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SUBMITTED TO STEERING COMMITTEE



CITY OF TUKWILA

FACILITIES PLAN FOR ESSENTIAL GOVERNMENT SERVICES 2015-2040

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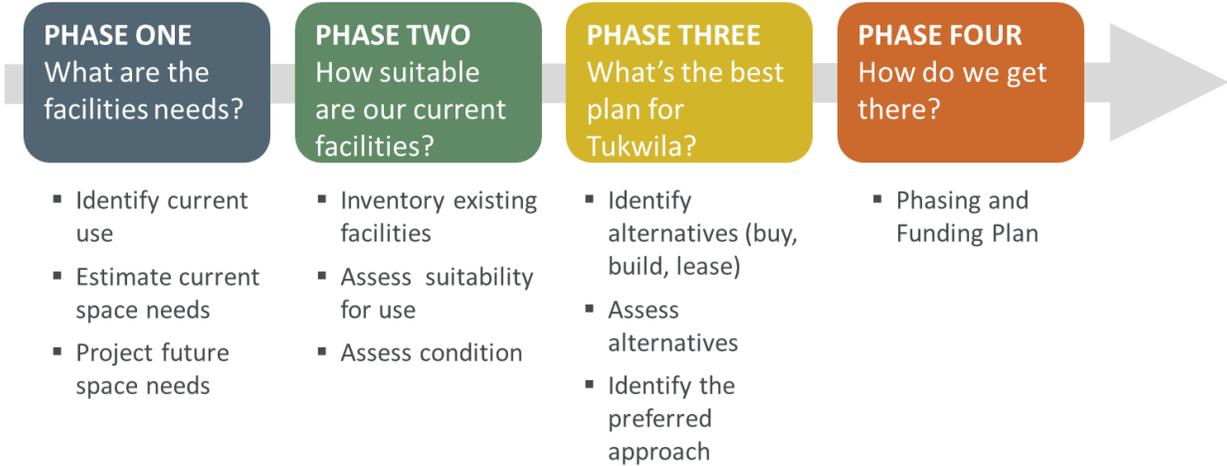


INTRODUCTION

The City of Tukwila has undergone many changes over the last 45 years, growing from a community of 1,800 in 1960 to a municipality serving nearly 20,000 residents and a daily population of over 100,000 employees and visitors in 2015.

This Facilities Plan for Essential Government Services provides a roadmap for the City to build the necessary facilities to ensure long-term financial sustainability, optimize organizational efficiencies, and maximize public safety. **Figure 1** presents a high-level overview of the facility planning process undertaken by the City. The process was led by a Steering Committee comprised of community volunteers, City Council members, and City administrators, with architectural and public finance consulting support.

FIGURE 1: TUKWILA FACILITIES PLANNING APPROACH



The resulting plan is based on a robust facility needs assessment including an estimate of current and future facility needs and a defensible assessment of current facility condition and suitability. Following the needs assessment, the Steering Committee examined the City's current fiscal position and explored funding and finance options. This final report includes a destination, that is, a planning level description of the City's facilities needs to 2040 as well as potential funding pathways the City can pursue. The report provides an important knowledge basis and flexible

planning tools to help the City and the community move forward to address the facility needs for essential government services in a manner that reflects Tukwila's vision and goals.

PHASE 1: FACILITY SPACE NEEDS

ASSESSING CURRENT NEEDS

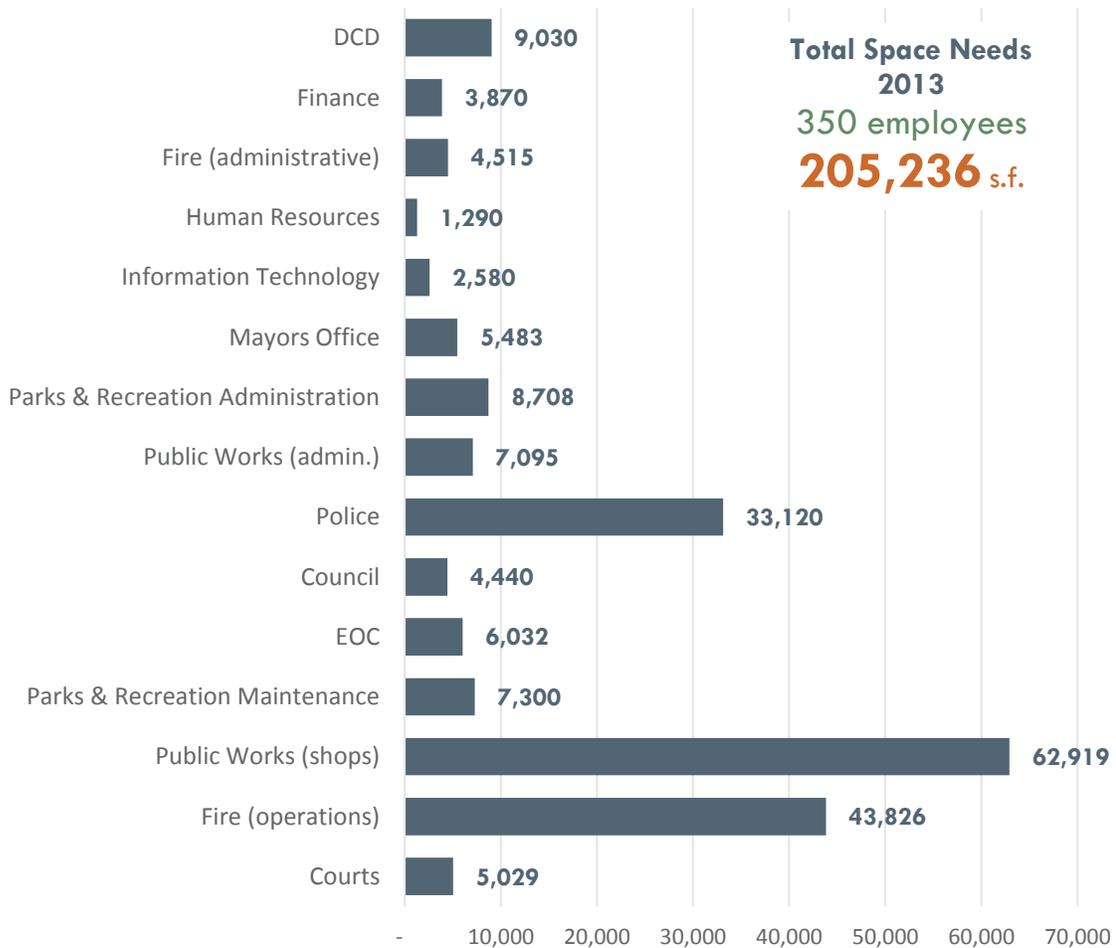
In Phase 1, the consulting team assessed the City's current functions and developed predesign estimates of current facility needs and projected needs through 2040. Current space needs were determined based on nine workgroups established in collaboration with City staff. The space needs of each workgroup were estimated using one of two approaches:

- The staffing-based approach employs evidence-based, industry standards to estimate the total square footage, based on the workgroup's staffing.
- The program-based approach uses program elements to identify facilities that support similar functions in other jurisdictions, as a reference for estimating the space needs.

Appendix A provides the detailed analysis of current and future space needs.

Figure 2 presents the total space needs for each workgroup. Based on the City's current program and services, the City's current (2013-2014) space needs amount to 205,236 square feet, assuming updated systems and an optimized layout. This is inclusive of all space needs, including general office space, fire stations, police functions, and public works (shops). The City currently supports these essential government functions with 144,044 square feet, much of it not well designed for its current use and lacking up-to-date systems. The analysis finds that the City's current facilities are undersized for current needs.

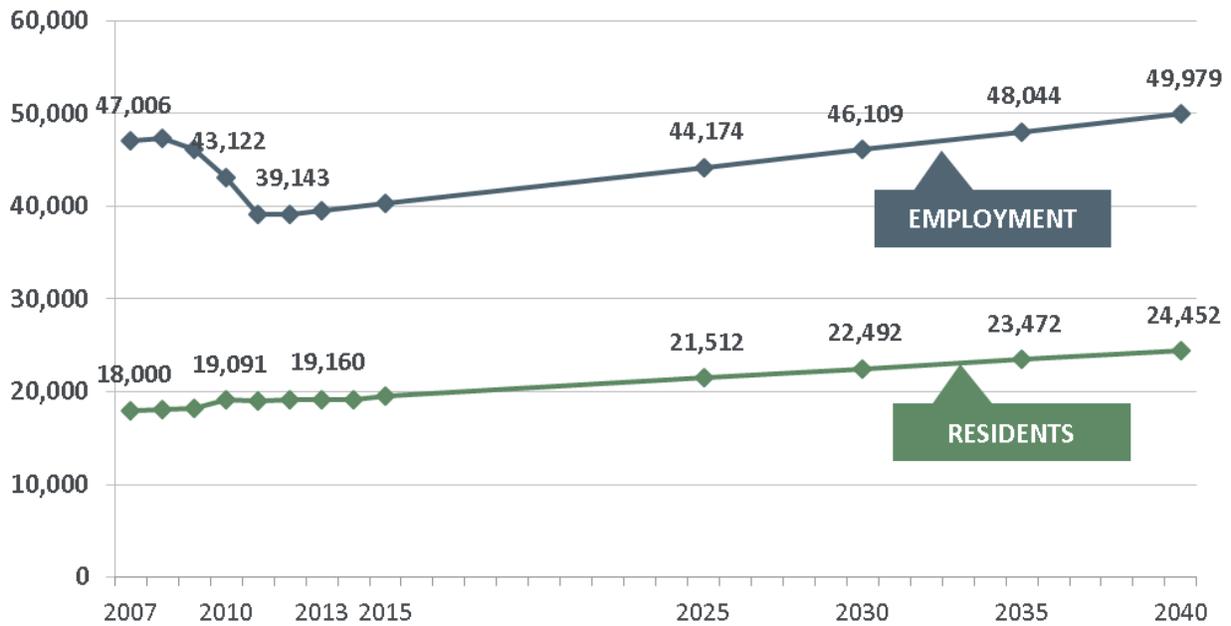
FIGURE 2: TUKWILA ESSENTIAL GOVERNMENT SERVICES SPACE NEEDS, 2013



PROJECTING FUTURE NEEDS

The needs assessment includes a planning-level estimate of future space needs to 2040. Future estimates are based on the same planning assumptions for estimating current space needs, using expected staffing counts for future years. The main driver in estimating future staffing levels is population and employment growth. The analysis employees a conservative estimate of future residential and employment growth based on the City’s historical growth patterns and consideration of likely future land use changes. **Figure 3** presents Tukwila’s projected growth in population and employment between 2015 and 2040. Additional detail about the calculations and an examination of alternative growth scenarios are presented in **Appendix A**.

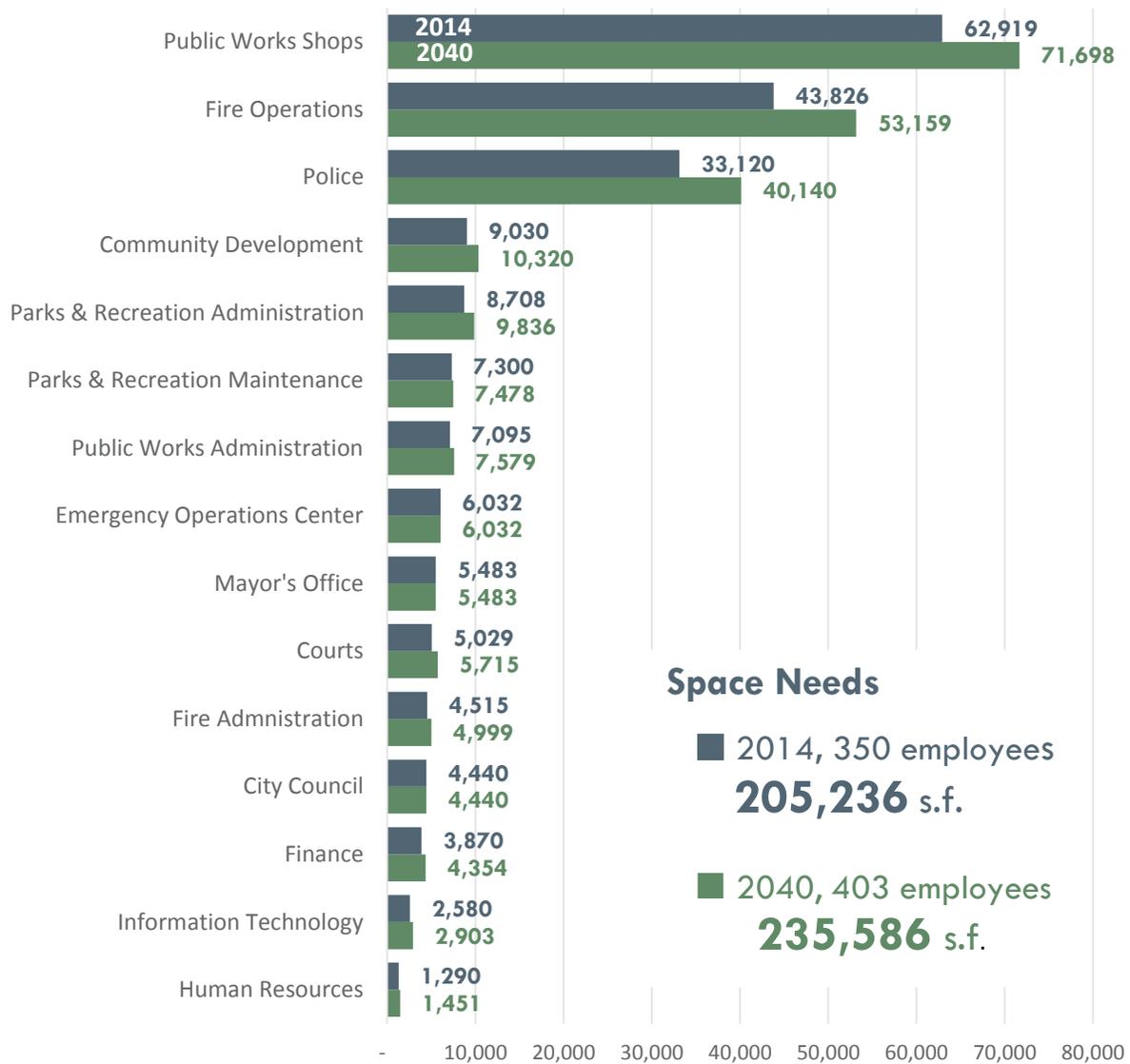
FIGURE 3: TUKWILA EMPLOYMENT AND RESIDENT ESTIMATES THROUGH 2040



Future space needs were estimated based on the demand drivers (population and employment growth), adjusted to reflect actual service drivers by department and reasonable estimates of the economies of scale in staffing. For long-term space planning needs, the city’s staffing levels are expected to grow from 250.25 in 2014 to 402.50 in 2040. The staffing-based estimates are a straightforward application of the space per employee method used to estimate current space needs, while the program-based analysis determines space needs by applying the employee ratios established in the current needs analysis to the future staffing levels for these functions.

Figure 4 presents the City of Tukwila’s future space needs. The largest gains in staffing needs are in Police, Fire, and Public Works, as demand for services from those departments is sensitive to changes in population and employment.

FIGURE 4: TUKWILA FUTURE SPACE NEEDS



PHASE 2: ASSESSMENT OF EXISTING FACILITIES

Tukwila currently has 144,044 square feet of space across ten buildings to support delivery of essential governmental services. Those buildings include office space for core government functions, shop facilities to support road crews and fleet maintenance, fire stations, and police facilities spread across a number of buildings. In collaboration with City staff and leadership, the Steering Committee established thirteen evaluation criteria to guide an assessment of the City’s current facilities. The evaluation criteria are specific to Tukwila, informed by public and staff feedback, and aligned with the City’s community-driven Strategic Plan. **Figure 5** presents the thirteen criteria. Discussion of each criterion is presented in Appendix B.

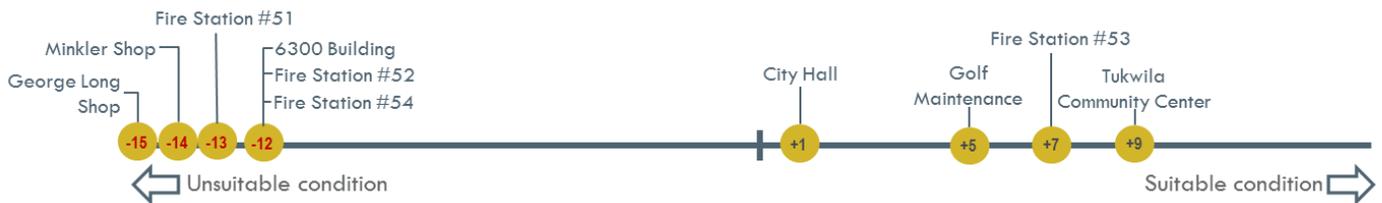
FIGURE 5: FACILITY EVALUATION CRITERIA

Property Marketability		
1.	Operating and Maintenance Costs	Costs associated with preventive and routine maintenance, corrective repairs, and deferred maintenance.
2.	Property Value	Value of the structure and the property.
Property Attributes		
3.	Work Process Efficiency	The degree to which the property facilitates the nature of the work performed as well as the improvements required to increase the overall efficiency.
4.	Facility Quality	The original level of construction quality.
5.	Location	<ul style="list-style-type: none"> ▪ The efficiency of delivering services from this location ▪ The convenience of the location to the public ▪ The compatibility with neighboring occupancies ▪ The proximity to valuable adjacencies.
Public & Staff Experience		
6.	Public Image and Reputation	The degree to which the property conveys an image commensurate with civic governance; conveys pride, purpose, and professionalism; and is consistent with the goals set out in the City of Tukwila’s Strategic Plan.
7.	Customer Service	The degree to which the property encourages public access, is convenient for citizens, provides a feeling of safety, and reflects community values.
8.	Quality of Work Life	The degree to which the property and its work environment is conducive to government work.
Facility Specifics		
9.	Seismic Deficiencies	The rating provided by an extensive seismic analysis of all of the City’s facilities conducted by Reid Middleton in 2008.
10.	Operational Flexibility	The degree to which the building’s structure and design lend itself to rearranging work groups and departments without extensive improvements.
11.	Expansion Potential	The degree to which the property design, site configuration, size, topography, and access allow increasing the building size either upward or outward.
12.	ADA Compliance	The degree to which the property is compliant, or could be improved to be compliant, with current accessibility regulations.
13.	Acoustics	The level of acoustic privacy between individual staff members and individual functional spaces.

Each facility was evaluated by outside experts based on the criteria presented in **Figure 5**. For each criterion, the expert reviewer assigned a rating on a five-point scale, ranging from -2 for Unsuitable condition to +2 for Suitable condition.

Based on the cumulative scores across the criteria, the Parks and Golf Maintenance building, the Tukwila Community Center, and Fire Station #53 all had attributes and strengths that outweighed any deficiencies, making these facilities suitable for maintaining. Both shops (Minkler and George Long), the 6300 Building, and the other three Fire Stations all had deficiencies that outweighed their attributes, making these facilities candidates for demolition. City Hall had both deficiencies and attributes that balanced one another. The analysis demonstrated a number of significant deficiencies in City Hall design and systems, however the high quality of original construction, familiarity of the public with its location, and the distinctive architectural character led the Committee to recommend City Hall be remodeled rather than demolished and replaced. A detailed assessment of each individual facility is presented in **Appendix B**, and a summary of assessment results is shown in Figure 6.

FIGURE 6: FACILITY ASSESSMENT RESULTS



The professional facility assessment was then vetted with City staff to support a common understanding of the facility strengths and deficiencies across the organization. A summary of staff engagement and results are presented in **Appendix C**.

PHASE 3: ALTERNATIVES AND RECOMMENDATIONS

The facility assessment established the suitability of use and condition of the City’s existing properties. That is, it provides an assessment of the current facility assets the City has to work with. The next phase of analysis explored alternatives for meeting the City’s long-term facility needs using the City’s current assets.

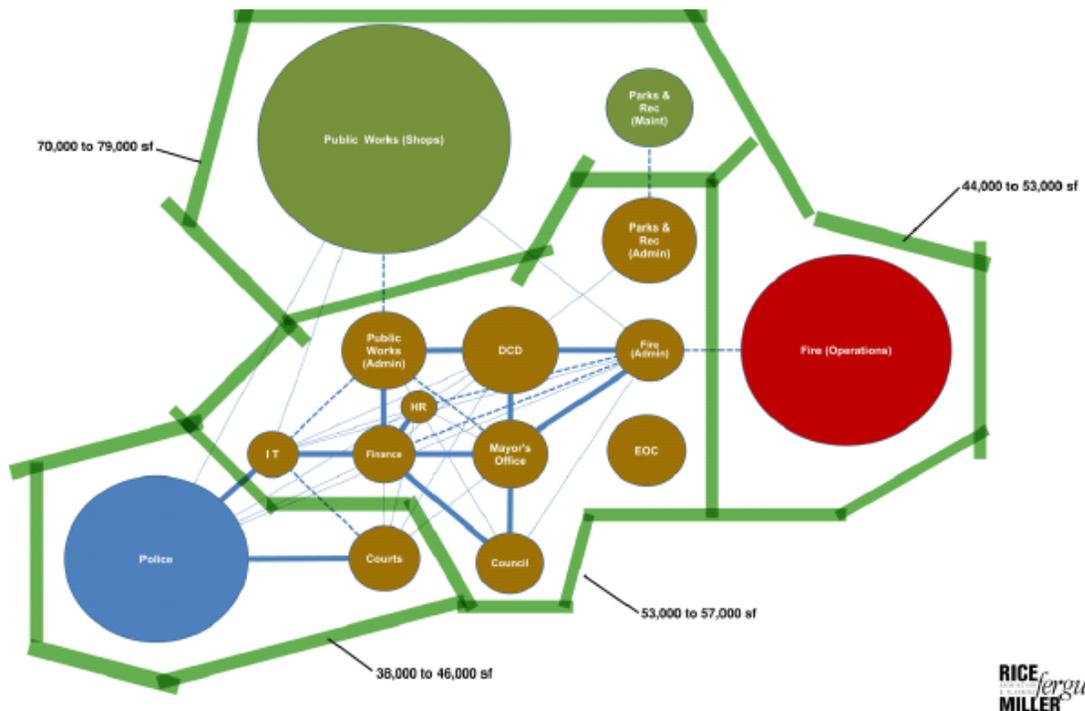
Alternatives were developed based on the condition and suitability of existing buildings, a study of the ideal adjacencies among workgroups, and additional criteria set forth in discussions with the public, City Council, the Steering Committee, and staff. **Figure 7** presents the prioritization criteria used in evaluating alternatives.

FIGURE 7 : CRITERIA FOR EVALUATING ALTERNATIVES

Criteria	Weighting Value
Public Safety	x6
Customer Service	x5
Efficient Delivery of City Services	x4
Development Cost	x3
On-going Operating Expenses	x2
Location	x1
Flexibility	x1

A key consideration in identifying alternatives is an assessment of which governmental functions should be adjacent. In the delivery of government services, there are certain departments that work closely together, while others have little or no interaction. Information on department relationships, interaction, and potential benefits of adjacency was collected and discussed among stakeholders. **Figure 8** presents the preferred relationship grouping among city functions.

FIGURE 8 : RELATIONSHIP DIAGRAM OF TUKWILA’S ESSENTIAL GOVERNMENT SERVICES



The optimal adjacencies establish the amount of space needed for each functional grouping and additional siting analysis establishes whether the entire work grouping can be accommodated

on the City's existing properties. A complete discussion of the potential alternatives is presented in **Appendix D**.

PREFERRED ALTERNATIVE

CITY HALL CAMPUS

The Facility Assessment (see **Appendix C**) concluded that the 6300 Building is a candidate for replacement, but City Hall could be either renovated or replaced. Deficiencies in City Hall were equally balanced with positive attributes, including the iconic nature of the building and original construction quality. If the costs were equal in renovating or replacing the current City Hall Building, the recommendation is to retain and renovate.

FIGURE 9 : RECOMMENDATIONS FOR CITY HALL

Current



6200 Southcenter Blvd
 Tukwila, Washington

Year Built: **1977**

Number of Stories: 2

Floor Area (upper): 13,825 s.f.
 Floor Area (lower): 11,250 s.f.
 Floor Area (total): 25,075 s.f.

Preferred Alternative



- Function of City Hall remains on the current site
- Current City Hall retained and renovated (if feasible and cost effective), as opposed to replacing it with new construction
- Police & Courts relocated to a new Public Safety Building on a different site
- Dispose of the 6300 Building after using it as 'interim' space during construction and renovation

This recommendation includes a major reorganization and renovation to the City Hall building, using the 6300 building as interim space during construction and then replacing it with an expansion to City Hall.

The recommendation provides City Hall services enough growth capacity in property area to accommodate the identified 40-year needs (see **Appendix A**). With the removal of the 6300 Building, the practical approach to expanding the City Hall building in its place to the east. This addition could be scaled larger or smaller, affording flexibility in timing, phasing, and funding. This would also provide more efficient delivery of services through a single building as opposed to the current City Hall/6300 Building arrangement.

PUBLIC SAFETY BUILDING

Over the course of the study, public safety emerged as the top priority in numerous conversations. In an emergency, having the right people in the right place with the right equipment is fundamental. Additionally, in a natural disaster such as a flood or earthquake, public safety operations must be maintained and able to respond. Given its role of clearing roads for fire and police response after an event, Public Works is also an agent of public safety. Finally, planning for future public safety facilities should include consideration of an Emergency Operations Center.

FIGURE 10: PREFERRED ALTERNATIVE FOR PUBLIC SAFETY

A New Public Safety Building to House:	Siting Considerations:
Courts: 5,000 s.f.	Centrally located
Police: 33,100 s.f.	Highly visible to the community
Emergency Operations Center: 6,000 s.f.	Commercially zoned property
	Relatively flat site, 4 to 5 acres in size
	Convenient access to a major arterial
	Outside flood plains and soils subject to liquefaction

The Public Safety building would be built on a location other than the current City Hall property, and would primarily house police and courts, but could include Fire Department Administration, the City’s EOC, and the Information Technology Department. Building the Public Safety building on a new site enables the City to address it first, since construction would not impact current police and court function or business activity at the main campus, thus reducing disruption to City operations during construction.

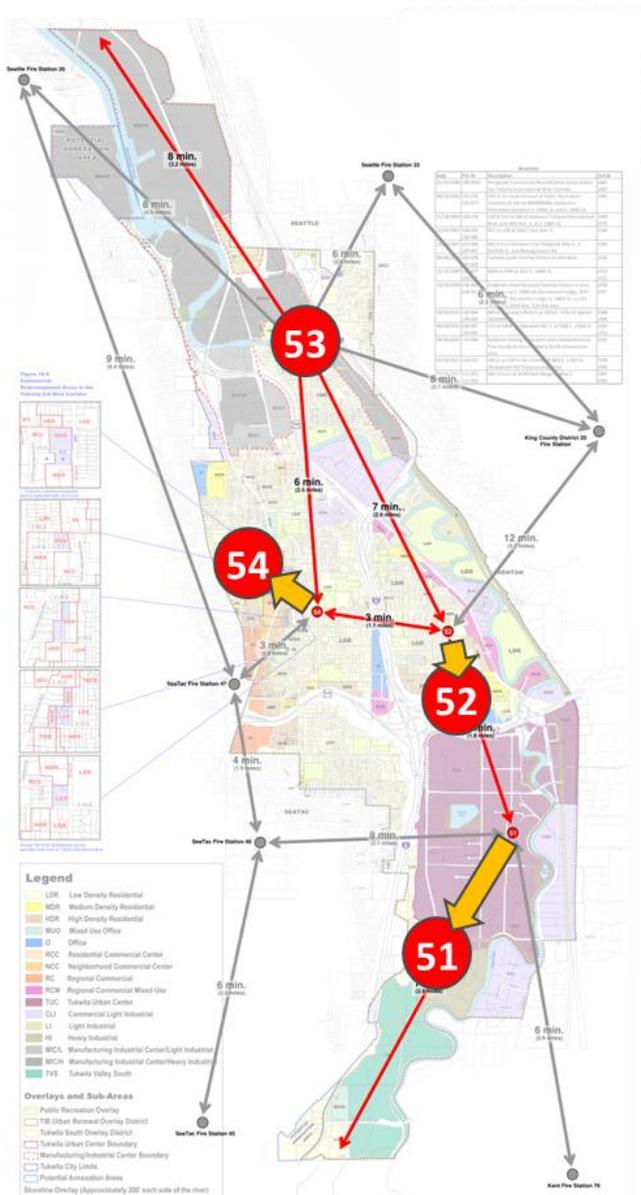
Additionally, the existing City Hall property is already fully used. To maintain all City functions on the campus during construction would require additional parking on another property adjacent to or within a reasonable vicinity of City Hall. Moving the public safety and courts function to a new location prevents the City from having to create structured parking on the City Hall site and provides enough long-term site capacity to allow future City Hall expansion.

FIRE OPERATIONS

The City of Tukwila is currently exploring the option of merging with the Kent Regional Fire Authority (KRFA). If the City joins KRFA, the fire stations and other facilities needed to support fire operations will become the purview of KRFA. This Facilities Plan presents a recommendation written strictly from the perspective of a stand-alone fire department operated by the City of Tukwila, and does not include consideration of fire protection services from a larger, regional provider. The Plan provides an assessment of the condition and suitability of use for each of the City's current fire stations, but pending a decision regarding the City's inclusion into KRFA, the plan does not consider fire facility needs in the phasing and funding recommendations.

The Tukwila Fire Department currently operates four fire stations. All four are undersized and three have significant deficiencies and are recommended for replacement. Of all the City's facilities, fire station location is perhaps the most sensitive to site selection, as response time for fire services is critical. Given that three fire stations will require replacement, there is an opportunity to consider the optimal location for new fire stations. The preferred alternative for Fire includes building recommendations and locational considerations.

FIGURE 11 : PREFERRED ALTERNATIVE FOR FIRE OPERATIONS



- Fire Station 53
 - Retain in current location
 - Minor improvements
- Fire Station 54
 - Replace/Relocate – *Northwesterly*
 - Investigate partnership with City of Seatac
- Fire Station 52
 - Replace/Relocate – *Southeasterly*
 - Administrative Headquarters
- Fire Station 51
 - Replace/Relocate – *South 180th St*

SHOPS

The Minkler Shops, built in 1972, and the George Long Shop, built in 1965, exhibit significant maintenance deficiencies and lack key functions to support current and future use. Of particular concern is the likely loss of service in a seismic or other natural event, limiting the City’s ability to respond to public safety needs during an emergency. Both facilities lack emergency power and are located in areas prone to flooding and soil liquefaction, thus severely limiting the facilities’ ability to meet their mission in a power outage.

Given the unsuitability of both the shop facilities, and deficiencies associated with the sites, the Steering Committee recommends replacing both shops on a new consolidated campus to

improve operational efficiencies and reduce development and on-going operating expenses. Today the shops combined utilize about 5 acres of “useable land area,” despite both properties being considerably larger, but are significantly undersized for today’s needs let alone future needs. To meet current needs and allow for expansion to accommodate future needs, the Committee recommends pursuing property with 8 to 10 acres of usable land area, which could be a parcel as large as 10 to 15 areas depending on topography, zoning, and proximity to sensitive areas.

FIGURE 12: PREFERRED ALTERNATIVE FOR CITY SHOPS

Current

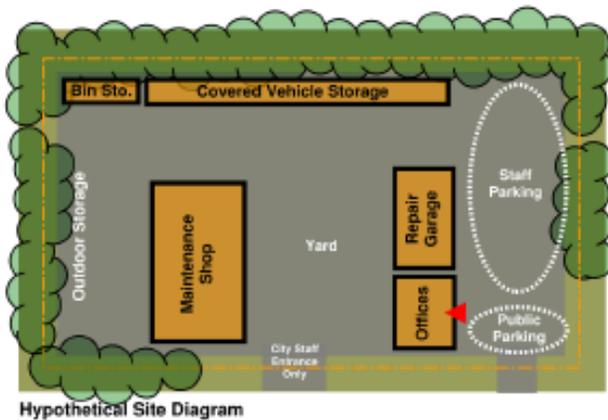


Minkler Shops
 Year Built: 1972
 Floor Area: 3,961 s.f.



George Long Shop
 Year Built: 1965
 Floor Area: 18,168 s.f.

Preferred Alternative



- Single consolidated campus
- Located outside floodplains and floodways
- Light industrial zoning
- Centrally located within the City



PHASING AND FUNDING OPTIONS

The preferred alternative for meeting Tukwila’s long-term facility needs for essential government services includes a suite of major facility replacements, including a new public safety building and future police precinct, city shops facility, and significantly remodeled and expanded City Hall. These facility investments represent a major capital investment of the City of Tukwila. The Steering Committee explored the scale and ramifications of the recommended facility investments in the context of the City’s current fiscal situation and current capital spending. An overview of the City’s current operating and capital funding condition is presented in **Appendix E**.

An initial analysis of the City’s operating budgets and its six-year Capital Improvement Program (CIP) demonstrated that existing revenues could not support the needed facility investments without significant displacement of the capital improvements the City has planned. The needed facility investments for essential government services, as well as the projects listed in the City’s CIP, are not discretionary, and thus require consideration of potential new funding and financing strategies.

The condition of the City’s current facilities imposes a sizable risk to human health and life. Additionally, current facilities are markedly undersized for current needs and have many deficiencies that impose costs to the City. For these reasons, the Steering Committee recommends implementing the preferred alternatives as quickly as is reasonable to manage and financially feasible. This section considers potential phasing and funding options to meet the City’s facility needs for essential government services, using primarily three tools:

- Limited Tax General Obligation (LTGO) or Councilmanic Bonds
- Unlimited Tax General Obligation (UTGO) or Voted Bonds
- 63-20 Design/Build Financing (lease buy-back from a developer)

This section presents cost estimates of the preferred alternatives, phasing considerations, and finance options. The City Council is ultimately responsible for making decisions regarding funding or financing capital improvements. This final section presents a decision making tree with funding pathway alternatives to meet the City’s facility needs.

ESTIMATED COSTS AND PHASING OPTIONS

The project architect, Rice Fergus Miller, provided preliminary cost estimates for the preferred alternatives in 2015 dollars (2015\$). Phasing options considered the ideal sequence for building projects based on:

- Meeting the City's facility needs as quickly as reasonably possible
- The availability of suitable land
- The degree to which the project required construction in an occupied building
- Creating capacity to move work functions during building projects (e.g. creating an empty chair)

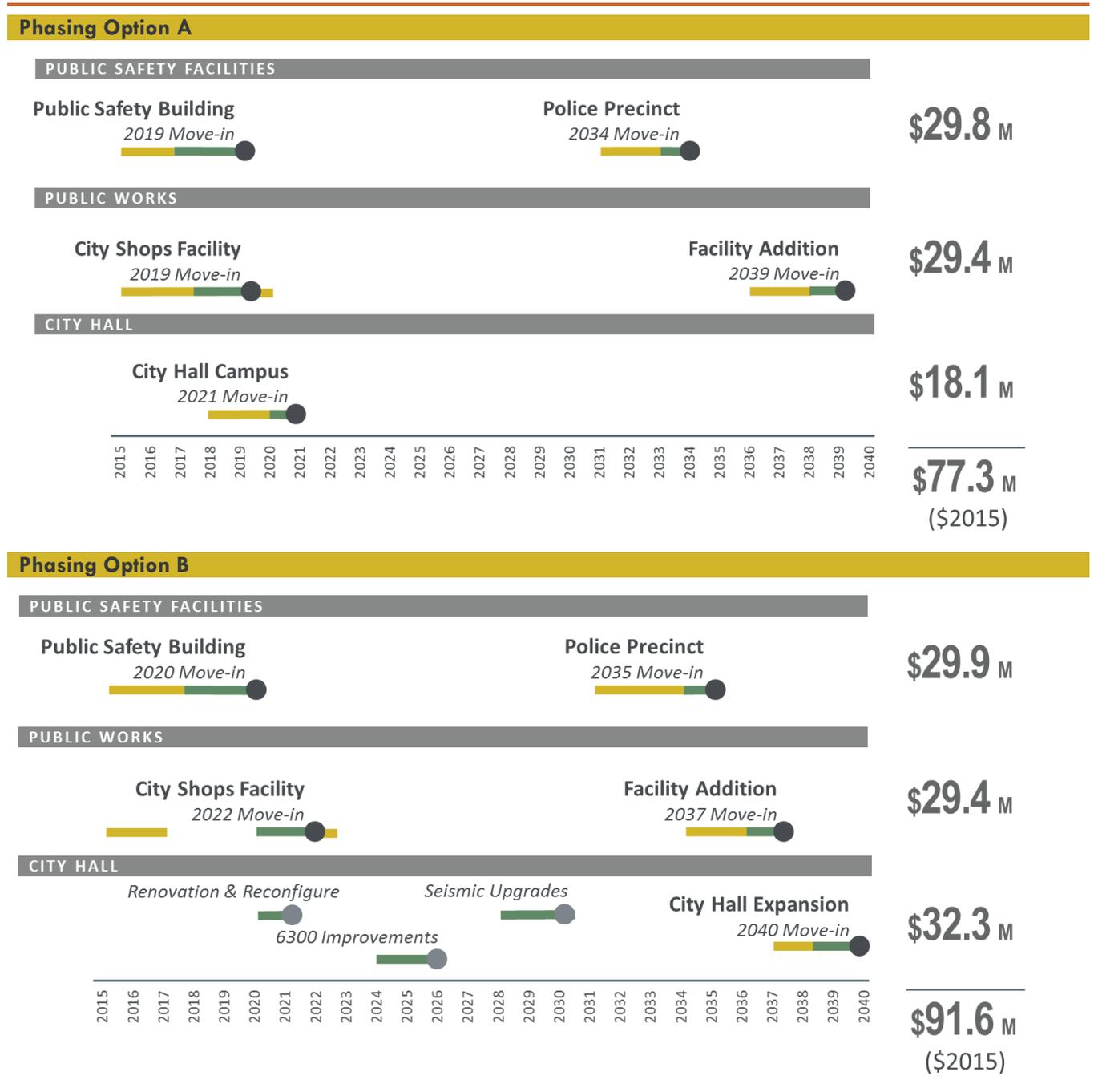
The two funding options are presented in **Figure 13** (following page). Additional cost and phasing detail is presented in **Appendix F**.

Both phasing options prioritized building the Public Safety Building early in the program, as it is a pressing need and would relieve the City Hall campus to some degree to allow staging of subsequent projects. In both phasing options, the Public Works shops are considered a stand-alone project, not impacting the other projects in terms of sequence. The major difference between the two phasing options is that Option A calls for redeveloping City Hall and adding a sizable expansion shortly after development of the Public Safety building. In contrast, Option B provides a less aggressive, though more costly, option focused on renovating and reconfiguring the 6300 building in the short term and postponing City Hall expansion 2036.

The Steering Committee expressed a preference for Phasing Option A, to the extent it is financially feasible, because it:

- Addresses the City's most pressing public safety issues sooner rather than later
- Minimizes further investments into the 6300 Building, a building identified as a candidate for demolition
- Minimizes the risks associated with inflation and rising construction costs while allowing the City to take advantage of historically low interest rates
- Requires a lower overall financial commitment than Option B
- Covers the costs of the facility improvements within the planning horizon, whereas Option B creates debt obligations past 2040

FIGURE 13: POTENTIAL PHASING OPTIONS



Source: Rice Fergus Miller, 2015.

FUNDING PROGRAMS

Building new facilities requires large sums of cash in short time windows. Financing is a way to satisfy the capital needs for a new building in the short term while amortizing the costs of the building over time. In addition, financing aligns the payees (tax payers) to the beneficiaries (those benefiting and using the new facilities). Different finance tools create different types of financial obligations over the long term, which impact the City's operating costs, its debt capacity, and the ability for it to react to unforeseen emergencies requiring City funds. This Plan presents four financing programs that represent possible funding pathways for the preferred alternative. Execution of each of these programs would allow the City to successfully replace these facilities on their desired schedule. Each of these financing options have different impacts to:

- The City's existing Capital Improvement Plan,
- Consumption of statutorily authorized debt capacity, and,
- Costs to residents from additional taxes.

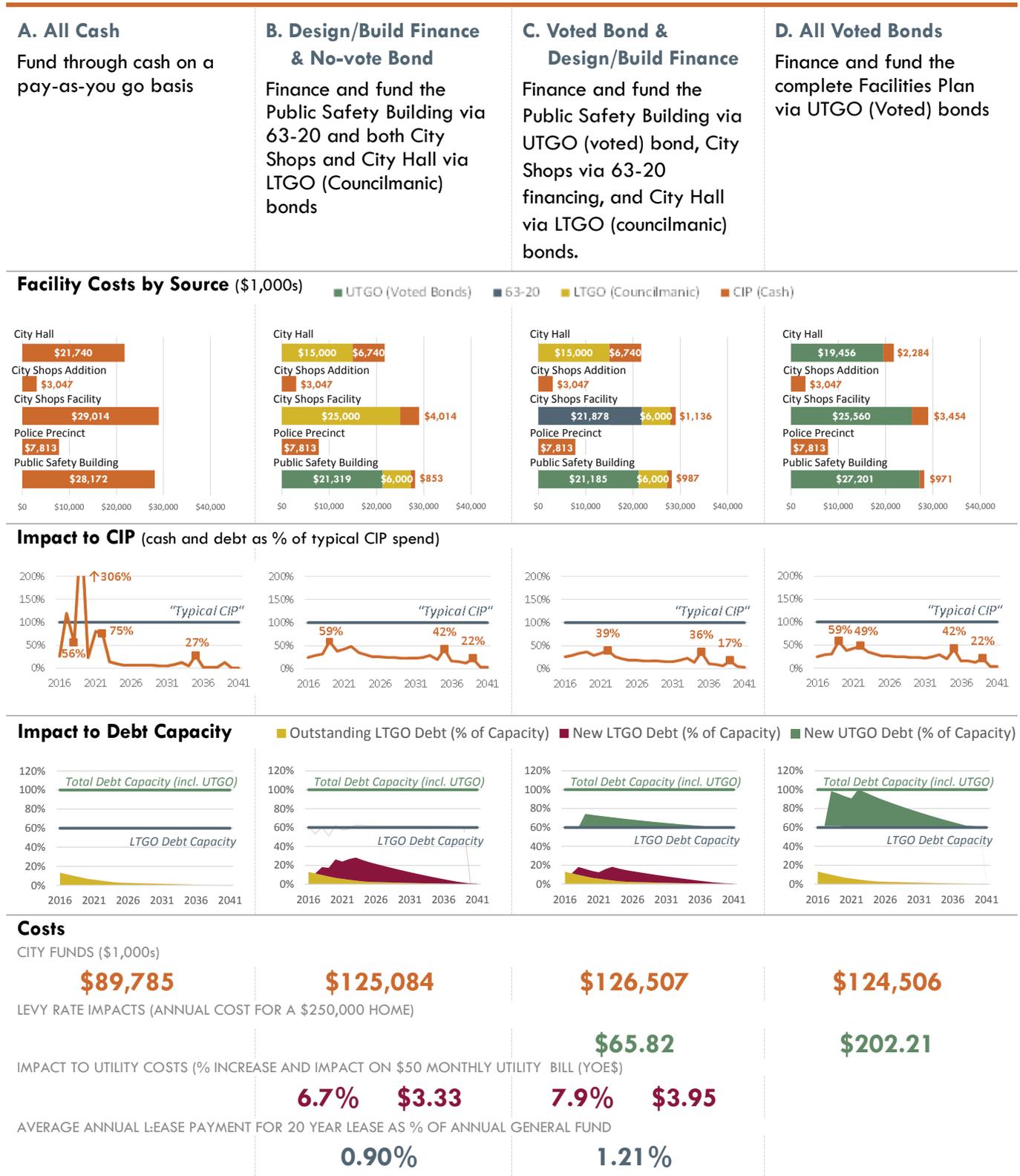
Each financing tool imposes different financing costs (including interest rates, bond issuance fees, and management fees) and impact the City's annual budget (the effective annual cost to the general fund) in specific ways.

The four Financing Approaches include:

- A. All Cash:** Fund through cash on a pay-as-you-go basis
- B. Design/Build Finance & No-vote Bond:** Finance and fund Public Safety Building via 63-20 and both City Shops and City Hall via LTGO (Councilmanic) bonds
- C. Voted Bond & Design/Build Finance:** Finance and fund Public Safety Building via UTGO (Voted) bond, City Shops via 63-20, and City Hall via LTGO (Councilmanic) bonds
- D. All Voted Bonds:** Finance and fund complete program via UTGO (voted) bonds

These options do not represent the full universe of options the City has to funding or financing its preferred options. **Appendix G** offers a broader, more detailed analysis of the funding and financing options available to the City. The four financing programs offer potential funding pathways to illustrate tradeoffs among different finance tools and the sequence of funding decisions the City will have to make

FIGURE 14: OVERVIEW OF FINANCING APPROACHES



FINANCING APPROACH A: FUND THROUGH CASH ON A PAY-AS-YOU-GO BASIS

Program 1 is a “No New Debt” option that demonstrates the impact to the City’s CIP if it were to implement the Facilities Plan on a pay-as-you-go basis. Under Funding Program 1 the only debt the City would be responsible for is the existing outstanding LTGO debt (not including any new debt used to support other capital needs).

Because this funding program does not assume additional funding mechanisms or funding through the utility enterprise, there are currently no expected impacts to taxpayers or utility ratepayers. However, obtaining \$90 million in additional cash will require significant new revenue streams which will likely impact taxpayers and/or utility ratepayers.

Figure 14 demonstrates that funding the Facilities Plan solely on a pay-as-you-go basis is not possible within the “typical” funding allotted to the Capital Improvement Plan. The cash demands of the Facilities Plan would absorb too much of the City’s typical allotment for capital spending, thus displacing other important and non-discretionary projects. In the near term the demands of the Facilities Plan are greater than the City’s “typical” CIP.

FINANCING APPROACH B: FINANCE AND FUND PUBLIC SAFETY BUILDING VIA 63-20 AND BOTH CITY SHOPS BUILDING AND CITY HALL VIA LTGO (COUNCILMANIC) BONDS

Funding Program 3 uses 63-20 financing for the construction of the Public Safety Building and LTGO funding for other significant costs associated with land acquisition, the City Shops, and the remodeling of City Hall. Funding Program 3 could be seen as the fallback position in the event of a failed bond measure under Funding Program 2, since these are not discretionary needs that can be easily deferred. A more detailed presentation of this funding option is presented in **Appendix G**.

The use of 63-20 Financing allows the City to build the Public Safety building at the front end of the program without over-relying on debt, preventing overutilization of the City’s debt capacity. Since 63-20 Financing takes the financial obligations of the building out of the CIP, it reduces the utilization of the CIP. However, because 63-20 creates a lease obligation it impacts the General Fund.

This funding program requires many projects to be funded with LTGO (Councilmanic) bonds, thus consuming a significant portion of the City’s “typical” CIP allocation. Finally, Funding Program 3 requires new revenue in the form of increased rates for water utility ratepayers.

**STAFF
RECOMMENDED
APPROACH**



FINANCING APPROACH C: FINANCE AND FUND PUBLIC SAFETY BUILDING VIA UTGO (VOTED) BOND, CITY SHOPS FACILITY VIA 63-20, AND CITY HALL VIA LTGO (COUNCILMANIC) BONDS

Funding Program 2 involves funding the Public Safety Building via UTGO (voted) bond, the City Shops Facility via 63-20 financing, and City hall via LTGO (Councilmanic) Bonds, as summarized in **Figure 14**. A more detailed presentation of this funding option is presented in **Appendix G**.

This Program requires two types of debt: UTGO (voted) for the Public Safety Building and LTGO (Councilmanic) debt for the City Hall. Given the public-focused nature of police and courts, the Steering Committee felt that the Public Safety Building would have the highest

appeal to voters. In this funding program, the bonds do not consume enough of the City's debt capacity to over-burden the City with debt payments or impact its bond ratings.

The financing tools impose additional costs to the facilities program including debt service, or in the case of 63-20 financing, lease payments. As a result, the cost of the overall Funding Program is \$127 million, greater than the \$90 million associated with Funding Program 1. There are also cost impacts to ratepayers, as shown in **Figure 14**.

FINANCING APPROACH D: FINANCE AND FUND COMPLETE PROGRAM VIA UTGO (VOTED) BONDS

Funding Program 4 is the "Ask the Voters" option in which the full Facilities Plan is funded through UTGO (voted) bonds and smaller cash payments. Given the reliance on voted bonds, the program has minimal impact to the current CIP. However, the impact to debt capacity is significant, as it absorbs much of the City's UTGO capacity in the short term, though leaving adequate capacity in LTGO bonds. Within this funding program, the UTGO bonds would increase the Levy Rate by \$0.81 (Tukwila's current levy rate is \$2.98, meaning it would be raised to \$3.79), resulting in an annual cost of \$202.21 per year for a \$250,000 home.

The reliance on UTGO may not be feasible, given the challenge of passing a UTGO bond for core government services.

- Validation may be hard to achieve during elections with low turnout.
- It will be critical to consider timing and additional bond requests on the ballot (such as KRFA or the School District).
- The facility needs are critical and non-discretionary. Voted bonds present a significant political risk because the City will have to remedy its deficient facilities whether the public supports the bond or not.

This Program requires passage of a significant public election, which with the combination of all three projects may be somewhat unlikely.

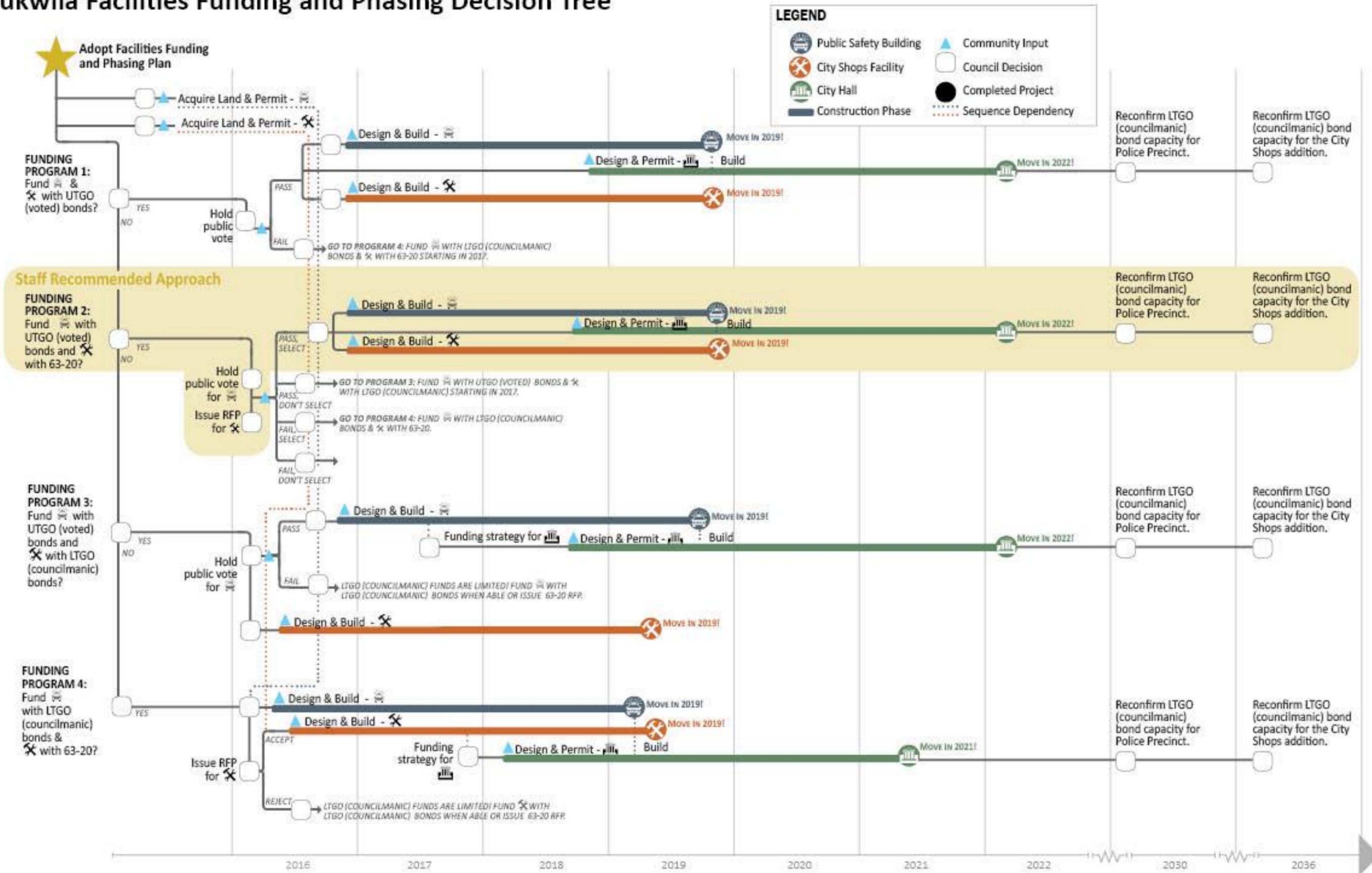


IMPLEMENTATION DECISION TREE

PURPOSE

The Facilities Plan represents a 25 year strategy for meeting the Tukwila’s facilities needs for essential government services. The Plan offers funding and finance options, and is intended to be flexible enough to accommodate changes in City services and circumstances. This section presents an Implementation Decision Tree to guide the City’s implementation of the facilities plan.

Tukwila Facilities Funding and Phasing Decision Tree



APPENDICES

APPENDIX A: CITY OF TUKWILA CURRENT AND FUTURE SPACE NEEDS

APPENDIX B: TUKWILA FACILITY EVALUATION AND ASSESSMENT

APPENDIX C: FACILITY ASSESSMENT STAFF ENGAGEMENT

APPENDIX D: TUKWILA FACILITY ALTERNATIVES

APPENDIX E: OPERATING AND CAPITAL FUNDING SITUATION ASSESSMENT

APPENDIX F: PROGRAM COSTS AND PHASING OPTIONS

APPENDIX G: FUNDING AND FINANCING OPTIONS

APPENDIX H: COMMUNITY ENGAGEMENT AND INPUT