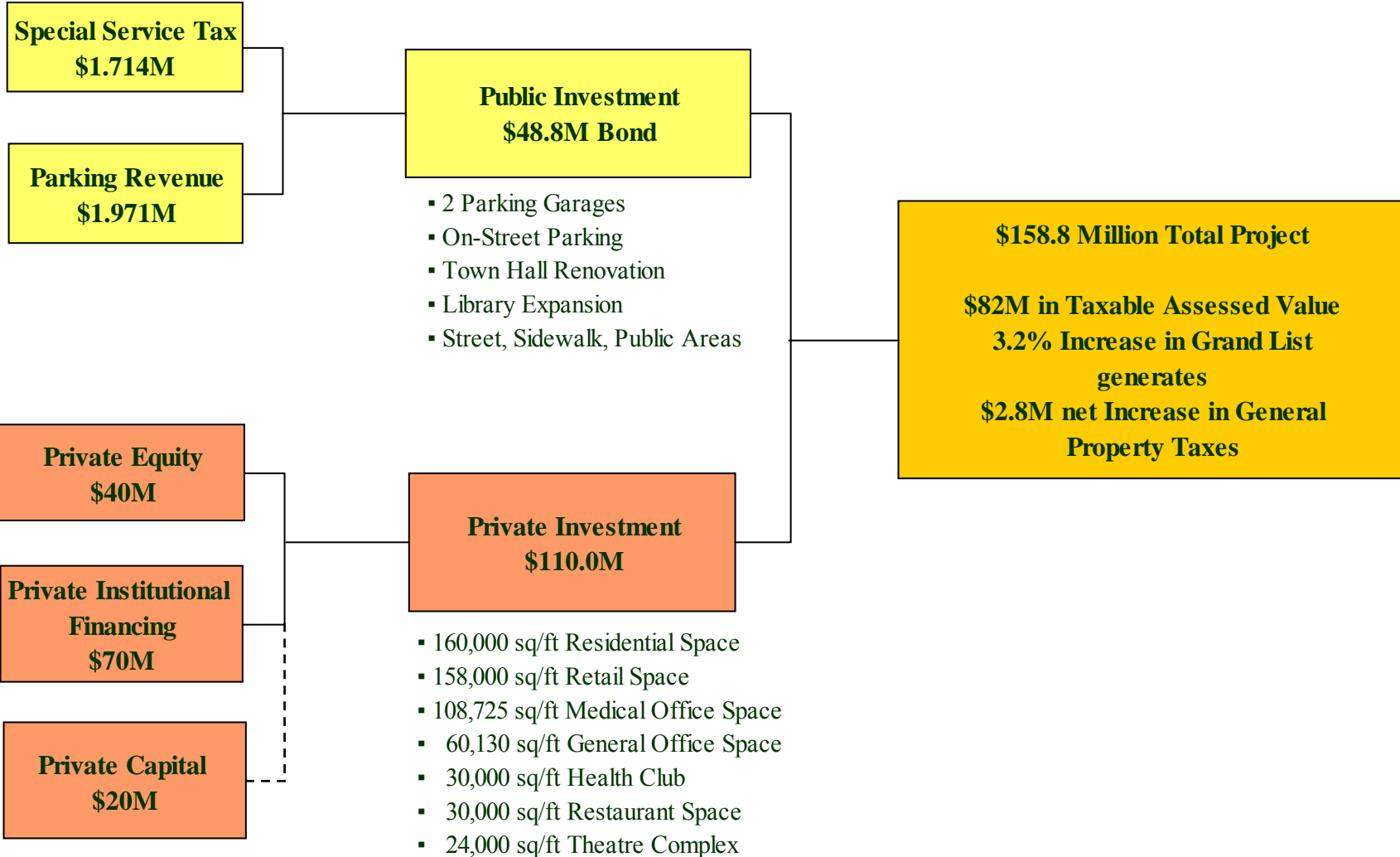


Blue Back Square At the Center

Public Financing Plan



Blue Back Square Investments



Present Value of Assets

Proposed Financial Plan	Present Value of Assets	
Value of Land (appraised)	\$ (10,800,000)	
Façade Preservation		\$ 1,713,131
Open Space Added		\$ 200,000
Town Hall Renovation		\$ 7,000,000
Library Addition		\$ 5,612,500
Cash for Land		
Bond for Additions	\$ (12,612,500)	
New Garages and Land		\$ 21,911,095
Environmental Clean-Up		\$ 1,490,418
Bond For Garages	\$ (21,911,095)	
Public Improvements		\$ 13,162,447
Bond for Public Improvements	\$ (13,162,447)	
SSD Tax		\$ 20,844,812
Parking Revenue		\$ 25,651,549
Library Pad Lease		\$ 257,045
	<hr/>	<hr/>
	\$ (58,486,042)	\$ 97,842,997
Additional Property Tax		\$ 37,093,554
		\$ 134,936,551
Net Change in Assets		\$ 76,450,509

Present Value of Annual Income and Expenses

Proposed Financial Plan

Without Use of Property Tax

Annual Revenue:

SSD Tax	\$ 1,714,000	\$ 1,714,000
Parking	\$ 1,971,992	\$ 1,971,992
Library Pad	\$ 19,761	\$ 19,761
Interest Income	\$ 45,167	\$ 45,167
Property Tax	<u>\$ 2,851,609</u>	<u> </u>
	\$ 6,602,529	\$ 3,750,920

Annual Expenses:

Additions/Renovation	\$ (985,992)	\$ (985,992)
Parking	\$ (1,712,904)	\$ (1,712,904)
Public Improvements	<u>\$ (1,028,861)</u>	<u>\$ (1,028,861)</u>
	\$ (3,727,757)	\$ (3,727,757)

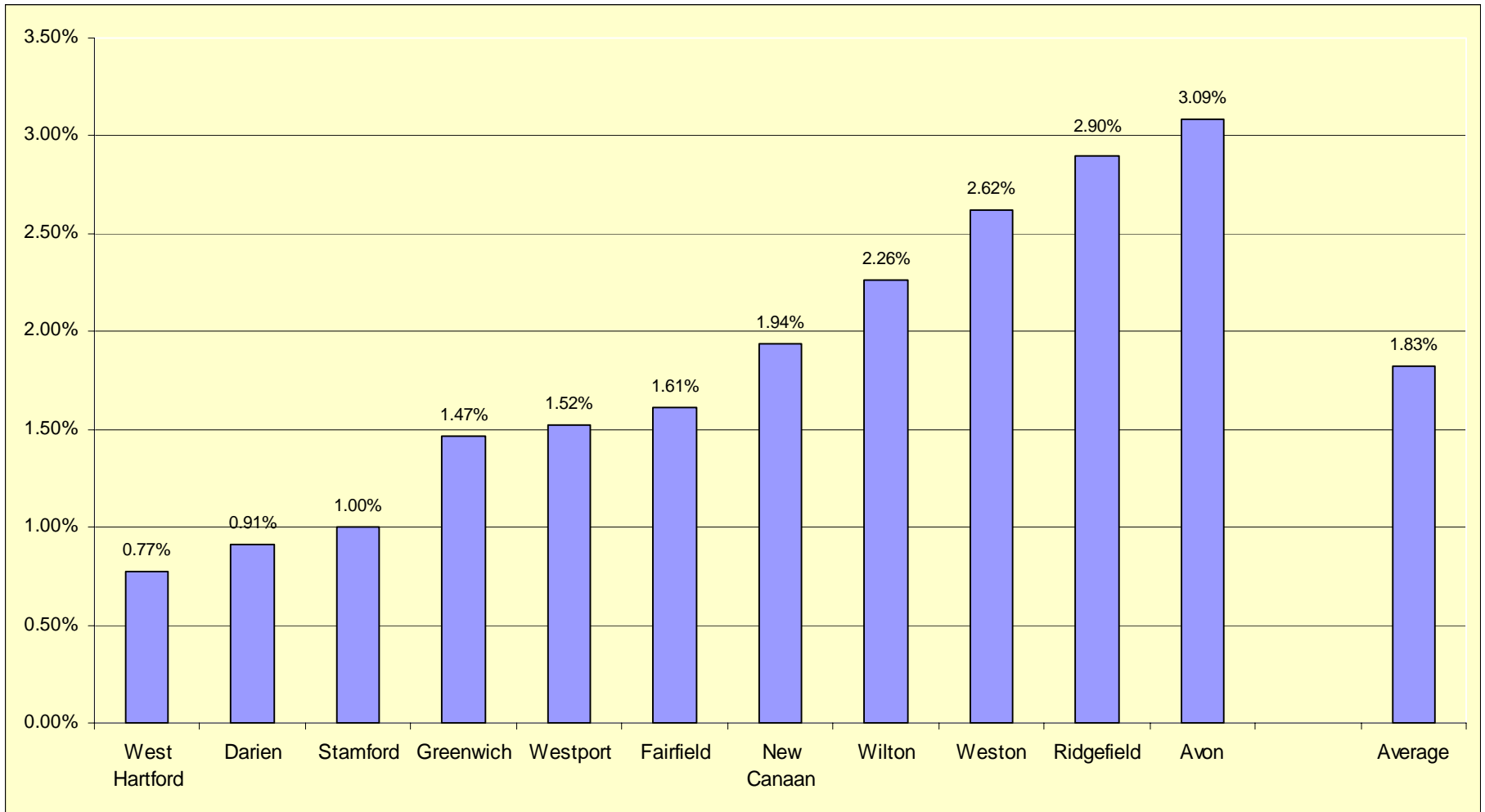
Net Annual Income	\$ 2,874,772	\$ 23,163
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Ratio of Rev/Expenses	177.1%	100.6%
------------------------------	---------------	---------------

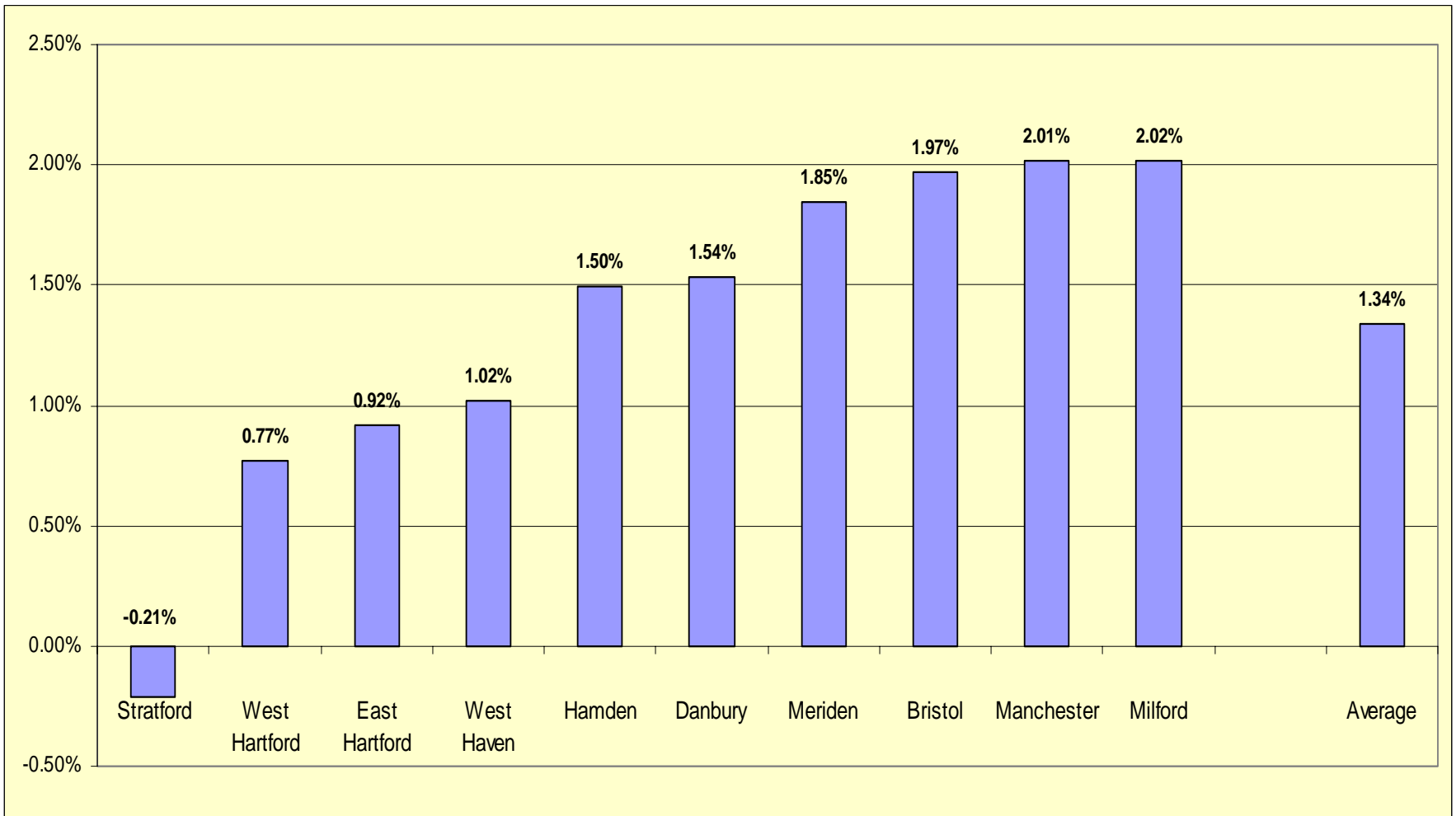
Public Finance Principles

1. Encourage Growth in the Grand List
2. Preserve any Increase in Property Tax Revenue
3. Maximize Public Policy Flexibility
4. Maximize the use of, with no effect on, our AAA rating
5. Minimize Risk

Five Year Average Growth in Grand List AAA Communities (Excludes Revaluation Years)



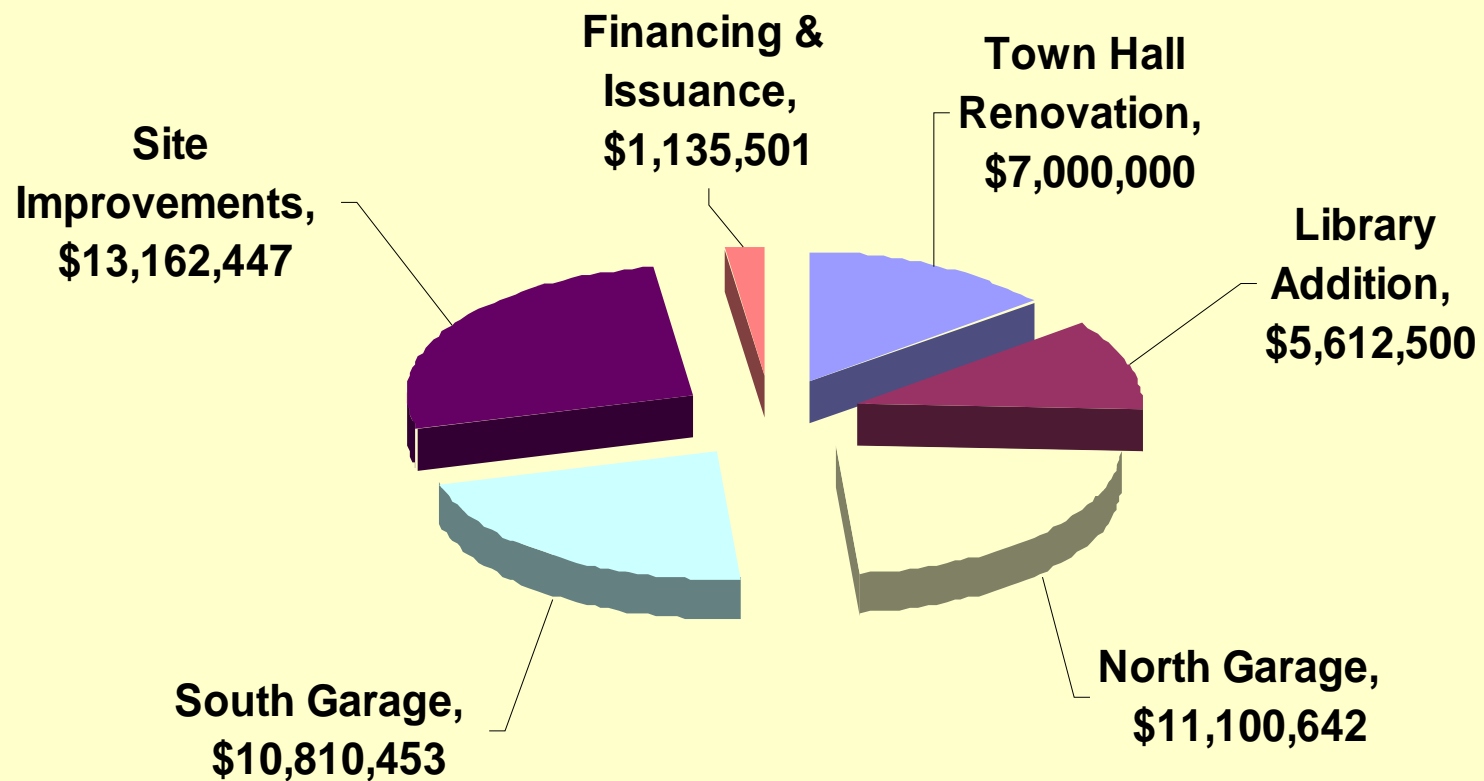
Five Year Average Growth in Grand List Similar Size Communities (Excludes Revaluation Years)



Public Finance Principles

1. Encourage Growth in the Grand List
2. Preserve any Increase in Property Tax Revenue
3. Maximize Public Policy Flexibility
4. Maximize the use of, with no effect on, our AAA rating
5. Minimize Risk

How Do We Spend \$48.8 Million?

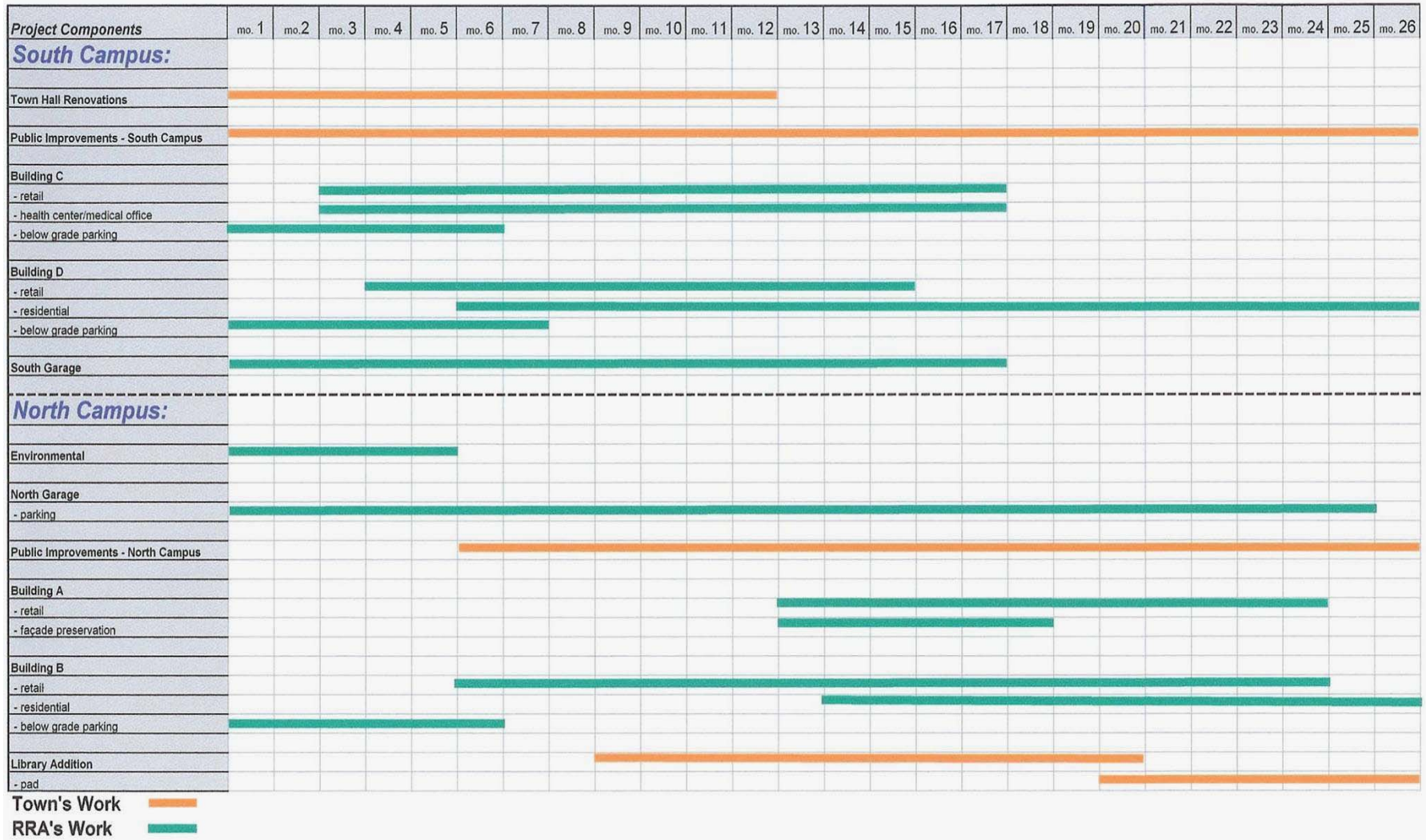


Town Parcel Closing Date (TPCD) Preconditions

This closing only occurs when:

- Construction loan approved
- Equity funds secured.
- Bond ordinance enacted.
- Zoning approvals obtained.
- State Traffic Commission Certificate obtained.
- Special Services District is in full effect.
- Other Property acquired.
- Construction Contracts entered into.
- Building Permits obtained.
- Public Improvement Plans approved.
- Any referenda have been concluded.
- No pending lawsuits.
- Tri-Party Agreement executed.

Timeline for Construction



Project Construction and Debt Issuance Schedule

Date *	Private Development	North Garage	Town Hall Addition	Library	South Garage	Public Improvement	Months After TPCD	Monthly Total	Bonding Amt
5/1/2004									
6/1/2004									
7/1/2004						\$ -		\$ -	\$ 12,350,000
8/1/2004			\$ -			\$ -		\$ -	
9/1/2004	Start Building C	\$ 434,008	\$ 562,000	\$ 450,000	\$ 418,487	\$ 1,360,989	TPCD	\$ 3,225,484	
10/1/2004		\$ -	\$ 321,900		\$ -	\$ 148,550	1	\$ 470,450	
11/1/2004		\$ -	\$ 321,900		\$ -	\$ 255,836	2	\$ 577,736	
12/1/2004		\$ -	\$ 321,900		\$ -	\$ 470,408	3	\$ 792,308	
1/1/2005		\$ -	\$ 321,900		\$ -	\$ 363,122	4	\$ 685,022	
2/1/2005	Start Building B	\$ -	\$ 965,700		\$ -	\$ 363,122	5	\$ 1,328,822	
3/1/2005		\$ -	\$ 965,700		\$ -	\$ 470,408	6	\$ 1,436,108	
4/1/2005		\$ -	\$ 965,700		\$ -	\$ 470,408	7	\$ 1,436,108	
5/1/2005		\$ -	\$ 965,700		\$ -	\$ 363,122	8	\$ 1,328,822	FY Exp Total:
6/1/2005		\$ -	\$ 321,900	\$ 258,125	\$ -	\$ 470,408	9	\$ 1,050,433	\$ 12,331,291
7/1/2005		\$ -	\$ 321,900	\$ 258,125	\$ -	\$ 470,408	10	\$ 1,050,433	\$ 22,425,000
8/1/2005		\$ -	\$ 321,900	\$ 258,125	\$ -	\$ 470,408	11	\$ 1,050,433	
9/1/2005	Start Building A	\$ -	\$ 321,900	\$ 258,125		\$ 470,408	12	\$ 1,050,433	
10/1/2005		\$ -		\$ 774,375		\$ 470,408	13	\$ 1,244,783	
11/1/2005		\$ -		\$ 774,375		\$ 792,266	14	\$ 1,566,641	
12/1/2005		\$ -		\$ 774,375		\$ 684,980	15	\$ 1,459,355	
1/1/2006		\$ -		\$ 774,375		\$ 470,408	16	\$ 1,244,783	
2/1/2006	Complete C	\$ -		\$ 258,125	\$ 10,391,966	\$ 470,408	17	\$ 11,120,499	
3/1/2006		\$ -		\$ 258,125		\$ 470,408	18	\$ 728,533	
4/1/2006		\$ -		\$ 258,125		\$ 470,408	19	\$ 728,533	
5/1/2006		\$ -		\$ 258,125		\$ 470,408	20	\$ 728,533	FY Exp Total:
6/1/2006		\$ -				\$ 470,408	21	\$ 470,408	\$ 22,443,364
7/1/2006						\$ 470,408	22	\$ 470,408	\$ 12,911,042
8/1/2006						\$ 470,408	23	\$ 470,408	
9/1/2006						\$ 470,408	24	\$ 470,408	
10/1/2006						\$ 470,408	25	\$ 470,408	
11/1/2006	Grand Opening	\$ 10,666,634				\$ 363,122	26	\$ 11,029,756	
12/1/2006							27	\$ -	
1/1/2007							28	\$ -	
2/1/2007							29	\$ -	
3/1/2007							30	\$ -	
4/1/2007							31	\$ -	
5/1/2007							32	\$ -	
6/1/2007							33	\$ -	
							34		
Total:		\$ 11,100,642	\$ 7,000,000	\$ 5,612,500	\$ 10,810,453	\$ 13,162,447	35	\$ 47,686,042	\$ 47,686,042

*Dates are for illustration only.

North Garage Closing

(from Blue Back Square to Town)

- The North Garage Closing Date does not occur earlier than twenty-four (24) months following the Initial Closing.
- Further, the North Garage is not conveyed to the Town until 20 days *after*:
 1. The Certificate of Completion for the North Garage has been issued
 2. Developer completes Active Environmental Remediation Activities

North Garage Closing, Cont'd.

3. Developer has:
 - pre-leased at least 70,000 square feet of retail space to be located in Building A and/or Building B-1, or
 - met greater pre-leasing requirement of its Construction Lender

4. A temporary Certificate of Occupancy has been issued for the Building B-1 shell and at least one non-residential tenant space located within Building B-1 has received a permanent Certificate of Occupancy.

South Garage Closing

- The South Garage Closing shall not occur until 20 days *after*.
 1. the Certificate of Completion for the South Garage has been issued or will be issued;
 2. Developer has pre-leased at least 40,000 square feet of retail space to be located in Building C, the Hartford Hospital Building; and
 3. A temporary certificate of occupancy has been issued for the Building C shell and at least one non-residential tenant space located within Building C;

Site Improvements

Site Improvements (including street improvements, lights, benches and other related items) are purchased from BBS as constructed commencing with initial payment for design work at Initial Closing and on a monthly basis thereafter.

Debt Issuance Schedule

Months TPCD	Total Monthly Expenses	BAN or Bond Amount	Date *
			5/1/2004
			6/1/2004
	\$ -	\$ 12,350,000	7/1/2004
	\$ -		8/1/2004
TPCD	\$ 3,225,484		9/1/2004
1	\$ 470,450		10/1/2004
2	\$ 577,736		11/1/2004
3	\$ 792,308	BAN Interest	12/1/2004
4	\$ 685,022	\$ 133,062.75	1/1/2005
5	\$ 1,328,822	\$ 133,062.75	2/1/2005
6	\$ 1,436,108		3/1/2005
7	\$ 1,436,108		4/1/2005
8	\$ 1,328,822	FY Exp Total:	5/1/2005
9	\$ 1,050,433	\$ 12,331,291	6/1/2005
10	\$ 1,050,433	\$ 22,425,000	7/1/2005
11	\$ 1,050,433		8/1/2005
12	\$ 1,050,433		9/1/2005
13	\$ 1,244,783		10/1/2005
14	\$ 1,566,641		11/1/2005
15	\$ 1,459,355	BAN Interest	12/1/2005
16	\$ 1,244,783	\$ 434,687.50	1/1/2006
17	\$ 11,120,499	\$ 434,687.50	2/1/2006
18	\$ 728,533		3/1/2006
19	\$ 728,533		4/1/2006
20	\$ 728,533	FY Exp Total:	5/1/2006
21	\$ 470,408	\$ 22,443,364	6/1/2006
22	\$ 470,408	\$ 47,686,042	7/1/2006
23	\$ 470,408	BAN Interest	8/1/2006
24	\$ 470,408		9/1/2006
25	\$ 470,408		10/1/2006
26	\$ 11,029,756		11/1/2006
27	BAN Interest = \$ 1,135,501		12/1/2006
28	Total GO Bond \$ 48,821,543		1/1/2007
29			2/1/2007
30	Term	19.25	3/1/2007
31	Rate	4.5%	4/1/2007
32	Month PMT	\$1,909,023	5/1/2007
33			6/1/2007

*Dates are for illustration only.

Debt Service Payment Schedule

		Interest	Principal	Semi-Annual Payment	Balance			Interest	Principal	Semi-Annual Payment
7/1/2007	\$ 48,821,543	\$ 1,098,485	\$ -	\$ 1,098,485	\$ 48,821,543	7/1/2017	\$ 31,076,625	\$ 699,224	\$1,247,480	\$ 1,946,704
1/1/2008	\$ 48,821,543	\$ 1,098,485	\$ -	\$ 1,098,485	\$ 48,821,543	1/1/2018	\$ 29,829,145	\$ 671,156	\$1,275,548	\$ 1,946,704
7/1/2008	\$ 48,821,543	\$ 1,098,485	\$ 810,538	\$ 1,909,023	\$ 48,011,005	7/1/2018	\$ 28,553,597	\$ 642,456	\$1,304,248	\$ 1,946,704
1/1/2009	\$ 48,011,005	\$ 1,080,248	\$ 828,775	\$ 1,909,023	\$ 47,182,230	1/1/2019	\$ 27,249,349	\$ 613,110	\$1,333,594	\$ 1,946,704
7/1/2009	\$ 47,182,230	\$ 1,061,600	\$ 847,423	\$ 1,909,023	\$ 46,334,807	7/1/2019	\$ 25,915,755	\$ 583,104	\$1,363,600	\$ 1,946,704
1/1/2010	\$ 46,334,807	\$ 1,042,533	\$ 866,490	\$ 1,909,023	\$ 45,468,317	1/1/2020	\$ 24,552,155	\$ 552,423	\$1,394,281	\$ 1,946,704
7/1/2010	\$ 45,468,317	\$ 1,023,037	\$ 885,986	\$ 1,909,023	\$ 44,582,332	7/1/2020	\$ 23,157,874	\$ 521,052	\$1,425,652	\$ 1,946,704
1/1/2011	\$ 44,582,332	\$ 1,003,102	\$ 905,920	\$ 1,909,023	\$ 43,676,411	1/1/2021	\$ 21,732,222	\$ 488,975	\$1,457,729	\$ 1,946,704
7/1/2011	\$ 43,676,411	\$ 982,719	\$ 926,304	\$ 1,909,023	\$ 42,750,108	7/1/2021	\$ 20,274,493	\$ 456,176	\$1,490,528	\$ 1,946,704
1/1/2012	\$ 42,750,108	\$ 961,877	\$ 947,145	\$ 1,909,023	\$ 41,802,962	1/1/2022	\$ 18,783,965	\$ 422,639	\$1,524,065	\$ 1,946,704
7/1/2012	\$ 41,802,962	\$ 940,567	\$ 968,456	\$ 1,909,023	\$ 40,834,506	7/1/2022	\$ 17,259,900	\$ 388,348	\$1,558,356	\$ 1,946,704
1/1/2013	\$ 40,834,506	\$ 918,776	\$ 990,246	\$ 1,909,023	\$ 39,844,260	1/1/2023	\$ 15,701,544	\$ 353,285	\$1,593,419	\$ 1,946,704
7/1/2013	\$ 39,844,260	\$ 896,496	\$1,012,527	\$ 1,909,023	\$ 38,831,733	7/1/2023	\$ 14,108,124	\$ 317,433	\$1,629,271	\$ 1,946,704
1/1/2014	\$ 38,831,733	\$ 873,714	\$1,035,309	\$ 1,909,023	\$ 37,796,424	1/1/2024	\$ 12,478,853	\$ 280,774	\$1,665,930	\$ 1,946,704
7/1/2014	\$ 37,796,424	\$ 850,420	\$1,058,603	\$ 1,909,023	\$ 36,737,821	7/1/2024	\$ 10,812,923	\$ 243,291	\$1,703,413	\$ 1,946,704
1/1/2015	\$ 36,737,821	\$ 826,601	\$1,082,422	\$ 1,909,023	\$ 35,655,399	1/1/2025	\$ 9,109,510	\$ 204,964	\$1,741,740	\$ 1,946,704
7/1/2015	\$ 35,655,399	\$ 802,246	\$1,106,776	\$ 1,909,023	\$ 34,548,623	7/1/2025	\$ 7,367,770	\$ 165,775	\$1,780,929	\$ 1,946,704
1/1/2016	\$ 34,548,623	\$ 777,344	\$1,131,679	\$ 1,909,023	\$ 33,416,944	1/1/2026	\$ 5,586,840	\$ 125,704	\$1,821,000	\$ 1,946,704
7/1/2016	\$ 33,416,944	\$ 751,881	\$1,157,142	\$ 1,909,023	\$ 32,259,802	7/1/2026	\$ 3,765,840	\$ 84,731	\$1,861,973	\$ 1,946,704
1/1/2017	\$ 32,259,802	\$ 725,846	\$1,183,177	\$ 1,909,023	\$ 31,076,625	1/1/2027	\$ 1,903,867	\$ 42,837	\$1,903,867	\$ 1,946,704

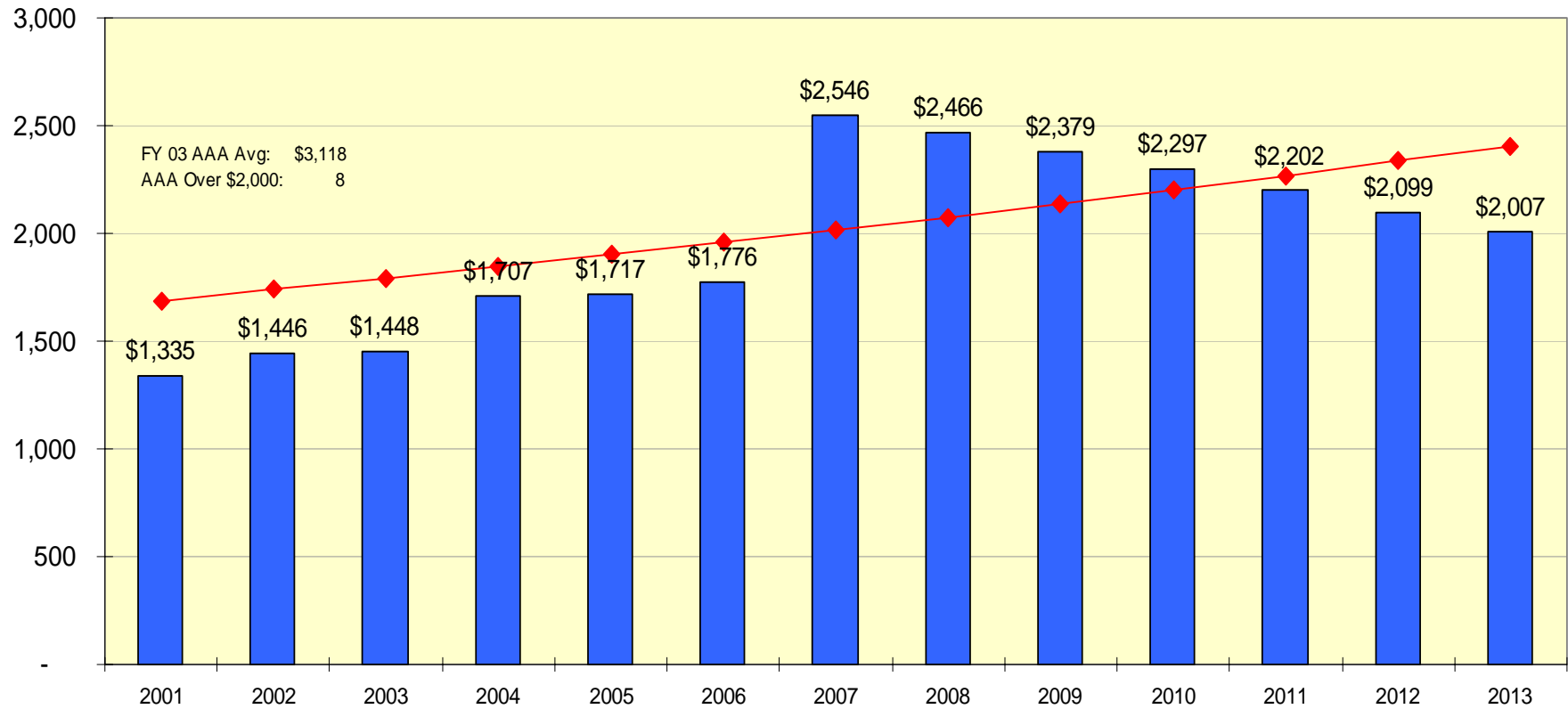
1.97% Payment Difference for Substantially Equal Consideration

Note 1: GO Bond can defer principal payments up to three years from issuance.

Note 2: GO Bond debt service payments must be either (A) substantially equal or (B) Principal payment cannot exceed 50% of any previous payment
See CGS 7-371

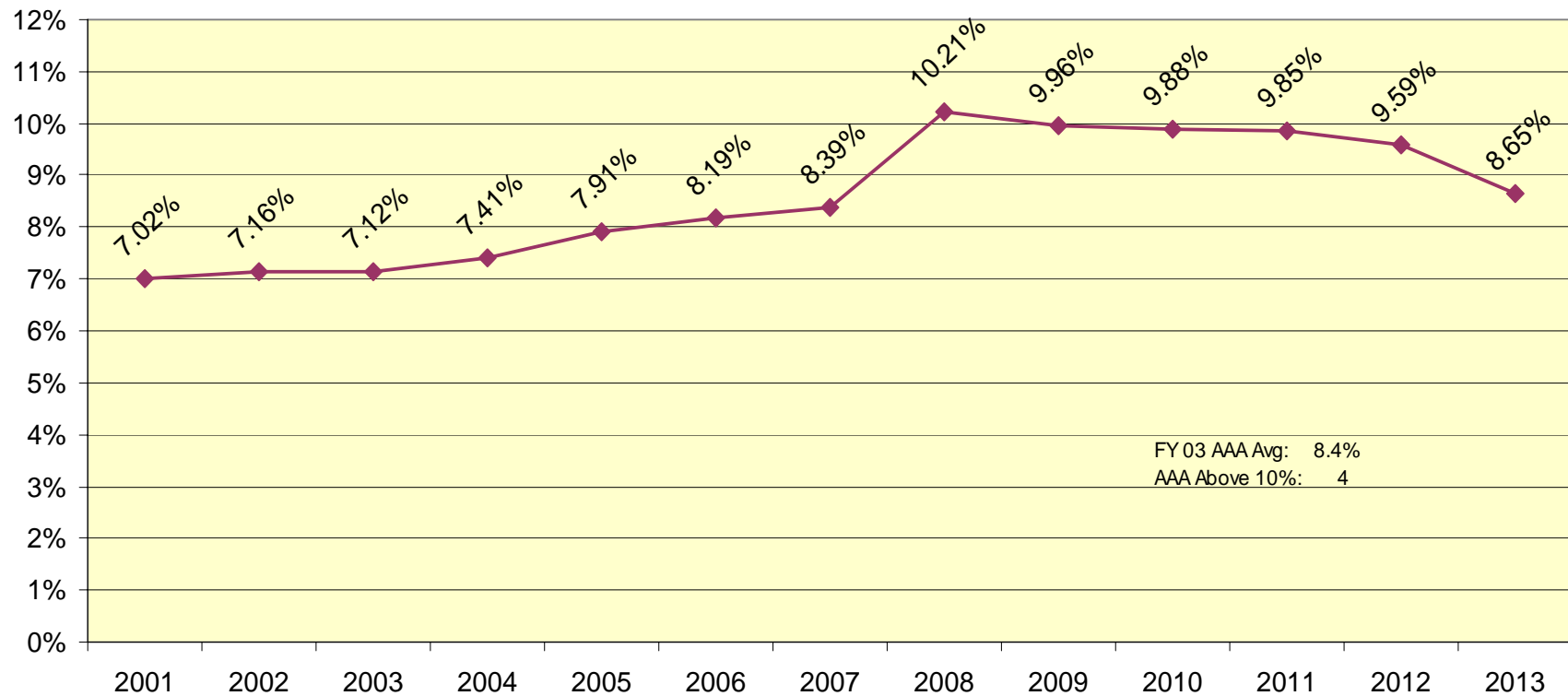
Net Long Term Debt Per Capita with Blue Back Square

Policy: Debt per capita should not exceed \$1,845 in 2004 compounded at 3% per year for future years.



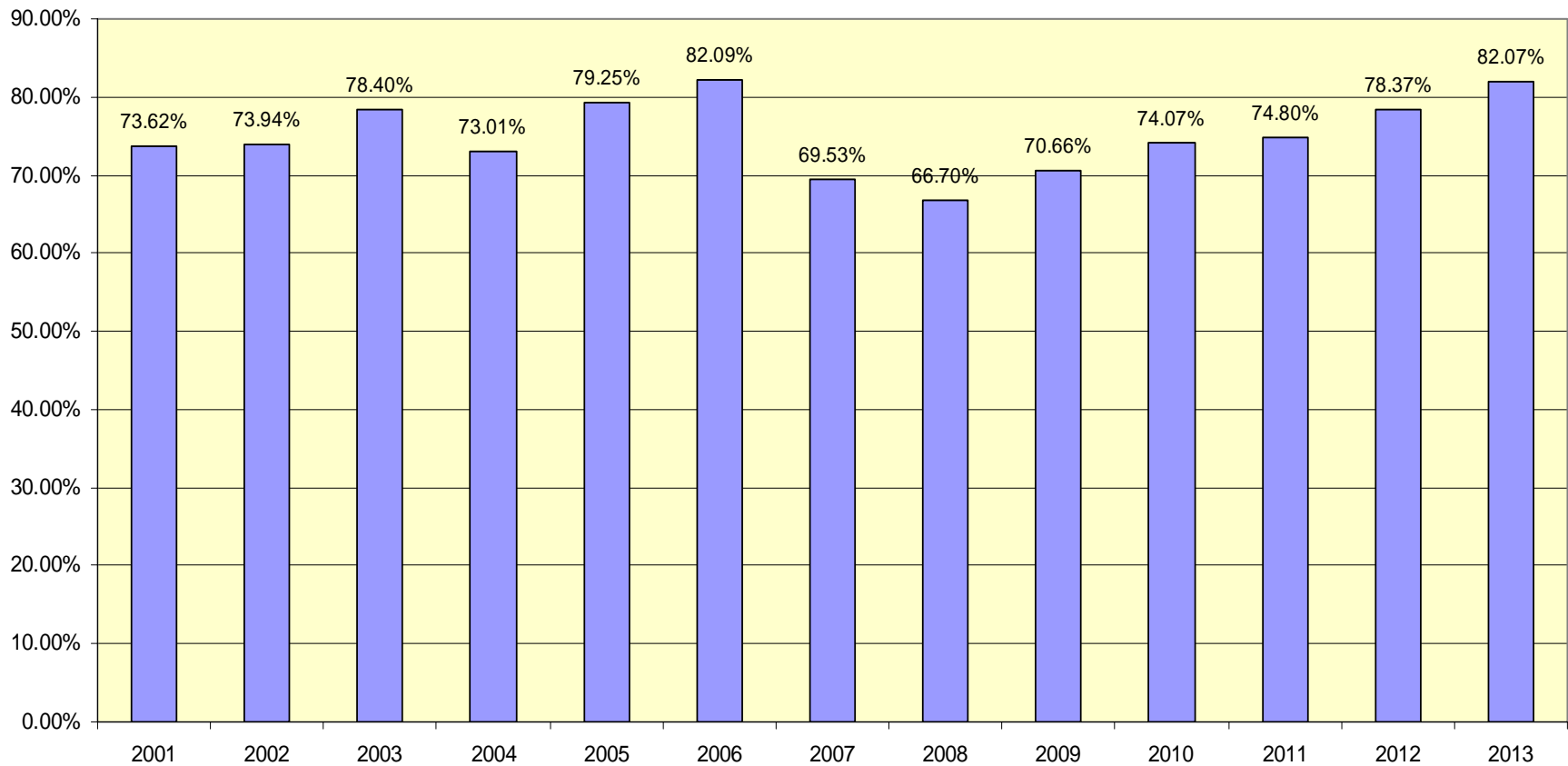
Ratio of Annual Debt Service to General Fund Operating Expenditures with Blue Back Square

Policy: Debt service shall not exceed 10% of general fund expenditures and is targeted to be 8% or less.



Principal Retired Within 10 Years with Blue Back Square

Policy: Principal retired within ten years shall be 65% or higher and is preferred to be above 75%.



Bond Ordinance Summary

Total Authorized Amount	\$48,821,543
Uses:	
Town Hall Renovation	\$ 7,000,000
Library Addition	\$ 5,612,500
North Garage	\$11,100,642
South Garage	\$10,810,453
Site Improvements	\$13,162,447
Financing & Issuance	<u>\$ 1,135,501</u>
	\$48,821,543

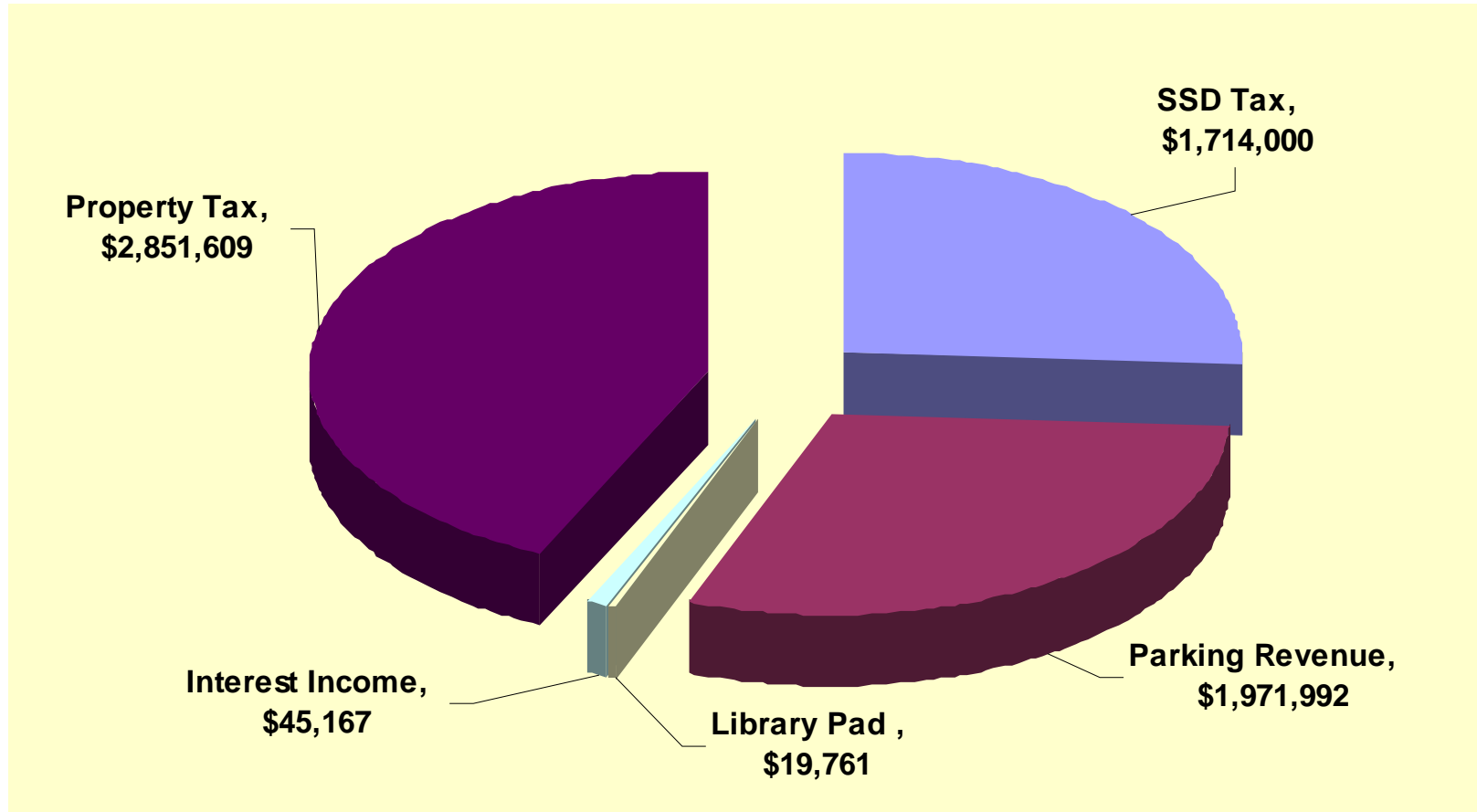
Interest Rate Assumption: 4.5%

Bond Ordinance Summary, Cont'd.

- Design:
 - ♦ Two 1-year Bond Anticipation Notes (BANs) At assumed rates of 2.25% and 2.5%
 - ♦ 1st year of General Obligation Bond paid at interest only.
 - ♦ 19 years of substantially equal payments.
 - ♦ Interest rate swap agreements allowed for the purpose of moderating future interest rate fluctuations provided it is in the best interest of the Town and is expected to result in overall cost savings.

Estimated Annual Revenue Streams

(Present Value Basis)



Conditions on Conveyance of Board of Education Building

- Town's right of re-entry in event of default (until building A is completed)
- Town's right to repurchase in 100 years for price equal to value of improvements
- Façade restrictions
- BBS accepts responsibility for any environmental cleanup of site and indemnifies Town from any contamination of its other property emanating from BOE site

Conditions on Conveyance of Parcel C (Hartford Hospital), and D

- Town's right of re-entry in event of default.
- For Parcel D:
 - Default includes failure to commence construction within 74 months following Initial Closing; or
 - Failure to complete construction within 94 months following initial closing.

Present Value of Annual Income and Expenses

Land Purchase Option

Without Use of Property Tax

Annual Revenue:

Land Payment	\$	12,612,500	
Parking	\$	1,971,992	\$ 1,971,992
Library Pad	\$	19,761	\$ 19,761
Interest Income	\$	36,000	\$ 36,000
Property Tax	\$	<u>2,851,609</u>	
	\$	17,491,862	\$ <u>2,027,753</u>

Annual Expenses:

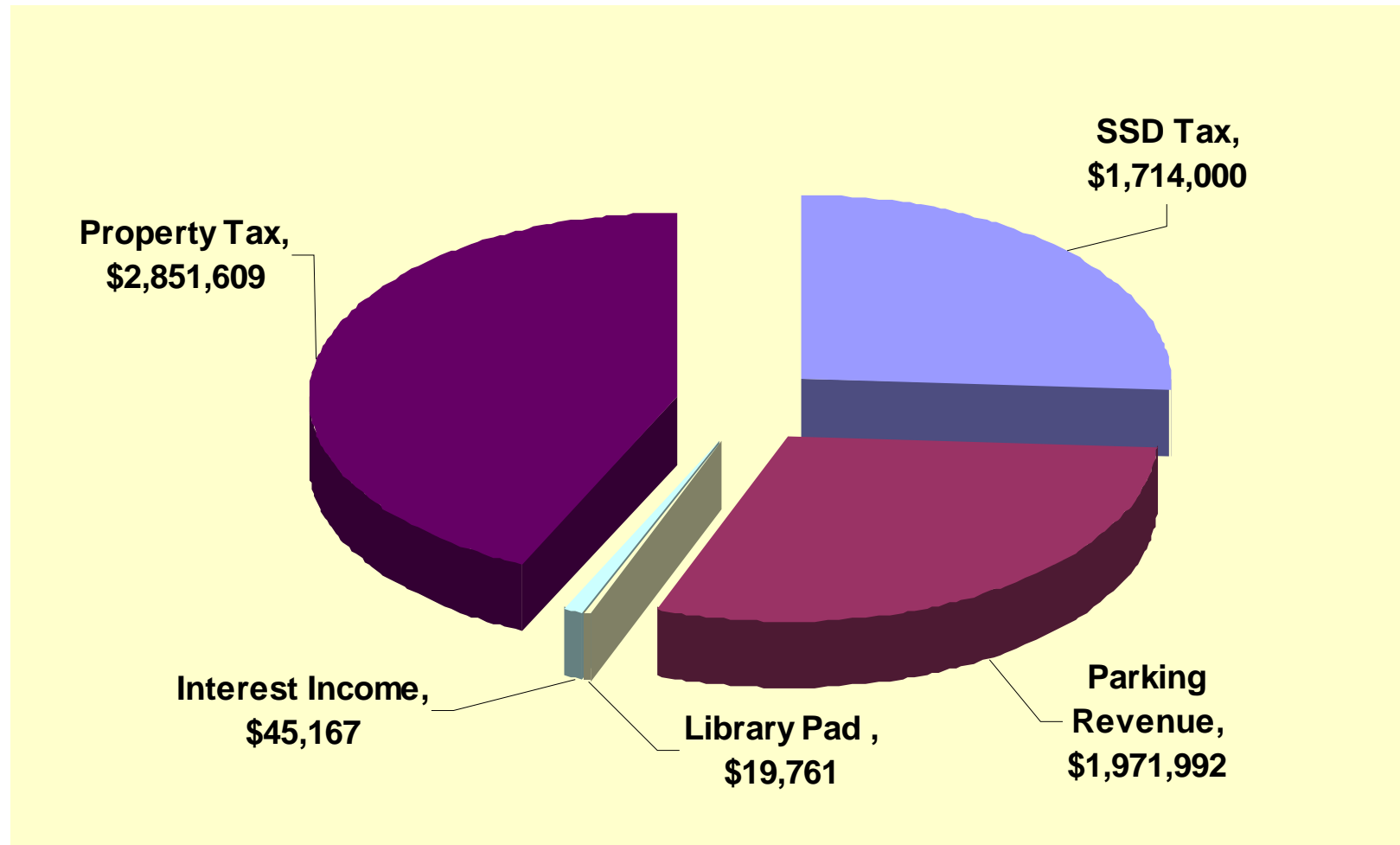
Additions/Renovation	\$	(12,612,500)	
Parking	\$	(1,712,904)	\$ (1,712,904)
Public Improvements	\$	<u>(1,028,861)</u>	<u>\$ (1,028,861)</u>
	\$	(15,354,265)	\$ (2,741,765)

Net Annual Income	\$	2,137,597	\$ (714,012)
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Ratio of Revenue/Expenses		113.9%	74.0%
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Estimated Annual Revenue Streams

(Present Value Basis)



Parking Assumptions

- A total of 1,011 structured parking spaces and 111 on-street parking spaces constitute the parking pool for a total of 1,122 public parking spaces
- 69 free parking spaces are provided for the Library
- 535 Town Hall surface spaces – no revenue
- On-street meter parking:
 - Enforced 9am – 7pm Monday through Saturday
 - \$0.75 per hour
 - \$0.25 for 20 minutes
- Off-street garage parking:
 - Enforced 8am – 1am Monday through Saturday
 - Enforced 11am – 6pm Sunday
 - \$1.50 for the first hour
 - \$0.75 per each additional 30 minutes or part thereof
 - \$100 per month for permits

Parking Revenue Projections

	# of Parkers	Rate	Time	Ave Stay in hours	Mthly Revenue	Annual Revenue
Monthly Permit parking	629	\$ 100.00	per month		\$ 62,900.00	\$ 754,800.00
Weekday - Garage	703,656	\$1.50 \$0.75	1st hr add'l 30 min	1.5	\$ 131,935.50	\$ 1,583,226.00
Weekday - Meters	133,200	\$0.75 \$0.25	hour 20 min	1.0 hours	\$ 8,325.00	\$ 99,900.00
Saturday - Garage	36,396	\$1.50 \$0.75	1st hr 30 min	2.0 hours	\$ 9,099.00	\$ 109,188.00
Saturday - Meters	10,656	\$0.75 \$0.25	hour 20 min	1.0 hours	\$ 666.00	\$ 7,992.00
Sunday - Garage	16,014	\$1.50 \$0.75	1st hr add'l 30 min	2.0 0	\$ 4,003.56	\$ 48,042.72
Healthtrax Parking	650	\$15.00	per month		\$ 9,750.00	\$ 117,000.00
Gross Parking Revenue					\$ 226,679.06	\$ 2,720,148.72
Operation & Maintenance Costs:					\$ (63,280.33)	\$ (759,364.00)
Net Parking Revenue					\$ 163,398.73	\$ 1,960,784.72

Summary of Parking Revenue Options

	Low Range	Low-Mid Range	High-Mid Range	High Range	Consultant Analysis	Desmon Associates	Current Experience	Assumptions Used in Model
Monthly Permits	400	500	600	700	522	666	629	629
Weekly Garage (cars/day/space)	3.00	3.50	4.00	4.50		3.29	6.05	2.90
Weekly Meters (cars/day/space)	3.00	4.00	5.00	6.00		5.02	5.20	5.00
Saturday Garage	0.50	1.00	1.50	2.00		2.38		0.75
Saturday Meters	0.50	1.00	2.00	3.00		3.89	2.98	2.00
Sunday Garage	0.25	0.50	0.75	1.00		1.07		0.33
Healthtrax Permits	500	600	650	700		650	650	650
Gross Revenue	\$ 2,378,946	\$ 2,921,082	\$ 3,456,216	\$ 3,991,350	\$ 3,942,237	\$ 3,181,903	\$ 3,369,047	\$ 2,720,149
O&M Costs	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)
Net Annual Revenue	\$ 1,619,582	\$ 2,161,718	\$ 2,696,852	\$ 3,231,986	\$ 3,182,873	\$ 2,422,539	\$ 2,609,683	\$ 1,960,785
Gross Revenue Components:								
Monthly Permits	\$ 480,000	\$ 600,000	\$ 720,000	\$ 840,000	\$ 626,400	\$ 799,200	\$ 754,800	\$ 754,800
Meters	\$ 61,938	\$ 83,916	\$ 107,892	\$ 131,868	\$ 280,800	\$ 127,445	\$ 115,804	\$ 107,892
Garage	\$ 1,837,008	\$ 2,237,166	\$ 2,628,324	\$ 3,019,482	\$ 3,035,037	\$ 2,255,258	\$ 2,498,443	\$ 1,857,457
	\$ 2,378,946	\$ 2,921,082	\$ 3,456,216	\$ 3,991,350	\$ 3,942,237	\$ 3,181,903	\$ 3,369,047	\$ 2,720,149

Parking Revenue Schedule of Rate Changes

Gross Revenue	O&M	Net Revenue	Schedule of Rate Changes
\$ 2,720,149	\$ (759,364)	\$ 1,960,785	\$100; \$0.75; \$1.50
\$ 2,720,149	\$ (785,942)	\$ 1,934,207	
\$ 2,720,149	\$ (813,450)	\$ 1,906,699	
\$ 2,720,149	\$ (841,920)	\$ 1,878,228	
\$ 2,795,149	\$ (871,388)	\$ 1,923,761	\$10 on Monthly Permit
\$ 2,795,149	\$ (901,886)	\$ 1,893,262	
\$ 3,090,149	\$ (933,452)	\$ 2,156,696	\$.25 on Garage Fee to \$1.75
\$ 3,090,149	\$ (966,123)	\$ 2,124,026	
\$ 3,090,149	\$ (999,937)	\$ 2,090,211	
\$ 3,165,149	\$ (1,034,935)	\$ 2,130,214	\$10 on Monthly Permit to \$120
\$ 3,165,149	\$ (1,071,158)	\$ 2,093,991	
\$ 3,165,149	\$ (1,108,648)	\$ 2,056,500	
\$ 3,195,149	\$ (1,147,451)	\$ 2,047,698	\$.25 on Meters to \$1.00/hr
\$ 3,490,149	\$ (1,187,612)	\$ 2,302,537	\$.25 on Garage Fee to \$2.00
\$ 3,565,149	\$ (1,229,178)	\$ 2,335,970	\$10 on Monthly Permit to \$130
\$ 3,565,149	\$ (1,272,200)	\$ 2,292,949	
\$ 3,565,149	\$ (1,316,727)	\$ 2,248,422	
\$ 3,565,149	\$ (1,362,812)	\$ 2,202,337	
\$ 3,860,149	\$ (1,410,510)	\$ 2,449,638	\$.25 on Garage Fee to \$2.25
\$ 3,860,149	\$ (1,459,878)	\$ 2,400,270	

Parking Garages Operation and Maintenance Detail and Comparison

	Desman Associates				Town Consultant				Town Option			
Wages	Per Hr	Hrs/wk	Weekly	Annual	Per Hr	Hrs/wk	Weekly	Annual	Per Hr	Hrs/wk	Weekly	Annual
Attendants	\$ 10.00	269	\$ 2,690	\$ 139,880	\$ 10.00	224	\$ 2,240	\$ 116,480	\$ 10.00	267	\$ 2,670	\$ 138,840
Maintenance	\$ 8.00	40	\$ 320	\$ 16,640	\$ 8.00	40	\$ 320	\$ 16,640	\$ 18.00	40	\$ 720	\$ 37,440
Weekend Sup	\$ 15.00	26	\$ 390	\$ 20,280	\$ -	0	\$ -	\$ -	\$ -	0	\$ -	\$ -
Supervisor	\$ 18.00	40	\$ 720	\$ 37,440	\$ 16.00	112	\$ 1,792	\$ 93,184	\$ 22.00	80	\$ 1,760	\$ 91,520
Manager	\$ 22.00	45	\$ 990	\$ 51,480	\$ 22.00	40	\$ 880	\$ 45,760	\$ -	0	\$ -	\$ -
				\$ 265,720				\$ 272,064				\$ 267,800
Overtime				\$ 13,286				\$ 14,196	\$ 18.00	624		\$ 11,232
Benefits				\$ 69,752				\$ 71,565				\$ 69,758
Payroll Taxes				\$ 24,553				\$ 23,899				21,346
Sub-Total - Wages and Benefits				\$ 373,311				\$ 381,724				\$ 370,136
Maintenance												
Insurance				\$ 40,440				\$ 60,000				\$ 48,650
Utilities				\$ 90,990				\$ 100,000				\$ 97,300
Supplies & Equipment				\$ 20,220				\$ 25,000				\$ 29,190
Snow Removal				\$ 15,000				\$ 10,000				\$ 10,000
Sweeping				\$ 10,000				\$ 7,500				\$ 7,500
General Maintenance				\$ 35,385				\$ 44,100				\$ 34,055
Elevator Service Contract				\$ 25,000				\$ -				\$ 25,000
Escalator Service Contract				\$ -				\$ -				\$ 40,000
General Maintenance of Meters		29.28	\$ 111	\$ 3,250				\$ -	\$ 32.00	111		\$ 3,552
Sub-Total - Maintenance				\$ 240,285				\$ 246,600				\$ 295,247
Structural Reserve				\$ 25,000				\$ 25,000				\$ 25,000
Enforcement												
Parking Monitor	\$ 19.23	20	\$ 385	\$ 20,000	\$ 20.00	60	\$ 1,200	\$ 62,400	\$ 25.00	40	\$ 1,000	\$ 52,000
Benefits				\$ 5,000				\$ -				\$ 13,000
Payroll Taxes				\$ 1,760				\$ 5,079				\$ 3,978
Sub-Total - Enforcement				\$ 26,760				\$ 67,479				\$ 68,978
Total O&M				\$ 665,356				\$ 720,803				\$ 759,361

Summary of Parking Revenue Options

	Low Range	Low-Mid Range	High-Mid Range	High Range	Consultant Analysis	Desmon Associates	Current Experience	Assumptions Used in Model
Monthly Permits	400	500	600	700	522	666	629	629
Weekly Garage (cars/day/space)	3.00	3.50	4.00	4.50		3.29	6.05	2.90
Weekly Meters (cars/day/space)	3.00	4.00	5.00	6.00		5.02	5.20	5.00
Saturday Garage	0.50	1.00	1.50	2.00		2.38		0.75
Saturday Meters	0.50	1.00	2.00	3.00		3.89	2.98	2.00
Sunday Garage	0.25	0.50	0.75	1.00		1.07		0.33
Healthtrax Permits	500	600	650	700		650	650	650
Gross Revenue	\$ 2,378,946	\$ 2,921,082	\$ 3,456,216	\$ 3,991,350	\$ 3,942,237	\$ 3,181,903	\$ 3,369,047	\$ 2,720,149
O&M Costs	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)	\$ (759,364)
Net Annual Revenue	\$ 1,619,582	\$ 2,161,718	\$ 2,696,852	\$ 3,231,986	\$ 3,182,873	\$ 2,422,539	\$ 2,609,683	\$ 1,960,785
Gross Revenue Components:								
Monthly Permits	\$ 480,000	\$ 600,000	\$ 720,000	\$ 840,000	\$ 626,400	\$ 799,200	\$ 754,800	\$ 754,800
Meters	\$ 61,938	\$ 83,916	\$ 107,892	\$ 131,868	\$ 280,800	\$ 127,445	\$ 115,804	\$ 107,892
Garage	\$ 1,837,008	\$ 2,237,166	\$ 2,628,324	\$ 3,019,482	\$ 3,035,037	\$ 2,255,258	\$ 2,498,443	\$ 1,857,457
	\$ 2,378,946	\$ 2,921,082	\$ 3,456,216	\$ 3,991,350	\$ 3,942,237	\$ 3,181,903	\$ 3,369,047	\$ 2,720,149

Present Value of Annual Income and Expenses

No Garage Plan

Without Use of Property Tax

Annual Revenue:

SSD Tax	\$ 1,714,000	\$ 1,714,000
Parking		
Library Pad	\$ 19,761	\$ 19,761
Interest Income	\$ 36,000	\$ 36,000
Property Tax	<u>\$ 2,851,609</u>	<u></u>
	\$ 4,621,370	\$ 1,769,761

Annual Expenses:

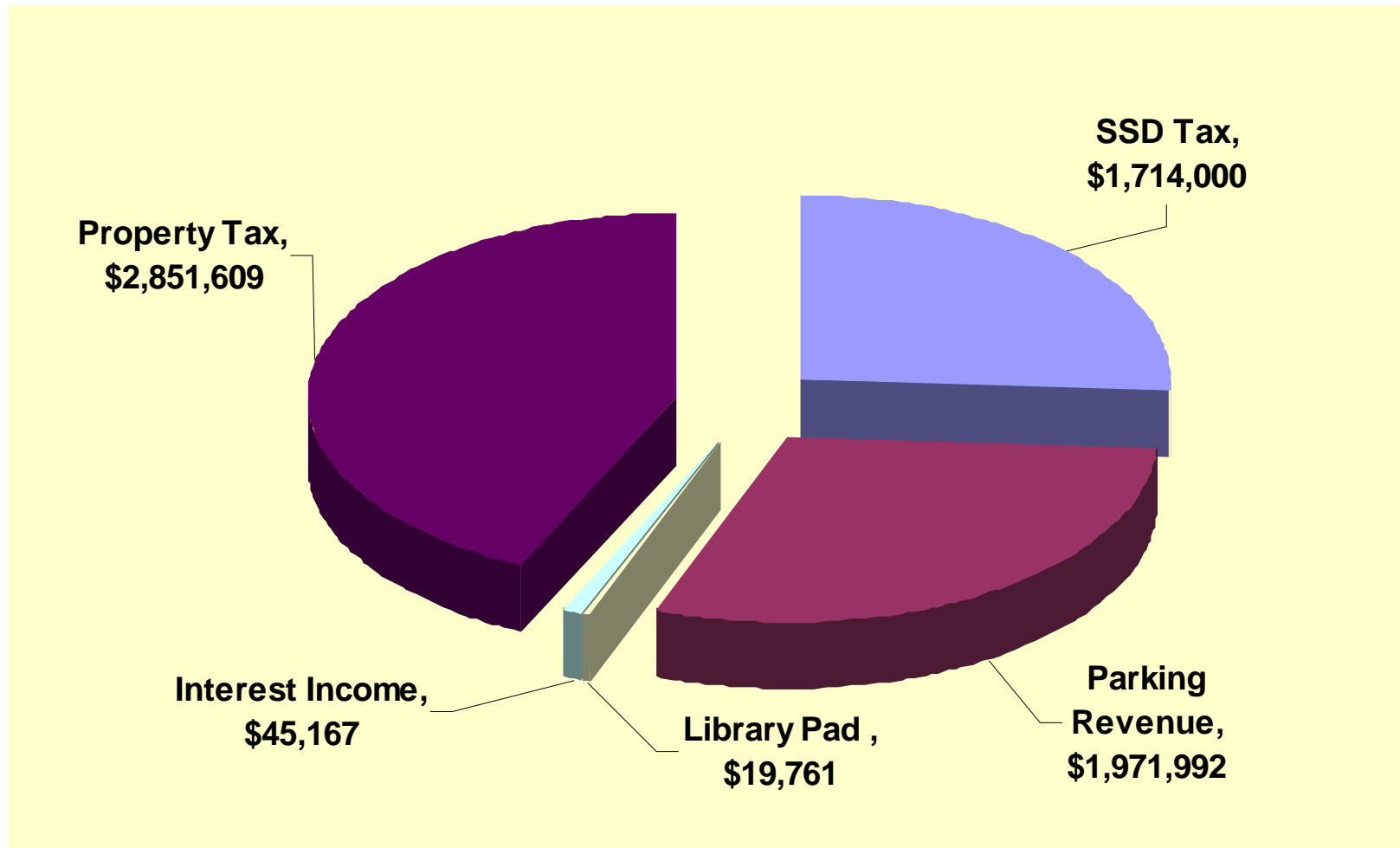
Additions/Renovation	\$ (985,992)	\$ (985,992)
Parking		
Public Improvements	<u>\$ (1,028,861)</u>	<u>\$ (1,028,861)</u>
	\$ (2,014,853)	\$ (2,014,853)

Net Annual Income	\$ 2,606,517	\$ (245,092)
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Ratio of Revenue/Expenses	229.4%	87.8%
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Estimated Annual Revenue Streams

(Present Value Basis)



Blue Back Square General Property Tax Estimate

	Unit Basis (sq ft)	Unit Value	Market Value	Assessed Value	Personal Prop. Assessed Value
Condo Units (70 Units)	159,915	\$ 200	\$ 31,983,000	\$ 22,388,100	\$ 1,680,000
Healthtrax	30,000	\$ 133	\$ 3,990,000	\$ 2,793,000	\$ 199,500
Hartford Hospital	108,725	\$ 165	\$ 17,939,625	\$ 12,557,738	\$ 997,500
Professional Offices - B-1	60,130	\$ 128	\$ 7,696,640	\$ 5,387,648	\$ 600,000
Retail - Anchor Stores	78,000	\$ 133	\$ 10,374,000	\$ 7,261,800	\$ 774,000
Retail - Other	80,019	\$ 235	\$ 18,804,465	\$ 13,163,126	\$ 956,000
Theater	24,300	\$ 185	\$ 4,495,500	\$ 3,146,850	\$ 475,000
Restaurants	30,000	\$ 200	\$ 6,000,000	\$ 4,200,000	\$ 2,300,000
Underground Spaces (253 Spaces)	87,285	\$ 51	\$ 4,451,535	\$ 3,116,075	\$ -
Total			\$ 105,734,765	\$ 74,014,336	\$ 7,982,000
Total Assessed Value				\$ 81,996,336	
Estimated Mill Rate/\$1000 of Assessed Value				\$ 31.65	
Estimated Property Taxes				\$ 2,595,184	

Additional Agreements

Additional Taxes Paid

Provides that 48 months after Town Parcel Closing Date (TPCD) Building D will be taxed, whether or not it has been built on the basis of an \$18,000,000 assessment.

Master Agreement (Section 4.4)

Developer agrees that during the term of any of the Bonds issued, it shall not sell or transfer fee title to any of the private improvements to any entity if such transfer would make the property exempt from taxation.

Questions of Risk

- What if delays occur in gaining necessary approvals? Is the Town committed to the Bond and debt service payment?
- What about interest rate risks? What if the rates rise by the time the Bonds are issued resulting in increased payments?
- How will a \$48.8 million Bond affect our credit rating? Are we putting our AAA rating in jeopardy?

Questions of Risk

- What if the Developer does not complete the project on time or within budget? Will the Town have to invest more?
- What if the Developer fails to complete the project in whole or in part?
- What if revenues, and parking revenues in particular, don't materialize as planned?

Present Value of Assets

Proposed Financial Plan	Present Value of Assets	
Value of Land (appraised)	\$ (10,800,000)	
Façade Preservation		\$ 1,713,131
Open Space Added		\$ 200,000
Town Hall Renovation		\$ 7,000,000
Library Addition		\$ 5,612,500
Cash for Land		
Bond for Additions	\$ (12,612,500)	
New Garages and Land		\$ 21,911,095
Environmental Clean-Up		\$ 1,490,418
Bond For Garages	\$ (21,911,095)	
Public Improvements		\$ 13,162,447
Bond for Public Improvements	\$ (13,162,447)	
SSD Tax		\$ 20,844,812
Parking Revenue		\$ 25,651,549
Library Pad Lease		\$ 257,045
	<hr/>	<hr/>
	\$ (58,486,042)	\$ 97,842,997
Additional Property Tax		\$ 37,093,554
		\$ 134,936,551
Net Change in Assets		\$ 76,450,509

Present Value of Annual Income and Expenses

Proposed Financial Plan

Without Use of Property Tax

Annual Revenue:

SSD Tax	\$ 1,714,000	\$ 1,714,000
Parking	\$ 1,971,992	\$ 1,971,992
Library Pad	\$ 19,761	\$ 19,761
Interest Income	\$ 45,167	\$ 45,167
Property Tax	<u>\$ 2,851,609</u>	<u> </u>
	\$ 6,602,529	\$ 3,750,920

Annual Expenses:

Additions/Renovation	\$ (985,992)	\$ (985,992)
Parking	\$ (1,712,904)	\$ (1,712,904)
Public Improvements	<u>\$ (1,028,861)</u>	<u>\$ (1,028,861)</u>
	\$ (3,727,757)	\$ (3,727,757)

Net Annual Income	\$ 2,874,772	\$ 23,163
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Ratio of Rev/Expenses	177.1%	100.6%
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Public Finance Principles

1. Encourage Growth in the Grand List
2. Preserve any Increase in Property Tax Revenue
3. Maximize Public Policy Flexibility
4. Maximize the use of, with no effect on, our AAA rating
5. Minimize Risk