City of Tukwila

Allan Ekberg, Mayor

INFORMATIONAL MEMORANDUM

To: **Mayor Ekberg**
Finance and Safety Committee

From: **David Cline, City Administrator**

By: **Moira Bradshaw & Bob Giberson**

Date: **January 14, 2016**

Subject: **Facilities Plan with Fire annexation or Facilities Plan with Fire retention**

ISSUE

Should the City Council proceed with a review of:

A. A City Facilities Plan that assumes annexation of the City Fire Department to the Kent RFA, who would be responsible for Tukwila Fire station replacement and other Fire capital costs,

OR

B. A City Facilities Plan that assumes retention of the City's Fire Department and responsibility for reconstruction of three Tukwila Fire Stations and other Fire capital costs?

BACKGROUND

The two separate issues have been under review by the City for the past 4-5 years:

- The development of a City Facilities Plan for the long term provision of City services; and
- The investigation into annexation to the Kent Regional Fire Authority

At the City Council meeting on 12/7/2015, Council directed staff to prepare a schedule for their review of the proposed annexation to the Kent Regional Fire Authority, which includes the Kent RFA rebuilding three Tukwila fire stations. At the Council meeting on 12/14/2015, Council directed staff to include the reconstruction of three of its fire stations into the Facilities Plan as a "Plan B." The two plans conflict and Council direction on which scenario they would like to pursue this year is needed.

DISCUSSION

Materials to assist the Committee in its review of the two options are attached and a summary is provided below.

Timing: The timing of construction completion for facilities is different in the two different scenarios. **Attachment A** shows the planning, design and construction timing for the Public Safety Building, the Public Works Shop, Fire Stations 51, 52, and 54 and City Hall. Retaining fire means that Fire Station 54 would likely be done earlier than if it were to be done by the Kent RFA; however, the efficiency of combining Station 47 in SeaTac and Station 54 in Tukwila might add more time than scheduled.

Scenarios Comparison Table **Attachment B** is a list highlighting some of the different outcomes between the two choices. Staff assumed a "cost neutral" position with respect to the City's property tax rate if the voters approved the annexation of fire services to the RFA, which affects the row on "Impacts to Homeowner." A cost neutral option assumes that the City Council adopts the minimum property tax needed to fund the current level of City services, minus Fire operations.

Review Schedule: A November election date is targeted for both scenarios as the general election is more likely to have a higher number and greater mix of voters that turnout. **Attachment C** shows the important review milestones that are needed for each of these two scenarios to get to a November ballot. They are similar but the major difference is that the "Facilities with Retention of Fire" would eliminates the yellow lines and is less work intensive for the Council.

Finances: The proposed financing mechanism for Facilities with the City retaining Fire would be to submit a "Public Safety measure to the voters that would include the Public Safety Building as well as the three fire stations. The Funding Scenario worksheets (**Attachment D**) show the net impact of each proposal on the City's CIP, including the City's debt capacity and the General Fund. An estimated levy rates chart is shown along the top row of each sheet. With the Facilities with Fire Annexation scenario, that chart will need to be revised to reflect the new maximum City property tax rate. There are some costs and capital assurances on the part of the City to the Kent RFA that are part of the proposal for annexation. Those costs are included on the worksheet for Facilities with Fire Annexation to see the long term financial impact on the City's CIP and general fund.

RECOMMENDATION

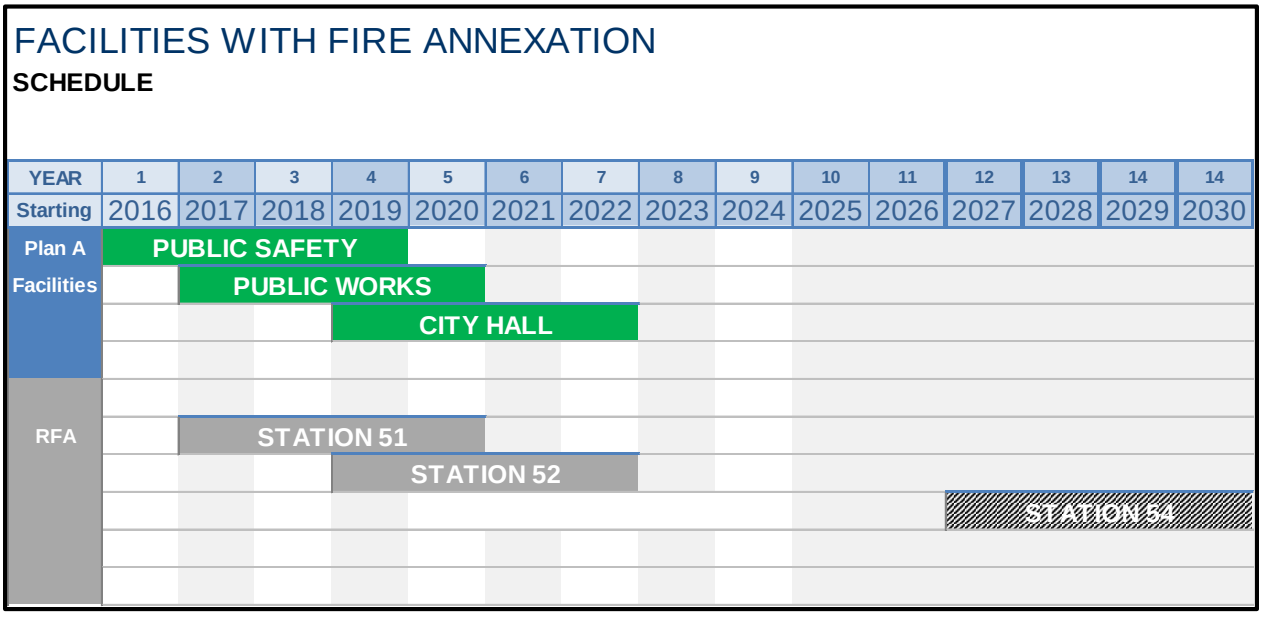
The Finance and Safety Committee recommend to the Committee of the Whole a preferred option and proposed review schedule.

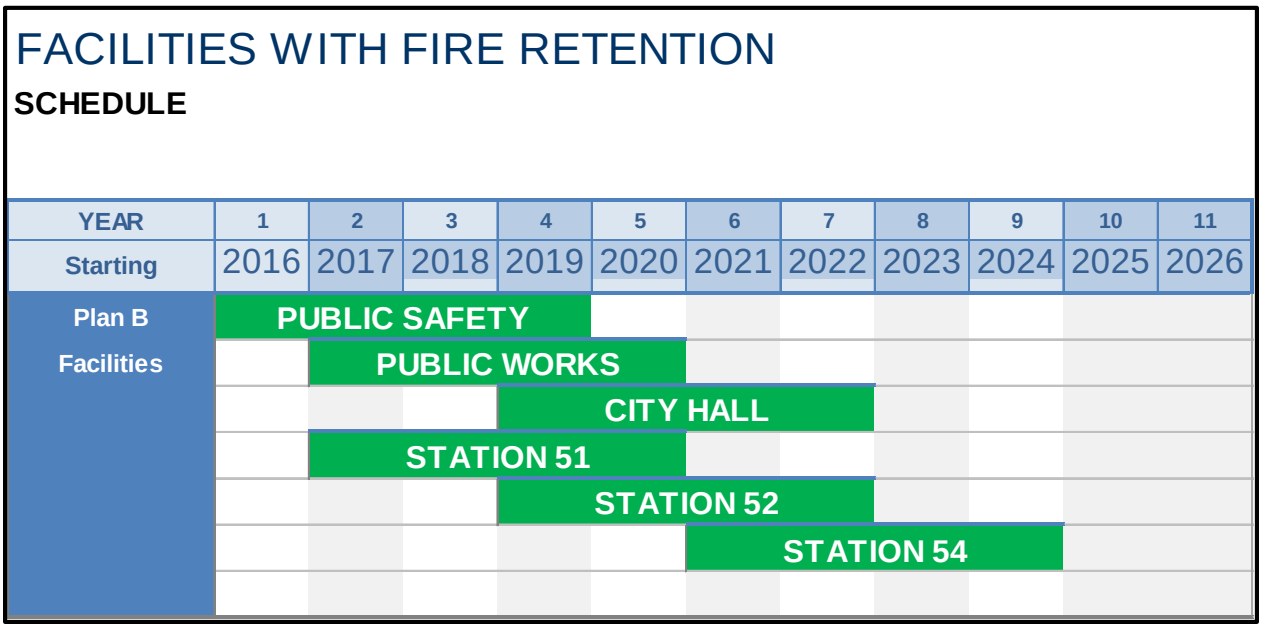
ATTACHMENT

A Facilities Improvement Timing
B Scenarios Comparison Table
C Review Schedule
D Two Funding Scenarios: Plan A - Facilities with Fire annexation and Plan B - Facilities with Fire retention

Facilities Improvement Timing

Attachment A





Scenarios Comparison Table

Attachment B

	Facilities with Fire Annexation	Facilities with Fire Retention
Facilities		
Public Safety Building	Voter approved bond; Open in 2019	Voter approved bond; Open in 2019
George Long Shops	Combine Shops, 63-20 Financing (lease to own); Open in 2020	Combine Shops, 63-20 Financing (lease to own); Open in 2020
Minkler Shops	Combine Shops, 63-20 Financing (lease to own); Open in 2020	Combine Shops, 63-20 Financing (lease to own); Open in 2020
Fire Station 51	RFA fire benefit charge, property tax levy, + fire impact and mitigation fees; Open 2020	Voter approved bond, + fire impact fees; Open 2019
Fire Station 52	RFA fire benefit charge, property tax levy, + fire impact and mitigation fees; Open 2024	Voter approved bond, + fire impact fees; Open by 2020
Fire Station 53	Future RFA funding	Future Councilmanic bonding
Fire Station 54	RFA fire benefit charge, property tax levy, + fire impact and mitigation fees Open by 2030	Voter approved bond, + fire impact fees; Open by 2022
City Hall	Councilmanic bonding Open by 2023	Councilmanic bonding; Open by 2023
6300 Building	Demolished	Demolished
Police Precinct	Future Councilmanic bonding	Future Councilmanic bonding
Fire Apparatus & Equipment	Heavy duty every 20 years Medium duty every 7 years	Heavy duty every 15 years Medium duty every 10 years
Financial Impacts		
Equipment/Apparatus Replacement	Capital reserves created by RFA through annual revenue	20 years of replacement costs covered in voted bond
*Replacement of SCBA (Self Contained Breathing Apparatus) and PPE (Personal Protective Equipment)	$1.1M	$1.1M
Fire Impact Fees & Tukwila South Agreement	$4.7M over 20 years + all additional fees	Retained by City

Scenarios Comparison Table

Attachment B

	Facilities with Fire Annexation	Facilities with Fire Retention
*Annual Impact to General Fund & CIP (*Impact to CIP includes costs shown with *)	$904,000 for 63-20 lease payments + $3M to $8.5M depending on year	$904,000 for 63-20 lease payments + $2.2M - $10.1M depending on year
Impact to Homeowner ($250K)	($567 to RFA + $243 for City property tax + $20 - $85 for City voted debt) Total = $830-$895	($710 for regular City property tax + $7 - $163 for City voted debt) Total = $717 - $873
Impact to Businesses	Varies; business pay a higher percentage of the FBC than property tax which applies the same rate to all parcels	Varies but same rate as homeowners
Personal Property (typically owned by businesses)	$1.00 per $1,000 AV	$2.84 per $1,000 AV
LEOFF 1 Retirees	City retains - no change	City retains - no change
Firemen's Pension	Ctiy retains - no change	City retains - no change
*Personnel costs	Up to $160,000 in payments to the RFA for accrued leave for Tukwila employees who retire within first 18 months and up to $20,000 in overtime costs for the first pay period after effective date	Retained by City
Fire Operations		
Routine Business Inspections	No	Yes
Effective Response Force	15-17 firefighters	13 firefighters
Emergency Management	Contract with RFA	In-House
FD Cares	Yes	No
Fire Marshal/Fire Prevention	Contract with RFA	In-House
Logistics	RFA logistics division	Firefighters do logistics
Maintenance	RFA provides Maintenance	Fleet provides maintenance
National Accreditation	Yes	No
Outreach		
Council Meetings	Multiple	Multiple
Council Workshop	Two, minimum	One, minimum
E-Hazelnut	Multiple Articles	Multiple Articles
Fliers	Developed and handed out at a variety of events	Developed and handed out at a variety of events

	Facilities with Fire Annexation	Facilities with Fire Retention
Hazelnut	March Edition	March Edition
Kid Mail	Twice, minimum	Twice, minimum
Mailings	Twice, minimum	Twice, minimum
Online Survey	One	One
Open Houses	Four to six	Four to six
Presentations	Multiple	Multiple
Public Hearing	Yes	Yes
Social Media	Multiple Posts	Multiple Posts
TSD E-Newsletter	Twice, minimum	Twice, minimum
TukTV	Mutliple shows, meeting coverage	Mutliple shows, meeting coverage
Tukwila Reporter	Multiple Articles	Multiple Articles
Utility Bill Inserts	Twice, minimum	Twice, minimum
Website	Multiple Posts	Multiple Posts
Timing and Voting		
King County Elections Deadline	August 2, 2016	August 2, 2016
Vote	By April of 2017	November 8, 2016
Passing minimum	50%	60% + validation
Effective Date	January 1, 2018	December 1, 2016
Future Votes	Every 6 years the FBC must be approved by 60%	N/A
Term	Permanent, but revocable by City Council action	20 year plan

Note: figures reflected in chart are based on 20 years rather than all years reflected in the Funding Scenarios

Attachment C

DRAFT Review Schedule

Facilities with Fire Annexation OR with Facilities with Fire Retention

Assumes a November Election

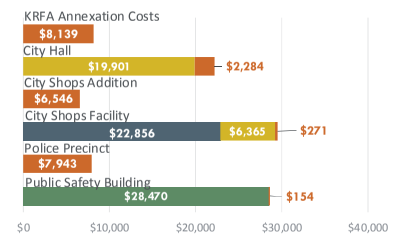
Date	Event	Details
January 20	Finance and Safety	Review and Choose one of the scenarios
Interim	Staff work	Staff refines Facilities plan, compiles responses to questions
Week of February 8	Workshop	Review draft Facilities Plan
Week of February 15	Workshop	Review Fire operations and facilities
Interim	Staff work	Staff refines Facilities plan, compiles response to questions
Week of February 22	Workshop	Review Budget impacts of RFA funding and annexation
March 8	Finance and Safety	Review draft outreach plan for both
March 14	COW	Review requested changes to Facilities Plan and draft outreach plan
March 28	COW	Review Draft Kent RFA Plan and Interlocal Agreement
April 25	COW	Review revisions to Draft Kent RFA Plan and Interlocal
April - June	Outreach to residents	Includes: • Open houses at fire stations, other locations • Meetings with key groups • Media and social media articles • Mailing to residents • Hazelnut article (mailed to every home and business) • TukTV & website
May 23	Council Public Hearing	Proposed annexation to Kent RFA
June 6	Council Meeting	Action on annexation resolution
June 15 or July 20	Kent RFA Board	Action on Tukwila resolution requesting annexation
July 11	Council Public Hearing	On Draft Facilities Plan
July 25	COW	Deliberation on Draft Facilities Plan
Interim	Staff work	Staff refines Facilities Plan, compiles response to further questions
August 1	Council meeting	Last Council meeting to meet King County Elections' deadline. Resolutions could be passed earlier.
August 2	King County	Last day to file a resolution with King County Elections for the November election.
Interim	Campaign	Campaign
November 8	General Election	Voters to approve issuance of a fixed amount of bonds and to levy the additional tax to repay the bonds
November 8	General Election	Voters to approve the Kent RFA Plan and annex to the Kent RFA for fire services

White + Green	Facilities Plan with Fire Retention
Green +Yellow	Facilities Plan with Fire Annexation

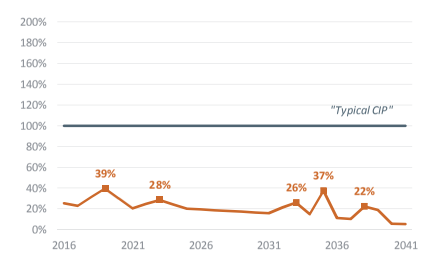
Plan A - Facilities with Fire Annexation

FUNDING SUMMARY	Total Facility Costs ($1000s)		Source of Funds				Year
	2015$	YOE$	UTGO	63-20	LTGO	CIP	Complete
Public Safety Building	$25,861	$28,624	$28,470	$0	$0	$154	2019
Police Precinct	$4,492	$7,943			$0	$7,943	2035
City Shops Facility	$26,625	$29,492	$0	$22,856	$6,365	$271	2020
City Shops Addition	$3,274	$6,546			$0	$6,546	2039
City Hall	$18,436	$22,185	$0	$0	$19,901	$2,284	2022
Annexation Costs	$6,053	$8,139				$8,139	
GRAND TOTAL	$84,740	$102,929	$28,470	$22,856	$26,266	$25,337	
Funding Shares		100%	28%	22%	26%	25%	

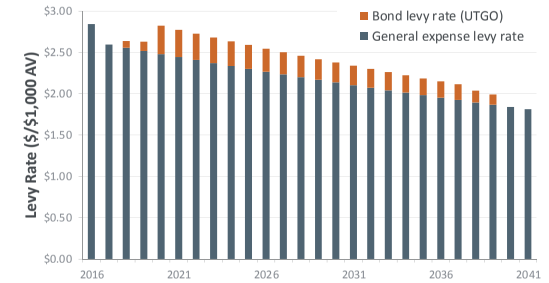
Funding Source



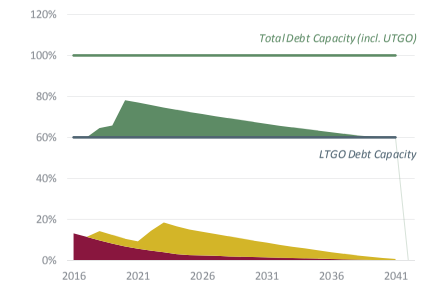
Impact to CIP



Estimated Levy Rates



Impact to Debt Capacity



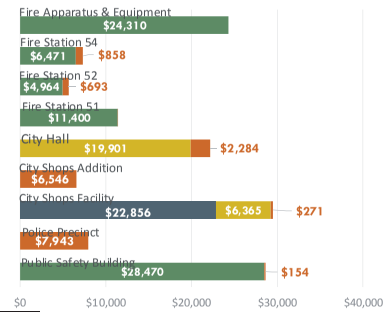
OK = Costs are programmed, ↑ = Costs are over programmed, ↓ = Costs are under programmed

2015$ in thousands	Project Estimate		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
PROJECT COSTS																												
PUBLIC SAFETY																												
Public Safety Building	$ 25,861	OK	$ 150	$ 6,150	$ 2,157	$17,404	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Police Precinct	$4,492	OK																	$432	$1,000	$ -	$3,060						
PUBLIC WORKS																												
City Shops Facility	$26,625	OK	$150	$6,000	$2,302	$18,073	$100																					
City Shops Addition	$3,274	OK																							$1,839	$1,434		
CITY HALL	$18,436	OK				$1,200	$805	$8,581	$7,850																			
FIRE COSTS IF ANNEXED TO KRFA	$6,053	OK	$ -	$ 65	$ 813	$ 689	$ 583	$ 376	$ 354	$ 331	$ 300	$ 268	$ 235	$ 200	$ 181	$ 144	$ 123	$ 73	$ 423	$ 473	$ 123	$ 123	$ 123	$ 53	$ -	$ -	$ -	$ -
FACILITIES PLAN COSTS																												
Total 2015$ (1000s)	$78,687		$300	$12,150	$4,459	$36,677	$905	$8,581	$7,850	$0	$0	$0	$0	$0	$0	$0	$0	$0	$432	$1,000	$0	$3,060	$0	$0	$1,839	$1,434	$0	$0
Total YOE$ (1000s)	$94,790		$309	$12,890	$4,872	$41,280	$1,049	$10,246	$9,655	$0	$0	$0	$0	$0	$0	$0	$0	$0	$714	$1,702	$0	$5,527	$0	$0	$3,630	$2,916	$0	$0
Fire Annexation Costs																												
Total 2015$ (1000s)	$6,053		$0	$65	$813	$689	$583	$376	$354	$331	$300	$268	$235	$200	$181	$144	$123	$73	$423	$473	$123	$123	$123	$53	$0	$0	$0	$0
Total YOE$ (1000s)	$8,139		$0	$69	$888	$776	$675	$449	$435	$419	$391	$360	$325	$285	$266	$218	$192	$117	$699	$806	$216	$223	$229	$101	$0	$0	$0	$0
FINANCING ASSUMPTIONS																												
VOTED UTGO DEBT																												
Public Safety Building			$ -	$ 6,524.54	$ 2,357.01	$ 19,588.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Shops Facility			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Hall			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Facilities			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Station 51A			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Station 52A				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fire Station 54A				$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Apparatus & Equipment			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Proceeds from bond issue	$28,470			$6,525	$2,357	$19,588																						
Outstanding UTGO Debt					$6,622	$8,792	$28,363	$27,371	$26,339	$25,267	$24,151	$22,991	$21,784	$20,529	$19,224	$17,867	$16,455	$14,987	$13,461	$11,873	$10,221	$8,504	$6,718	$4,860	$2,929	$1,407		
UTGO Debt Service					$487	$663	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$2,126	$1,639	$1,463		
Estimated bond levy rate ($/$1,000 AV)					$0.08	$0.11	$0.34	$0.33	$0.32	$0.31	$0.30	$0.29	$0.28	$0.27	$0.26	$0.25	$0.24	$0.23	$0.23	$0.22	$0.21	$0.20	$0.20	$0.19	$0.14	$0.12		
Costs covered by UTGO Bonds			$ -	$ 6,525	$ 2,357	$ 19,588	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
63-20 FINANCING																												
Public Safety Building			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Shops Facility			$ -	$ -	$ -	$ -	$ 22,856	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Hall			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Value of 63-20 Lease Base	$22,856						$22,856																					
Annual Lease Payments							$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846			
Costs covered by 63-20 Lease			$ -	$ -	$ 2,515	$ 20,341	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CASH FLOW NEEDS AFTER UTGO & 63-20			$309	$6,434	$888	$2,126	$1,724	$10,695	$10,090	$419	$391	$360	$325	$285	$266	$218	$192	$117	$1,414	$2,508	$216	$5,749	$229	$101	$3,630	$2,916	$0	$0
COUNCILMANIC LTGO DEBT																												
Public Safety Building			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Police Precinct			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Shops Facility	$6,365		$ -	6,365	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Shops Addition			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
City Hall	$19,901		$ -	$ -	$ -	$ -	$ -	10,246	$ 9,655	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Facilities Projects			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Proceeds from bond issue	$26,266			$6,365																								
Cumulative Facilities Debt					$6,461	$6,244	$6,018	$10,246	$9,655	$25,136	$24,180	$23,185	$22,151	$21,075	$19,956	$18,793	$17,583	$16,325	$15,016	$13,655	$12,239	$10,767	$9,236	$7,644	$5,988	$4,741	$3,444	$2,096
LTGO Debt Service					$475	$475	$475	$5,784	$15,940	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,486	$1,486	$1,486	$1,486
NET FACILITY COST NEEDS			$309	$69	$888	$2,126	$1,724	$449	$435	$419	$391	$360	$325	$285	$266	$218	$192	$117	$1,414	$2,508	$216	$5,749	$229	$101	$3,630	$2,916	$0	$0
IMPACT TO CIP & GENERAL FUND																												
CIP FUNDING IMPACT																												
Facilities capital costs			$309	$69	$888	$2,126	$1,724	$449	$435	$419	$391	$360	$325	$285	$266	$218	$192	$117	$1,414	$2,508	$216	$5,749	$229	$101	$3,630	$2,916		
New Facilities LTGO Debt service					$475	$475	$475	$475	$1,241	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,486	$1,486	$1,486	$1,486
Facilities Impact on General CIP Budget			$309	$69	$1,364	$2,602	$2,200	$924	$1,676	$2,381	$2,353	$2,322	$2,286	$2,247	$2,228	$2,179	$2,154	$2,079	$3,375	$4,470	$2,178	$7,711	$2,191	$2,063	$5,116	$4,402	$1,486	$1,486
Existing Debt Service			*$2,975*	*$2,977*	*$2,974*	*$2,973*	*$2,156*	*$2,157*	*$2,163*	*$2,156*	*$1,612*	*$1,094*	*$1,094*	*$1,094*	*$1,094*	*$1,093*	*$1,093*	*$1,093*	*$1,092*	*$1,092*	*$1,092*	*$793*	*$423*	*$423*	*$422*	*$422*		
Total Impact to CIP			$3,284	$3,046	$4,337	$5,575	$4,356	$3,081	$3,839	$4,537	$3,966	$3,416	$3,380	$3,341	$3,322	$3,273	$3,246	$3,172	$4,467	$5,562	$3,270	$8,504	$2,614	$2,485	$5,539	$4,824	$1,486	$1,486
Projected CIP (% of typical planning)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Share of typical planned CIP			13%	11%	16%	20%	15%	10%	12%	14%	12%	10%	10%	9%	9%	9%	8%	8%	11%	13%	7%	19%	6%	5%	11%	9%	3%	3%
NEW LEASE PAYMENTS																												
Lease costs for 63-20 financing							$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846		
Portion Covered by Enterprise		50%					$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923		
General Fund Budget estimate			$129.6 M	$137.5 M	$137.5 M	$141.6 M	$145.9 M	$150.2 M	$154.7 M	$159.4 M	$164.2 M	$169.1 M	$174.2 M	$179.4 M	$184.8 M	$190.3 M	$196.0 M	$201.9 M	$208.0 M	$214.2 M	$220.6 M	$227.2 M	$234.1 M	$241.1 M	$248.3 M	$255.8 M	$263.4 M	$271.3 M
63-20 lease costs as pct of GF			0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.6%	0.6%	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.0%	0.0%
Total Impact to Annual Budget ($1000)			$309	$69	$1,364	$2,602	$3,122	$1,847	$2,599	$3,304	$3,276	$3,245	$3,209	$3,170	$3,151	$3,102	$3,076	$3,002	$4,298	$5,393	$3,101	$8,634	$3,114	$2,985	$6,039	$5,325	$1,486	$1,486
IMPACT TO DEBT CAPACITY																												
LTGO DEBT CAPACITY																												
New LTGO Debt (balance outstanding)					$6,461	$6,244	$6,018	$5,784	$15,940	$25,136	$24,180	$23,185	$22,151	$21,075	$19,956	$18,793	$17,583	$16,325	$15,016	$13,655	$12,239	$10,767	$9,236	$7,644	$5,988	$4,741	$3,444	$2,096
Existing LTGO Debt (balance outstanding)			*$17,704*	*$15,975*	*$14,187*	*$12,329*	*$10,396*	*$9,194*	*$7,946*	*$6,644*	*$5,420*	*$4,697*	*$4,466*	*$4,226*	*$3,976*	*$3,715*	*$3,443*	*$3,160*	*$2,865*	*$2,558*	*$2,237*	*$1,902*	*$1,553*	*$1,189*	*$809*	*$413*		
Total LTGO Debt			$17,704	$15,975	$20,648	$18,573	$16,415	$14,978	$23,886	$31,780	$29,599	$27,882	$26,617	$25,301	$23,932	$22,508	$21,026	$19,485	$17,881	$16,212	$14,476	$12,669	$10,789	$8,833	$6,797	$5,154	$3,444	$2,096
LTGO Capacity ($thousands)			$81,250	$84,114	$87,079	$90,149	$93,326	$96,616	$100,022	$103,548	$107,198	$110,976	$114,888	$118,938	$123,131	$127,471	$131,964	$136,616	$141,432	$146,417	$151,579	$156,922	$162,453	$168,180	$174,108	$180,245	$186,599	$193,177
Pct of LTGO capacity used			22%	19%	24%	21%	18%	16%	24%	31%	28%	25%	23%	21%	19%	18%	16%	14%	13%	11%	10%	8%	7%	5%	4%	3%	2%	1%
UTGO DEBT CAPACITY																												
New Facilities UTGO Debt (balance outstanding)					$6,622	$8,792	$28,363	$27,371	$26,339	$25,267	$24,151	$22,991	$21,784	$20,529	$19,224	$17,867	$16,455	$14,987	$13,461	$11,873	$10,221	$8,504	$6,718	$4,860	$2,929	$1,407		
UTGO Debt Capacity ($thousands)			$54,167	$56,076	$58,053	$60,099	$62,218	$64,411	$66,681	$69,032	$71,465	$73,984	$76,592	$79,292	$82,087	$84,981	$87,976	$91,077	$94,288	$97,612	$101,052	$104,615	$108,302	$112,120	$116,072	$120,164	$124,399	$128,784
Pct of UTGO Capacity Used			0%	0%	11%	15%	46%	42%	40%	37%	34%	31%	28%	26%	23%	21%	19%	16%	14%	12%	10%	8%	6%	4%	3%	1%	0%	0%
TOTAL DEBT CAPACITY ($thousands)			$135,417	$140,190	$145,132	$150,248	$155,544	$161,027	$166,703	$172,579	$178,663	$184,961	$191,481	$198,230	$205,218	$212,452	$219,941	$227,694	$235,720	$244,029	$252,631	$261,536	$270,755	$280,300	$290,180	$300,409	$310,998	$321,961
Pct of capacity used			13%	11%	19%	18%	29%	26%	30%	33%	30%	28%	25%	23%	21%	19%	17%	15%	13%	12%	10%	8%	6%	5%	3%	2%	1%	1%
Pct of capacity not used			87%	89%	81%	82%	71%	74%	70%	67%	70%	72%	75%	77%	79%	81%	83%	85%	87%	88%	90%	92%	94%	95%	97%	98%	99%	99%

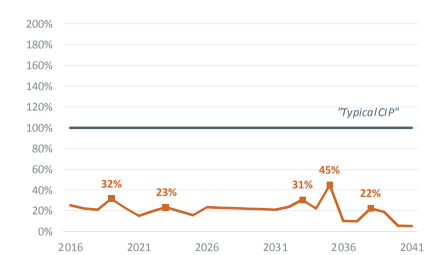
Plan B - Facilities With Fire Retention

FUNDING SUMMARY	Total Facility Costs ($1000s)		Source of Funds				Year Complete
	2015$	YOE$	UTGO	63-20	LTGO	CIP	
Public Safety Building	$25,861	$28,624	$28,470	$0	$0	$154	2019
Police Precinct	$4,492	$7,943			$0	$7,943	2035
City Shops Facility	$26,625	$29,492	$0	$22,856	$6,365	$271	2020
City Shops Addition	$3,274	$6,546			$0	$6,546	2039
City Hall	$18,436	$22,185	$0	$0	$19,901	$2,284	2022
Fire Station 51	$10,654	$11,400	$11,400			$0	2018
Fire Station 52	$5,083	$5,657	$4,964			$693	2019
Fire Station 54	$6,206	$7,329	$6,471			$858	2021
Fire Apparatus and Equipment	$21,000	$29,060	$24,310				
GRAND TOTAL	$121,630	$148,237	$75,615	$22,856	$26,266	$18,750	
Funding Shares		100%	51%	15%	18%	13%	

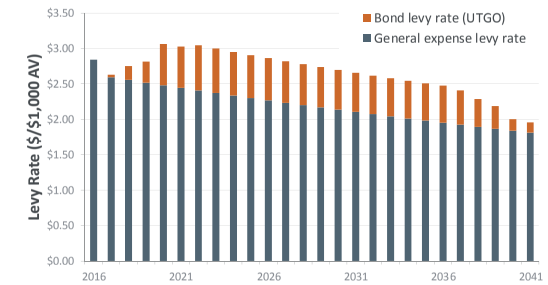
Funding Source



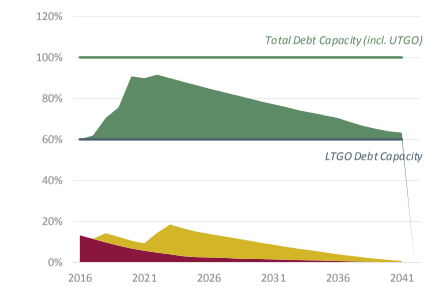
Impact to CIP



Estimated Levy Rates



Impact to Debt Capacity



OK = Costs are programmed, ↑ = Costs are over programmed, ↓ = Costs are under programmed

2015$ in thousands	Project Estimate		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	#
PROJECT COSTS																													
PUBLIC SAFETY																													
Public Safety Building	$ 25,861	OK	$ 150	$ 6,150	$ 2,157	$17,404	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Police Precinct	$4,492	OK																	$432	$1,000		$3,060							
PUBLIC WORKS																													
City Shops Facility	$26,625	OK	$150	$6,000	$2,302	$18,073	$100																						
City Shops Addition	$3,274	OK																							$1,839	$1,434			
CITY HALL	$18,436	OK				$1,200	$805	$8,581	$7,850																				
FIRE FACILITIES																													
Station 51	$10,654	OK	$1,481	$4,669	$4,504																								
Station 52	$5,083	OK		$653	$672	$3,758																							
Station 53	$0																												
Station 54	$6,206	OK				$762	$827	$4,617																					
Apparatus & Equipment	$21,000	OK	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ 1,050	$ -	$ -	$ -	$ -	$ -	$ -	
Facilities Plan Costs																													
Total 2015$ (1000s)	$78,687		$300	$12,150	$4,459	$36,677	$905	$8,581	$7,850	$0	$0	$0	$0	$0	$0	$0	$0	$0	$432	$1,000	$0	$3,060	$0	$0	$1,839	$1,434	$0	$0	
Total YOE$ (1000s)	$94,790		$309	$12,890	$4,872	$41,280	$1,049	$10,246	$9,655	$0	$0	$0	$0	$0	$0	$0	$0	$0	$714	$1,702	$0	$5,527	$0	$0	$3,630	$2,916	$0	$0	
Fire (No RFA) Costs																													
Total 2015$ (1000s)	$42,943		$2,531	$6,372	$6,226	$5,570	$1,877	$5,667	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$1,050	$0	$0	$0	$0	$0	$0	
Tukwila South Fire and Mitigation Fees	$4,750				*$500*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$300*	*$350*										
Remaining Fire Costs 2015$	$38,193		$2,531	$6,372	$5,726	$5,270	$1,577	$5,367	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$700	$1,050	$1,050	$1,050	$0	$0	$0	$0	$0	$0	
Total YOE$ (1000s)	$47,048		$2,607	$6,760	$6,257	$5,932	$1,828	$6,408	$922	$950	$979	$1,008	$1,038	$1,069	$1,101	$1,134	$1,168	$1,204	$1,157	$1,788	$1,841	$1,896	$0	$0	$0	$0	$0	$0	
FINANCING ASSUMPTIONS																													
VOTED UTGO DEBT																													
Public Safety Building			$ -	$ 6,524.54	$ 2,357.01	$ 19,588.07	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Shops Facility			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Hall			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Fire Facilities			$ 2,607	$ 6,067	$ 6,304	$ 5,111	$ 1,876	$ 6,466	$ 991	$ 1,030	$ 1,070	$ 1,111	$ 1,153	$ 1,197	$ 1,242	$ 1,288	$ 1,336	$ 1,385	$ 1,385	$ 1,788	$ 1,841	$ 1,896	$ -	$ -	$ -	$ -	$ -	$ -	
Fire Station 51A			$ 1,526	$ 4,953	$ 4,922	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Fire Station 52A				$ -	$ 735	$ 4,229	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Fire Station 54A				$ -	$ -	$ -	$ 958	$ 5,513	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Apparatus & Equipment			$ 1,082	$ 1,114	$ 647	$ 882	$ 917	$ 954	$ 991	$ 1,030	$ 1,070	$ 1,111	$ 1,153	$ 1,197	$ 1,242	$ 1,288	$ 1,336	$ 1,385	$ 1,385	$ 1,788	$ 1,841	$ 1,896	$ -	$ -	$ -	$ -	$ -	$ -	
Proceeds from bond issue	$75,615		$2,607	$12,591	$8,661	$24,699	$1,876	$6,466	$991	$1,030	$1,070	$1,111	$1,153	$1,197	$1,242	$1,288	$1,336	$1,385	$1,385	$1,788	$1,841	$1,896							
Outstanding UTGO Debt				$2,646	$15,338	$23,606	$47,839	$48,029	$52,747	$51,614	$50,400	$49,102	$47,713	$46,229	$44,643	$42,950	$41,144	$39,218	$37,164	$34,926	$32,903	$30,719	$28,367	$23,855	$19,356	$15,618	$12,378	$10,852	
UTGO Debt Service				$195	$1,135	$1,782	$3,627	$3,767	$4,250	$4,324	$4,401	$4,481	$4,564	$4,650	$4,739	$4,832	$4,928	$5,028	$5,131	$5,235	$5,368	$5,506	$5,647	$5,453	$4,512	$3,865	$2,021	$1,881	
Estimated bond levy rate ($/$1,000 AV)				$0.03	$0.20	$0.30	$0.58	$0.58	$0.64	$0.63	$0.62	$0.61	$0.60	$0.59	$0.58	$0.57	$0.56	$0.55	$0.54	$0.54	$0.53	$0.53	$0.52	$0.49	$0.39	$0.32	$0.16	$0.15	
Costs covered by UTGO Bonds			$ 2,607	$ 13,285	$ 9,161	$ 25,857	$ 2,176	$ 6,766	$ 1,291.37	$ 1,330.11	$ 1,370.01	$ 1,411.11	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
63-20 FINANCING																													
Public Safety Building			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Shops Facility			$ -	$ -	$ -	$ -	$ 22,856	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Hall			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Value of 63-20 Lease Base	$22,856						$22,856																						
Annual Lease Payments							$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846			
Costs covered by 63-20 Lease			$ -	$ -	$ 2,515	$ 20,341	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
CASH FLOW NEEDS AFTER UTGO & 63-20			$309	$6,365	-$546	$1,013	$701	$9,888	$9,286	-$380	-$391	-$403	$1,038	$1,069	$1,101	$1,134	$1,168	$1,204	$1,871	$3,490	$1,841	$7,423	$0	$0	$3,630	$2,916	$0	$0	#
COUNCILMANIC LTGO DEBT																													
Public Safety Building			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Police Precinct			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Shops Facility	$6,365		$ -	6,365	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Shops Addition			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
City Hall	$19,901		$ -	$ -	$ -	$ -	$ -	$ 10,246	$ 9,655	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Other Facilities Projects			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Proceeds from bond issue	$26,266			$6,365				$10,246	$9,655																				
Cumulative Facilities Debt					$6,461	$6,244	$6,018	$5,784	$15,940	$25,136	$24,180	$23,185	$22,151	$21,075	$19,956	$18,793	$17,583	$16,325	$15,016	$13,655	$12,239	$10,767	$9,236	$7,644	$5,988	$4,741	$3,444	$2,096	
LTGO Debt Service					$475	$475	$475	$475	$1,241	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,486	$1,486	$1,486	$1,486	
NET FACILITY COST NEEDS			$309	$0	-$546	$1,013	$701	-$358	-$369	-$380	-$391	-$403	$1,038	$1,069	$1,101	$1,134	$1,168	$1,204	$1,871	$3,490	$1,841	$7,423	$0	$0	$3,630	$2,916	$0	$0	#
IMPACT TO CIP & GENERAL FUND																													
CIP FUNDING IMPACT																													
Facilities capital costs			$309		($ (546)	$1,013	$701	($ (358)	($ (369)	($ (380)	($ (391)	($ (403)	$1,038	$1,069	$1,101	$1,134	$1,168	$1,204	$1,871	$3,490	$1,841	$7,423			$3,630	$2,916			
New Facilities LTGO Debt service					$475	$475	$475	$475	$1,241	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,962	$1,486	$1,486	$1,486	$1,486	
Facilities Impact on General CIP Budget			$309		($ (71)	$1,489	$1,177	$117	$872	$1,582	$1,570	$1,559	$3,000	$3,031	$3,063	$3,096	$3,130	$3,165	$3,833	$5,452	$3,803	$9,385	$1,962	$1,962	$5,116	$4,402	$1,486	$1,486	
Existing Debt Service			*$2,975*	*$2,977*	*$2,974*	*$2,973*	*$2,156*	*$2,157*	*$2,163*	*$2,156*	*$1,612*	*$1,094*	*$1,094*	*$1,094*	*$1,094*	*$1,093*	*$1,093*	*$1,093*	*$1,092*	*$1,092*	*$1,092*	*$793*	*$423*	*$423*	*$422*	*$422*			
Total Impact to CIP			$3,284	$2,977	$2,903	$4,462	$3,333	$2,274	$3,035	$3,737	$3,183	$2,653	$4,094	$4,125	$4,157	$4,189	$4,223	$4,258	$4,925	$6,544	$4,895	$10,178	$2,385	$2,384	$5,539	$4,824	$1,486	$1,486	
Projected CIP (% of typical planning)			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Share of typical planned CIP			13%	11%	11%	16%	11%	8%	10%	12%	10%	8%	12%	12%	11%	11%	11%	11%	12%	15%	11%	22%	5%	5%	11%	9%	3%	3%	
NEW LEASE PAYMENTS																													
Lease costs for 63-20 financing							$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846	$1,846			
Portion Covered by Enterprise	50%						$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923	$923			
General Fund Budget estimate			$129.6 M	$137.5 M	$137.5 M	$141.6 M	$145.9 M	$150.2 M	$154.7 M	$159.4 M	$164.2 M	$169.1 M	$174.2 M	$179.4 M	$184.8 M	$190.3 M	$196.0 M	$201.9 M	$208.0 M	$214.2 M	$220.6 M	$227.2 M	$234.1 M	$241.1 M	$248.3 M	$255.8 M	$263.4 M	$271.3 M	
63-20 lease costs as pct of GF			0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.6%	0.6%	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.0%	0.0%	
Total Impact to Annual Budget ($1000)			$309		($ (71)	$1,489	$2,099	$1,040	$1,795	$2,505	$2,493	$2,481	$3,923	$3,954	$3,986	$4,019	$4,053	$4,088	$4,756	$6,375	$4,726	$10,308	$2,885	$2,885	$6,039	$5,325	$1,486	$1,486	
IMPACT TO DEBT CAPACITY																													
LTGO DEBT CAPACITY																													
New LTGO Debt (balance outstanding)					$6,461	$6,244	$6,018	$5,784	$15,940	$25,136	$24,180	$23,185	$22,151	$21,075	$19,956	$18,793	$17,583	$16,325	$15,016	$13,655	$12,239	$10,767	$9,236	$7,644	$5,988	$4,741	$3,444	$2,096	
Existing LTGO Debt (balance outstanding)			*$17,704*	*$15,975*	*$14,187*	*$12,329*	*$10,396*	*$9,194*	*$7,946*	*$6,644*	*$5,420*	*$4,697*	*$4,466*	*$4,226*	*$3,976*	*$3,715*	*$3,443*	*$3,160*	*$2,865*	*$2,558*	*$2,237*	*$1,902*	*$1,553*	*$1,189*	*$809*	*$413*			
Total LTGO Debt			$17,704	$15,975	$20,648	$18,573	$16,415	$14,978	$23,886	$31,780	$29,599	$27,882	$26,617	$25,301	$23,932	$22,508	$21,026	$19,485	$17,881	$16,212	$14,476	$12,669	$10,789	$8,833	$6,797	$5,154	$3,444	$2,096	
LTGO Capacity ($thousands)			$81,250	$84,114	$87,079	$90,149	$93,326	$96,616	$100,022	$103,548	$107,198	$110,976	$114,888	$118,938	$123,131	$127,471	$131,964	$136,616	$141,432	$146,417	$151,579	$156,922	$162,453	$168,180	$174,108	$180,245	$186,599	$193,177	
Pct of LTGO capacity used			22%	19%	24%	21%	18%	16%	24%	31%	28%	25%	23%	21%	19%	18%	16%	14%	13%	11%	10%	8%	7%	5%	4%	3%	2%	1%	
UTGO DEBT CAPACITY																													
New Facilities UTGO Debt (balance outstanding)				$2,646	$15,338	$23,606	$47,839	$48,029	$52,747	$51,614	$50,400	$49,102	$47,713	$46,229	$44,643	$42,950	$41,144	$39,218	$37,164	$34,926	$32,903	$30,719	$28,367	$23,855	$19,356	$15,618	$12,378	$10,852	
UTGO Debt Capacity ($thousands)			$54,167	$56,076	$58,053	$60,099	$62,218	$64,411	$66,681	$69,032	$71,465	$73,984	$76,592	$79,292	$82,087	$84,981	$87,976	$91,077	$94,288	$97,612	$101,052	$104,615	$108,302	$112,120	$116,072	$120,164	$124,399	$128,784	
Pct of UTGO Capacity Used			0%	5%	26%	39%	77%	75%	79%	75%	71%	66%	62%	58%	54%	51%	47%	43%	39%	36%	33%	29%	26%	21%	17%	13%	10%	8%	
TOTAL DEBT CAPACITY ($thousands)			$135,417	$140,190	$145,132	$150,248	$155,544	$161,027	$166,703	$172,579	$178,663	$184,961	$191,481	$198,230	$205,218	$212,452	$219,941	$227,694	$235,720	$244,029	$252,631	$261,536	$270,755	$280,300	$290,180	$300,409	$310,998	$321,961	
Pct of capacity used			13%	13%	25%	28%	41%	39%	46%	48%	45%	42%	39%	36%	33%	31%	28%	26%	23%	21%	19%	17%	14%	12%	9%	7%	5%	4%	
Pct of capacity not used			87%	87%	75%	72%	59%	61%	54%	52%	55%	58%	61%	64%	67%	69%	72%	74%	77%	79%	81%	83%	86%	88%	91%	93%	95%	96%	