

# PLANNING, FUNDING, AND COMMUNICATING YOUR CITY'S CAPITAL PROJECTS

WEDNESDAY, JUNE 19 2024 | 3:15 PM - 4:30 PM



**RICEfergusMILLER**  
ARCHITECTURE INTERIORS PLANNING VIZLAB

**D|A|DAVIDSON**  
FIXED INCOME CAPITAL MARKETS  
D.A. Davidson & Co. member SIPC and FINRA

**LIZ LOOMIS**  
PUBLIC AFFAIRS

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## INTRODUCTION



**GUNNAR GLADICS**  
Principal, Architect

**RICEfergusMILLER**



**JIM NELSON**  
Managing Director

**D|A|DAVIDSON**  
FIXED INCOME CAPITAL MARKETS  
D.A. Davidson & Co. member SIPC and FINRA



**LIZ LOOMIS**  
CEO, Founder

**LIZ LOOMIS**  
PUBLIC AFFAIRS

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## AGENDA

- Introductions
- **Phase 1** - Design, architecture and cost estimates for a capital project
- **Phase 2** - Creating a comprehensive approach to financing
- **Phase 3** - Engaging with your community to win ballot measures
- Q&A

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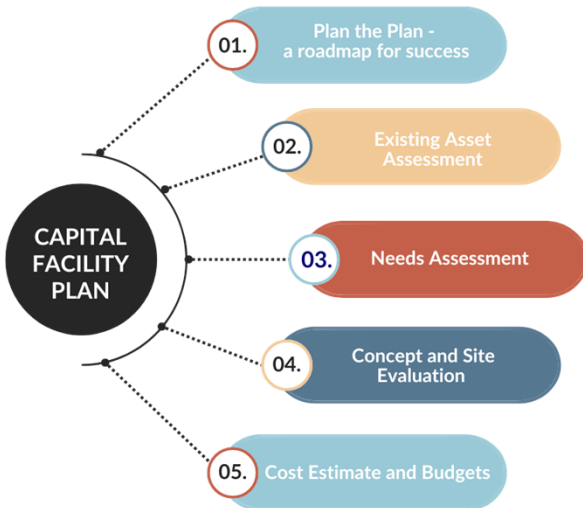


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## GUNNAR GLADICS AIA, NCARB, cSBA

- 25 years working in Construction, Engineering, and Architecture
- BA and MA from University of Idaho
- Principal and Owner of Rice Fergus Miller
- AIA Distinguished Speaker
- Former paid on call Fire Fighter
- 100+ Municipal and Local Government Projects Planned and or Designed



## COMPONENTS OF A CAPITAL FACILITY PLAN

# EXISTING ASSET ASSESSMENT



- Life, Safety, and Health
- Operational Effectiveness
- Material and System Conditions
- Other Considerations
  - Identity
  - Wayfinding
  - Expansion
  - Ect...

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# EXISTING ASSET ASSESSMENT

SYSTEM CONDITION

- EXCELLENT - 5
- GOOD - 4
- FAIR - 3
- POOR - 2
- UNSAT. - 1

Building Systems and Components	System Condition	Importance Factor	Weighted Facility Condition	Reference New Building
<b>Site Systems &amp; Components</b>				
Site Utilities and Drainage	4	0.543	2.000	2.500
Site Pavement & Sidewalks	3	0.500	1.500	2.500
<b>Site Totals</b>	<b>3.50</b>	<b>0.114</b>	<b>0.540</b>	<b>0.772</b>
<b>Architectural Systems and Components</b>				
Exterior Wall Systems	4	0.099	0.387	0.484
Roofing Systems	2	0.288	0.119	0.297
Roofing Membrane System	2	0.000	0.000	0.000
Roofing Accessories	3	0.000	0.000	0.000
Door Systems	3.5	0.013	0.052	0.075
Exterior Doors	4	0.000	0.000	0.000
Interior Doors	3	0.000	0.000	0.000
Window Systems	4	0.043	0.172	0.215
Exterior Windows	4	0.000	0.000	0.000
Interior Windows	4	0.000	0.000	0.000
Interior Flooring Systems	3	0.028	0.086	0.144
Interior Wall Systems	4	0.012	0.129	0.162
Interior Wall Finish Systems	4	0.014	0.016	0.021
Interior Ceiling Systems	4	0.008	0.011	0.025
Specialties Components	3	0.020	0.059	0.099
Equipment Components	4	0.013	0.063	0.079
Furnishing (Built-in) Components	4	0.011	0.124	0.155
Furnishing (Move) Components	3	0.004	0.161	0.268
Elevator Systems	3	0.001	0.000	0.000

Structural Systems and Components	System Condition	Importance Factor	Weighted Facility Condition	Reference New Building
Structural Floor Systems	4	0.160	0.258	0.323
Structural Wall/Frame Systems	4	0.113	0.531	0.664
Structural Roof Systems	3	0.064	0.205	0.341
<b>MEP Systems and Components</b>				
Fire Protection Systems	3	0.013	0.044	0.074
Plumbing Systems	3	0.044	0.111	0.218
Plumbing Fixtures	3	0.000	0.000	0.000
Plumbing Distribution Systems	3	0.000	0.000	0.000
HVAC Systems	3.00	0.163	0.483	0.806
HVAC Delivery Sys. & Comp	3	0.000	0.000	0.000
HVAC Central Plant Sys. & Comp	3	0.000	0.000	0.000
HVAC Control Systems	3	0.000	0.000	0.000
Electrical Systems	2.83	0.078	0.169	0.363
Electrical Service & Distribution	3	0.000	0.000	0.000
Electrical Power Systems	2	0.000	0.000	0.000
Electrical Lighting Systems	2	0.000	0.000	0.000
Electrical Special Systems	2.5	0.013	0.091	0.183
Special Comm. Systems	3	0.000	0.000	0.000
Special Non-Comm. Systems	2	0.000	0.000	0.000
<b>Building Totals</b>	<b>3.27</b>	<b>0.880</b>	<b>2.784</b>	<b>4.228</b>
<b>Facility Total</b>			<b>3.325</b>	<b>5.000</b>

**Facility Score Evaluation**  
 Facility Scores from 1 - 3 should consider replacement  
 Facility Scores from 3 - 4 should consider upgrades or repairs  
 Facility Scores from 4 - 5 should continue using best practices in maintenance

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# NEEDS ANALYSIS OR PROGRAMMING



The Needs Assessment or Programming Phase of a Capital Facilities Plan (CFP) is intended to **define the problem** and can take many forms depending on the facilities.

Examples:

- Energy goals
- Quantity of stored materials
- Administrative or Departmental office space
- Quantity and type of equipment to be installed/stored
- Number of Parking Stalls Needed/Required

# NEEDS ANALYSIS OR PROGRAMMING

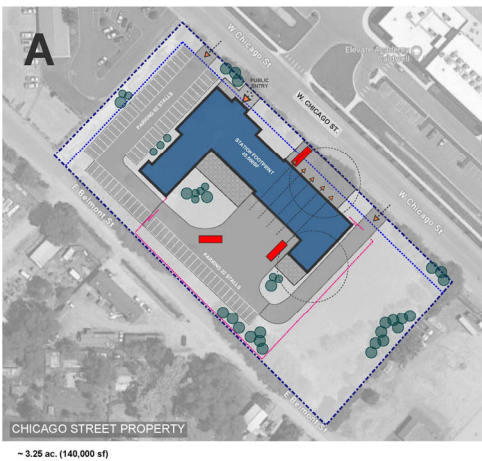




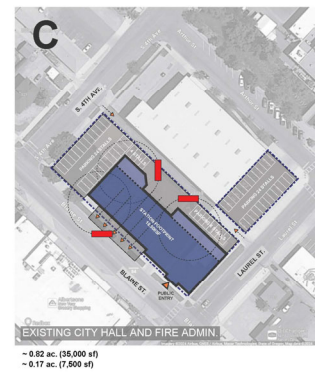
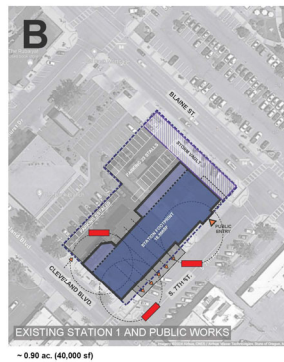
## CONCEPTS & LOCATIONS

Once we have **defined the problem**, the next step to synthesize the objective needs data and subjective goals into **solutions** that can...

- Assess feasibility
- Evaluate options
- and provide quantitative information to estimate costs.



## CONCEPTS & LOCATIONS



# BUDGETING & ESTIMATING

Once you have...

- *Evaluated existing facilities* or properties
- *Identified and vetted* your program
- Developed *feasible and defensible* concept(s)

The next step is to *apply costs* to the work which will be used as the *justification for funding*

Note: *Hard construction costs and soft costs*

# COST ESTIMATE AND PROJECT BUDGET

		PROJECT #1	PROJECT #2	PROJECT #3	PROJECT #4	PROJECT #5	PROJECT #6	PROJECT #7	PROJECT #8	PROJECT #9	PROJECT #10	PROJECT ALT
<b>Basis Date for Cost Estimate</b>	30 May 23											
Project Sequence	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Target Midpoint of Const.:	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25	5/1/25
Square Footage of Building	18,046	11,110	11,110	18,046	11,110	11,110	11,110	11,334	24,646	9,057	330,525	
<b>Professional Cost Estimates</b>												
Building Improvements	\$7,114,908	\$7,081,796	\$7,081,796	\$5,936,605	\$4,648,479	\$4,635,003	\$6,575,913	\$9,308,381	\$5,163,305	\$3,836,759	\$3,000,000	\$3,000,000
Site Improvements	\$1,914,038	\$2,407,621	\$2,407,621	\$1,000,000	\$1,936,438	\$650,000	\$3,196,499	\$2,600,991	\$5,654,959	\$5,654,959	\$5,654,959	\$5,654,959
<b>Raw Construction Budget</b>	<b>\$9,028,946</b>	<b>\$9,489,417</b>	<b>\$9,489,417</b>	<b>\$6,936,605</b>	<b>\$6,624,917</b>	<b>\$5,185,092</b>	<b>\$9,772,412</b>	<b>\$11,899,272</b>	<b>\$5,103,295</b>	<b>\$8,591,718</b>	<b>\$7,654,959</b>	<b>\$7,654,959</b>
<b>Construction Cost Escalation</b>												
Escalation from May 30, 2023 to May 30, 2025	6%	\$10,551,878	\$10,662,309	\$10,662,309	\$7,793,969	\$7,443,757	\$5,825,969	\$10,980,262	\$12,370,022	\$5,734,062	\$9,653,654	\$8,691,112
<b>Soft Costs Budgets</b>												
Washington State Sales Tax	@ 9.3%	\$983,306	\$991,295	\$991,295	\$724,839	\$692,269	\$541,815	\$1,021,166	\$1,150,412	\$532,268	\$897,790	\$799,903
Architecture and Engineering Fee	@ 3%	\$940,651	\$959,698	\$959,698	\$701,457	\$669,938	\$524,817	\$988,225	\$1,113,302	\$516,066	\$868,829	\$774,100
Specialty Consultants	@ 3%	\$527,584	\$533,115	\$533,115	\$389,698	\$372,188	\$291,298	\$549,014	\$618,501	\$286,703	\$482,683	\$430,056
Permits, Testing, Inspections	@ 2%	\$211,034	\$213,246	\$213,246	\$155,879	\$148,875	\$116,519	\$219,606	\$247,400	\$114,681	\$193,073	\$172,022
Furnishings and Equipment	@ 3%	\$316,550	\$319,869	\$319,869	\$233,919	\$223,313	\$174,779	\$329,408	\$371,101	\$173,022	\$289,610	\$260,038
Property Acquisition		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Owners Representative		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Temporary Facilities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Moving Expenses	@ 0.3%	\$84,413	\$85,298	\$85,298	\$62,352	\$59,550	\$46,608	\$87,842	\$98,060	\$45,872	\$77,229	\$68,809
Contingency	@ 10%	\$1,055,188	\$1,066,231	\$1,066,231	\$779,897	\$744,376	\$582,597	\$1,098,028	\$1,237,002	\$573,406	\$965,365	\$860,111
<b>Total Soft Costs</b>		<b>\$4,125,706</b>	<b>\$4,148,963</b>	<b>\$4,148,963</b>	<b>\$3,047,442</b>	<b>\$2,910,509</b>	<b>\$2,277,954</b>	<b>\$4,291,290</b>	<b>\$4,836,679</b>	<b>\$2,242,018</b>	<b>\$3,774,579</b>	<b>\$3,363,035</b>
<b>TOTAL ANTICIPATED PROJECT BUDGET</b>		<b>\$14,677,384</b>	<b>\$14,891,272</b>	<b>\$14,891,272</b>	<b>\$10,841,411</b>	<b>\$10,354,266</b>	<b>\$8,103,929</b>	<b>\$15,279,572</b>	<b>\$17,206,701</b>	<b>\$7,976,080</b>	<b>\$13,426,293</b>	<b>\$11,964,147</b>

GRAND TOTAL OF PROJECTS: \$127,524,114\*

\*EXCLUDING LAST COLUMN

# FINANCING CAPITAL PROJECTS



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## FINANCING CAPITAL PROJECTS



CITY OF WEST RICHLAND'S MUNICIPAL BUILDING



CITY OF DUPONT'S CIVIC CENTER AND CITY HALL



CITY OF WASHOUGAL'S FIRE STATION

## D.A. DAVIDSON

- We *serve many cities, counties, and special districts* in Washington State with bond financing or financial advising.
- Davidson has been *ranked 1st in Washington State from 2013-2023* (based on the number of negotiated bonds completed). Source: Thomson Reuters
- We provide a *wide array of services* with our analytics, credit rating insight and expertise, and bond pricing expertise.
- Our *sales distribution network* (with 45 institutional sales people and 370 retail salespeople) work aggressively to achieve a low net borrowing cost for Washington municipalities.

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BOND ADVISORS • CREDIT ANALYSTS  
FINANCIAL CONSULTANTS

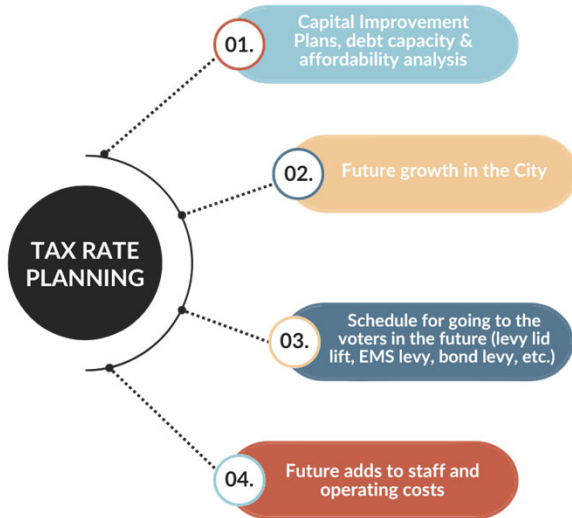
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## JIM NELSON



- Focus on general municipal finance with cities, counties, water & sewer districts, fire districts and regional fire authorities, park districts and metropolitan park districts, hospital districts, library districts, as well as other special districts.
- Experienced in structuring bond financings and rating presentations.
- Completed over 600 financings for a par amount in excess of \$6 billion.
- FINRA Series 50, Series 52 and Series 63 Licenses.
- B.A. from the University of Washington.
- 30 Years in Public Finance



## KEY FACTORS FOR TAX RATE PLANNING

# GENERAL OBLIGATION DEBT CAPACITY

As an example, assume your city's assessed value is **\$2,000,000,000**

**1. General Purposes** (with voter approval), 2.50% of the city's Assessed Value (AV) for the issuance of Unlimited Tax General Obligation (UTGO) Bonds. Calculation is \$50,000,000 (less any outstanding voted bonds and non voted bonds).

The City's non voted Limited Tax General Obligation (LTGO) debt capacity (for General Purposes) is 1.50% of the City's AV. Calculation is \$30,000,000 (less any outstanding non voted LTGO bonds).

**2. Parks, Open Space, Aquatic Center, Community Center, Facilities for Economic Development** (with voter approval), 2.50% of the City's AV for the issuance of UTGO Bonds. Calculation is \$50,000,000 (less any outstanding voted UTGO bonds for parks, etc.).

**3. Utility Purposes** (rarely used because you can issue Water & Sewer Revenue Bonds, which do not require voter approval). If you do happen to choose to go to the voters for utility improvements, you have 2.50% of the City's AV for the issuance of UTGO Bonds. Calculation is \$50,000,000 (less any outstanding voted UTGO bonds for utility purposes).

*Note: Water & Sewer Revenue Bonds are not counted against your debt capacity. Local Improvement District Bonds and Utility Local Improvement District Bonds are not counted against your debt capacity.*

# TYPES OF BONDS



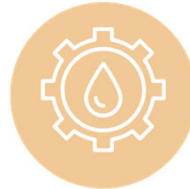
**UNLIMITED TAX GENERAL OBLIGATION BOND - Voted**

Secured by the full faith, credit and taxing power of the municipality with a special excess voter-approved bond levy.



**LIMITED TAX GENERAL OBLIGATION BOND - Non-voted**

Secured by the General Fund. (Also known as "non-voted debt". Any type of debt that is secured by the General Fund, is counted against the municipality's "non-voted" Debt Capacity.)



**REVENUE BOND**

Revenue bonds are payable from a specific source of revenue from the System operations (i.e., Water & Stormwater System charges).



**LOCAL IMPROVEMENT DISTRICT "LID" BOND**

Secured by the property assessments in the LID boundary that are receiving the benefits. The assessments cannot be greater than the improvement value.

# EXAMPLES OF TAX LEVIES AND SALES TAXES

## PROPERTY TAXES

- Regular Levy of \$3.60 per \$1,000 for cities. If you are annexed into a Fire District, then deduct \$1.50. If you are annexed into a Library District, then deduct \$0.50
- Levy Lid Lift (vote for single-year or multi-year (2-6 years) (requires voter approval of 50% or greater)
- Special Excess Voted Bond Levy (requires voter approval of 60% or greater)



## VOTE TO FORM A SPECIAL TAXING DISTRICT

- Park & Recreation District (requires voter approval of 50% or greater)
- Metropolitan Park District (requires voter approval of 50% or greater)
- Library District
- Fire District



## VOTE TO IMPLEMENT VARIOUS SALES TAXES

- Public Safety Sales Tax (up to 0.1%, 1/3 used for criminal justice and/or fire protection, may be imposed by a city, but only if a county has not previously imposed the full 0.3% public safety sales tax), requires voter approval of 50% or greater
- Transportation Benefit District Sales Tax (up to 0.2%, maximum duration is 10 years), requires voter approval of 50% or greater



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# CASE EXAMPLES

## JEFFERSON COUNTY PORT HADLOCK WASTEWATER TREATMENT PLANT

- The County received \$30,625,000 in grants from State Department of Commerce, EPA, WA DOE. For cashflow timing purposes, the County secured a 3-year line of credit from a bank.

## CITY OF FIRCREST COMMUNITY CENTER AND POOL

- The voters approved a \$13,500,000 Bond, with an approval rate of 79.15%.
- The City hired a fund raiser for the project.
- The first series of Voted Bonds funded \$9,893,000.
- The fundraising was so successful, the City did not have to issue the second series of voted bonds (i.e., \$3,607,000), which was a savings to the taxpayers.



## CITY OF MOSES LAKE'S AQUATIC CENTER

- Built in phases.
- Issued non voted bonds. The City was able to afford the non voted bond payments from the sales tax revenues from big box retailers.
- Considered the most successful outdoor aquatic center in the Northwest.

## FRANKLIN COUNTY AND CITY OF PASCO

- TRAC Project funded with a combination of grants, non voted bonds, and voted bonds
- Built in phases (over a number of years) to develop property around Road 100
- Local developer committed to building home subdivisions, retail centers, and a golf course adjacent to the Franklin County and City of Pasco development.



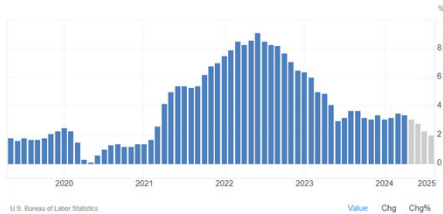
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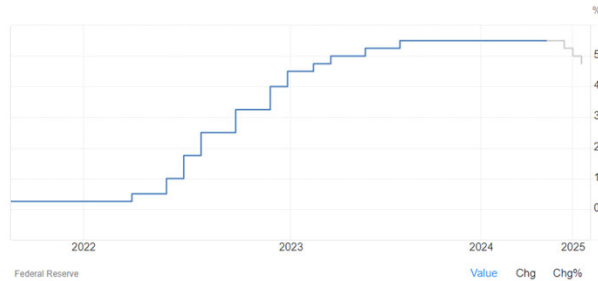
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# INFLATION & FEDERAL FUNDS RATE

**Inflation Rate** is expected to be 3.10% by the end of this quarter, according to Trading Economics global macro models and analysts expectations. **In the long-term, the United States Inflation Rate is projected to trend around 2.40% in 2025**, according to our econometric models.



**Federal Funds Rate:** The benchmark interest rate is expected to be 5.50% by the end of this quarter, according to Trading Economics global macro models and analysts expectations. **In the long-term, the United States Fed Funds Interest Rate is projected to trend around 4.25% in 2025 and 3.25% in 2026**, according to our econometric models.



From 3/17/2022 to 7/26/2023, the Federal Reserve raised the Federal Funds Rate 11 times

SOURCE: TradingEconomics.com

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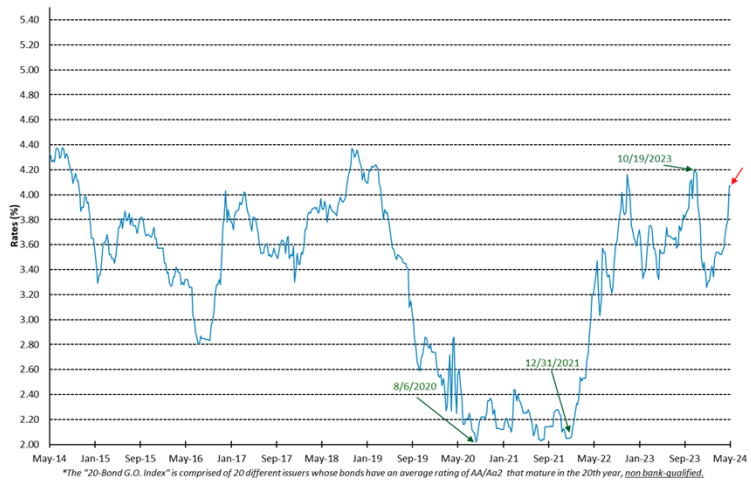
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# BOND MARKET YIELDS IN THE 20<sup>TH</sup> YEAR

Source: The Bond Buyer

## Bond Buyer 20-Year General Obligation Index\* (10 year history) As of 5/3/2024

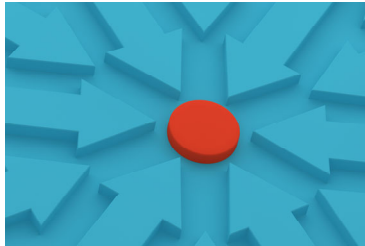


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# VOTED BOND OPTIONS



## LEVEL DEBT STRUCTURE

- Annual payments are the same each year.
- Estimated bond levy rate starts out higher and decreases over time as the assessed value ("AV") increases.
- Achieves a lower total interest cost.

## LEVEL LEVY STRUCTURE (typically selected by cities, counties, and special districts)

- The concept is "growth paying for growth".
- Payments start out lower and increase each year to match the assumed AV growth rate, such as 3% per year.
- Achieves a lower bond levy rate for the taxpayers.

## LEVEL LEVY STRUCTURE (issued in two series to meet 36-month spend down)

- Payments start out lower and increase each year to match the assumed AV growth rate.
- Example: \$15,725,000, issue first series for \$7,865,000 in year 1 and issue second series for \$7,860,000 in year 2, assuming a 25-year financing, the estimated bond levy rate is 18 cents per \$1,000 of AV. (Earlier scenarios the city considered were \$19,500,000 to \$15,725,000, with estimated bond levy rates that ranged from 25 cents to 20 cents per \$1,000 of AV.)

# BOND RATING

**A higher rating results in lower interest rates.**  
 Investors view the rating as an indication of risk.



Source: D.A. Davidson & Co.

	S&P	Moody's
Highest/Best Quality	AAA	Aaa
High Investment Grade	AA+	Aa1
	AA	Aa2
	AA-	Aa3
Medium Investment Grade	A+	A1
	A	A2
	A-	A3
Low Investment Grade	BBB+	Baa1
	BBB	Baa2
	BBB-	Baa3

Source: S&P Global Ratings and Moody's Investors Service

# EXAMPLES OF GENERAL OBLIGATION BOND RATINGS

City	Moody's		County	City	Moody's		County
	S&P Rating	Rating			S&P Rating	Rating	
Othello	A+		Adams	Bellevue	AAA	Aaa	King
Kennewick	AA	Aa3	Benton	Burien		Aa1	King
Prosser	AA-		Benton	Covington	AA+		King
Richland	AA+		Benton	Des Moines	AA+		King
West Richland	AA+		Benton	Federal Way		Aa2	King
Leavenworth	AA		Chelan	Issaquah	AAA		King
Wenatchee	AA-		Chelan	Kenmore	AAA		King
Port Angeles	AA-	Aa3	Clallam	Kent	AA+		King
Sequim	AA-		Clallam	Kirkland	AAA	Aaa	King
Battle Ground	AA		Clark	Maple Valley	AA+		King
Camas	AAA	Aa2	Clark	Mercer Island		Aaa	King
Ridgefield	AA		Clark	Newcastle	AAA		King
Vancouver	AA+	Aa2	Clark	Normandy Park	AA		King
Washougal	AA		Clark	North Bend	AA		King
Woodland	AA-		Clark & Cowlitz	Redmond	AAA	Aa1	King
Kalama	AA-		Cowlitz	Renton	AAA		King
Kelso	AA-		Cowlitz	Seattle	AAA	Aaa	King
Longview		Aa3	Cowlitz	Shoreline	AA+		King
Pasco	AA-	Aa2	Franklin	Snoqualmie	AA+		King
Ocean Shores	A+		Grays Harbor	Tukwila	AA+	Aa3	King
Langley	A+		Island	Bothell	AA	Aa1	King & Snohomish
Oak Harbor	AA		Island	Bainbridge Island		Aaa	Kitsap
Port Townsend	AA-		Jefferson	Bremerton		Aa2	Kitsap
				Port Orchard	AA+		Kitsap
				Poulsbo	AA		Kitsap

Source: S&P Global Ratings and Moody's Investors Service

# EXAMPLES OF GENERAL OBLIGATION BOND RATINGS

City	Moody's		County	City	Moody's		County
	S&P Rating	Rating			S&P Rating	Rating	
Ellensburg	AA-		Kittitas	Arlington	AA-	Aa3	Snohomish
Centralia	AA-		Lewis	Edmonds	AAA	Aa1	Snohomish
Chehalis	AA-		Lewis	Everett	AA+		Snohomish
Shelton	A+		Mason	Lake Stevens		Aa1	Snohomish
Bonney Lake	AA+		Pierce	Lynnwood	AA+		Snohomish
Buckley	AA		Pierce	Marysville		Aa2	Snohomish
DuPont	AA+		Pierce	Monroe	AA		Snohomish
Fife	AA+		Pierce	Woodway	AAA		Snohomish
Fircrest	AA+		Pierce	Airway Heights	AA-		Spokane
Gig Harbor		Aa2	Pierce	Deer Park	AA		Spokane
Lakewood	AA		Pierce	Spokane	AA	Aa2	Spokane
Puyallup	AA	Aa3	Pierce	Spokane Valley		Aa1	Spokane
Tacoma	AA	Aa2	Pierce	Lacey	AAA		Thurston
University Place	AA+	Aa2	Pierce	Olympia	AA+	Aa2	Thurston
Auburn	AA+		Pierce & King	Yelm	AA		Thurston
Anacortes		Aa3	Skagit	College Place	AA-		Walla Walla
La Conner	AA-		Skagit	Walla Walla	AA		Walla Walla
Mount Vernon	AA		Skagit	Bellingham	AA+	Aa1	Whatcom
				Ferndale		A1	Whatcom
				Lynden	AA-		Whatcom
				Selah	AA-		Yakima
				Yakima	A+		Yakima

Source: S&P Global Ratings and Moody's Investors Service

## HELPFUL TIPS



*Plan ahead* for your capital improvements.



What is your *community outreach* plan/voter education plan?



Update your *Capital Facilities Plan and Financial Policies*.



Do you have a volunteer *election committee* or *citizen advisory* group?



Consider a *Reimbursement Resolution* if you are spending cash.



Have *flexibility in your financing* structure (i.e., term of the financing, payment structure, timing in the market).

## REQUIRED DISCLOSURES FOR D.A. DAVIDSON

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ENGAGING WITH YOUR COMMUNITY TO WIN BALLOT MEASURES

## LIZ LOOMIS PUBLIC AFFAIRS

- Staff combined – 100 years of experience working with local governments
- Strategic communications for government, campaigns and elections
  - PDS laws for ballot measures to maintain integrity with voters
- Ballot measures for tax increases
  - Sales tax, bonds, public safety and general levies
  - Annexations, mergers for efficiency and saving taxpayer dollars
- 93% win record
- National speaker/trainer on improving communication with taxpayers

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**LIZ LOOMIS**  
PUBLIC AFFAIRS

## HERE'S HOW WE DO IT

Project Approach (8-12 months on average)

Phase 1 – Groundwork (~1 month)

Phase 2 – Core Materials (~1 month)

Phase 3 – Plan Implementation (~10 months)

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## PHASE 1 - GROUNDWORK



PROJECT DEVELOPMENT  
FROM NEEDS ASSESSMENT

IDENTIFY ASSETS & LIABILITIES  
FOR CITY



ASSESS CHALLENGES TO  
SERVICE, FINANCIAL  
IMPACTS & BENEFITS TO  
PUBLIC



ESTABLISH PROCESSES & SYSTEMS  
WITHIN CITY

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## PHASE 2 – CORE MATERIALS



## WHAT ARE KEY MESSAGES?

1. WHO YOU ARE & WHAT YOU DO
2. WHY YOU ARE DESERVING
3. CHALLENGES TO SERVICE
4. SOLUTION, BENEFITS, IMPACTS TO TAXPAYERS
5. CONTINGENCY PLAN/CONSEQUENCES

- Foundation for all communication with the public and news media
- Compelling, factual statements that drive your agenda
  - Educate vs. Advocate
- Control the discussion
- Focus audience attention
- Organize city and coalition partners

## PHASE 3 – PLAN IMPLEMENTATION

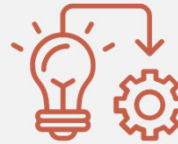


CONTINUE COALITION BUILDING



POST-ELECTION COMMUNICATION

STRATEGIES & TACTICS FOR MESSAGE DELIVERY



## STRATEGIES & TACTICS FOR MESSAGE DELIVERY

- **Paid Communications** – Projects that the city pays to produce
  - Printed or e-newsletters, direct mail, paid advertising, social media “boosts”
- **Earned Media** – Working with local news media and coalition partners to share information
  - Media releases, letters to the editor, editorial board visits, editorial pieces
- **Social Media** – Facebook, Twitter, Instagram, YouTube, NextDoor, etc.
  - Posts (graphics and text) and videos
- **Owned Media** – Communication assets owned by a city or coalition partners
  - Websites, signage, coalition publications
- **Public Outreach** – How to engage the public
  - **Active** - 1. Introduce idea and incorporate feedback 2. Invite when resolution is being considered 3. Q&A sessions when ballots drop.
  - **Passive** – 1. Information at Town Halls (virtual or in person), open houses, and presentations to coalition partners

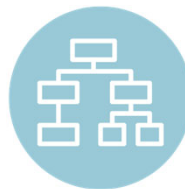
## HOW WE GET IT DONE



FACILITATE PROJECT THROUGH REGULAR CALLS OR VIRTUAL MEETINGS



DEVELOP, DESIGN, AND SECURE APPROVAL FOR MATERIAL CONTENT



COORDINATE PRODUCTION, DISSEMINATION OF ALL MATERIALS



24-HOUR PUBLIC RELATIONS ASSISTANCE FOR ISSUES INDEPENDENT OF BALLOT MEASURE



STATION 52, SILVERDALE WA

WHEN ALL THREE STEPS ALIGN...

# CENTRAL KITSAP FIRE & RESUCE

PASSED BOND TO REPLACE AND CONSOLIDATE ALL ITS STATIONS FOR \$68 MILLION

PASSED BY  
**73%**

- Gunnar did **design and cost estimates** a few years prior.
- Jim did **financing** for the length of the project.
- Liz did **communications** 12 months before ballot measure.



STATION 45, BREMERTON WA



STATION 53, SEABECK WA



STATION 53, SILVERDALE WA

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# WEST RICHLAND POLICE FACILITY



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# CITY OF PORT ORCHARD

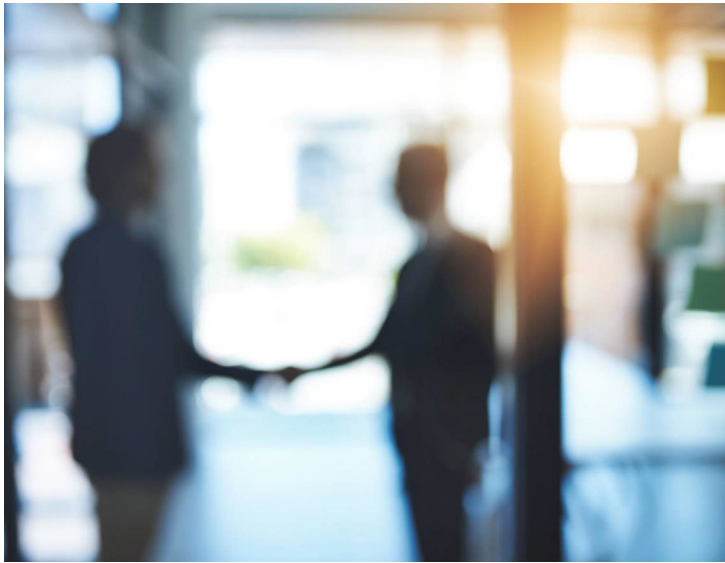


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## ANY QUESTIONS?

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**THANK YOU!**

SCAN THE QR CODE  
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