\$213,880	\$258,131	\$132,753	\$162,254																								
<b>Kenmore / Maple Valley Costs</b>																												
O&M <sup>5</sup>	\$150,886	\$155,412	\$160,075	\$164,877	\$169,823	\$174,918	\$180,165	\$185,570	\$191,138	\$196,872	\$202,778	\$208,861	\$215,127	\$221,581	\$228,228	\$235,075	\$242,127	\$249,391	\$256,873	\$264,579	\$272,996	\$281,127	\$288,973	\$296,533	\$303,806	\$310,792	\$317,490	
Major Maintenance <sup>6</sup>	\$378,223	\$389,570	\$401,257	\$413,294	\$425,693	\$438,464	\$451,618	\$465,167	\$479,122	\$493,495	\$508,300	\$523,549	\$539,256	\$555,433	\$572,096	\$589,259	\$606,937	\$625,145	\$643,899	\$663,216	\$682,101	\$701,565	\$721,607	\$742,227	\$763,427	\$785,196	\$807,534	
Contract (Revenue) <sup>7</sup>	(\$67,147)	(\$69,161)	(\$71,236)	(\$73,373)	(\$75,574)	(\$77,841)	(\$80,177)	(\$82,582)	(\$85,059)	(\$87,611)	(\$90,240)	(\$92,947)	(\$95,735)	(\$98,607)	(\$101,565)	(\$104,612)	(\$107,751)	(\$110,983)	(\$114,313)	(\$117,742)	(\$121,271)	(\$124,891)	(\$128,602)	(\$132,404)	(\$136,297)	(\$140,282)	(\$144,359)	
<b>Total Current KCISO Costs</b>	<b>\$461,962</b>	<b>\$475,821</b>	<b>\$490,095</b>	<b>\$504,798</b>	<b>\$519,942</b>	<b>\$535,541</b>	<b>\$551,607</b>	<b>\$568,155</b>	<b>\$585,200</b>	<b>\$602,756</b>	<b>\$620,838</b>	<b>\$639,463</b>	<b>\$658,647</b>	<b>\$678,407</b>	<b>\$698,759</b>	<b>\$719,722</b>	<b>\$741,313</b>	<b>\$763,553</b>	<b>\$786,459</b>	<b>\$810,053</b>	<b>\$834,342</b>	<b>\$859,327</b>	<b>\$885,010</b>	<b>\$911,491</b>	<b>\$938,770</b>	<b>\$966,748</b>	<b>\$995,425</b>	
<b>EPCC Costs</b>																												
Annual Lease <sup>8</sup>	\$104,000	\$107,120	\$110,334	\$113,644	\$117,053	\$120,565	\$124,181	\$127,907	\$131,744	\$135,696	\$139,767	\$143,960	\$148,279	\$152,728	\$157,309	\$162,029	\$166,889	\$171,896	\$177,053	\$182,365	\$187,835	\$193,466	\$199,260	\$205,219	\$211,348	\$217,640	\$224,098	
Operations Costs <sup>9</sup>	\$39,000	\$40,170	\$41,375	\$42,616	\$43,895	\$45,212	\$46,568	\$47,965	\$49,404	\$50,886	\$52,413	\$53,985	\$55,605	\$57,273	\$58,991	\$60,761	\$62,584	\$64,461	\$66,395	\$68,387	\$70,438	\$72,549	\$74,722	\$76,957	\$79,257	\$81,623	\$84,057	
MMRF Payment <sup>10</sup>			\$168,348	\$168,348	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	\$202,694	
Debt Service <sup>11</sup>	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	\$185,341	
Holding Costs (K & MV) <sup>12</sup>	\$196,607	\$202,506	\$110,373	\$113,685	\$117,095	\$120,565	\$124,181	\$127,907	\$131,744	\$135,696	\$139,767	\$143,960	\$148,279	\$152,728	\$157,309	\$162,029	\$166,889	\$171,896	\$177,053	\$182,365	\$187,835	\$193,466	\$199,260	\$205,219	\$211,348	\$217,640	\$224,098	
Capital Sale (Revenue to GF) <sup>13</sup>			(\$213,880)	(\$213,880)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)	(\$346,633)
Contract (Revenue) supporting lease <sup>14</sup>	(\$27,393)	(\$28,215)	(\$29,061)	(\$29,933)	(\$30,831)	(\$31,756)	(\$32,709)	(\$33,690)	(\$34,701)	(\$35,742)	(\$36,814)	(\$37,918)	(\$39,056)	(\$40,228)	(\$41,434)	(\$42,677)	(\$43,958)	(\$45,276)	(\$46,635)	(\$48,034)	(\$49,473)	(\$50,943)	(\$52,444)	(\$53,976)	(\$55,540)	(\$57,136)	(\$58,764)	
Credit to cities for shared space <sup>15</sup>	\$42,768	\$44,051	\$45,373	\$46,734	\$48,136	\$49,580	\$51,067	\$52,599	\$54,177	\$55,803	\$57,477	\$59,201	\$60,977	\$62,806	\$64,690	\$66,631	\$68,630	\$70,689	\$72,810	\$74,994	\$77,244	\$79,560	\$81,943	\$84,394	\$86,914	\$89,504	\$92,164	
<b>Total EPCC Costs</b>	<b>\$540,324</b>	<b>\$550,973</b>	<b>\$418,202</b>	<b>\$426,554</b>	<b>\$336,750</b>	<b>\$339,661</b>	<b>\$45,169</b>	<b>\$50,842</b>	<b>\$56,686</b>	<b>\$62,704</b>	<b>\$68,904</b>	<b>\$75,289</b>	<b>\$81,866</b>	<b>\$88,640</b>	<b>\$95,617</b>	<b>\$102,804</b>	<b>\$110,206</b>	<b>\$163,363</b>	<b>\$171,216</b>	<b>\$277,712</b>	<b>\$286,459</b>	<b>\$334,994</b>	<b>\$384,527</b>	<b>\$435,060</b>	<b>\$486,593</b>	<b>\$539,126</b>	<b>\$592,659</b>	
<b>Difference Current to EPCC Savings / (Cost)</b>																												
	(\$78,362)	(\$75,152)	\$71,893	\$78,244	\$183,192	\$495,879	\$506,438	\$517,313	\$528,514	\$540,051	\$551,934	\$564,174	\$576,781	\$589,767	\$603,142	\$616,918	\$631,107	\$645,710	\$660,737	\$676,192	\$692,077	\$708,392	\$725,137	\$742,322	\$760,047	\$778,312	\$797,117	
<b>NPV</b>	<b>3,271,924</b>																											

**Notes:**  
This analysis was prepared to provide a complete picture of the financial impact of the EPCC project over 20 years on the County as a whole and is not prepared from the perspective of any particular fund.  
1. Estimated sale prices based on Brokers Opinion of Value (11/19/10).  
2. Sale expenses estimated at 8% of estimated sale proceeds.  
3. 10% of Capital Sale Proceeds go to Art Program.  
4. For analytical purposes, the net sale proceeds amortized over 15 years.  
5. Operations and Maintenance costs on Precincts 2 and 3 equal \$5.93 per square foot for utility costs only. The fixed costs that will not be reduced when the properties are vacated and therefore are not included in this analysis.  
6. Major Maintenance costs are equal to \$123,557 for Kenmore and \$254,666 for Maple Valley in 2012. Costs escalate at 3% per year.  
7. Contract revenue supporting East Precinct Operations in Kenmore and Maple Valley. Revenue escalates at 3% per year.  
8. Annual lease on East Precinct Command Center equals \$20.00 per square foot for 5,200 square feet. Escalates at 3% in this analysis.  
9. Operations costs at the East Precinct Command Center are assumed to equal \$7.50 per square foot. Based on costs for the rest of Sammamish City Hall.  
10. Both the Maple Valley and Kenmore precincts are in deficit in the Major Maintenance fund--more work has been done on them than has been paid for by the General Fund. This line shows the repayment of that liability for analytical purposes. Repayment is timed with the sale and spread over 15 years. How the proceeds of the sale will be allocated will be determined at the time of sale.  
11. Debt service is the one-time project costs for EPCC construction (\$386,876), Voice/Data Connectivity (\$850 per person for 26 people), Moving Costs (\$1,000 per person for 26 people), FFE (\$63,800), Design fees, 1% for art and contingency (\$120,720) and facility upgrades at contract city substations (\$229,313) for a total of \$848,809. Interest is assumed at 3% per year and costs are amortized for 5 years. Estimates from FMD Capital Planning.  
12. Holding costs at Kenmore and Maple Valley include \$5.93 per square foot to keep the buildings heated, provide security and graffiti abatement.  
13. Assumes sale of Maple Valley Precinct at low price on December 31, 2013 and sale of Kenmore Precinct at low price on December 31, 2015. Proceeds amortized over 15 years. The exact timing of the building sales is unknown.  
14. A portion of the lease costs will be recovered through the city contracts based on workload analysis.  
15. The contract cities and Muckleshoot Tribe will receive a credit on their annual Exhibit Bs to reflect the space they are making available to unincorporated deputies in their police departments.

**Assumptions:**  
• Analysis assumes occupancy of the East Precinct Command Center on January 1, 2012.  
• Analysis assumes inflation of 3% each year in both costs and revenues.  
• Square Foot Assumptions: Maple Valley - 14,542; Kenmore - 10,181