

## FAC Combined Scores

Facility	Ranking Score	Cost Estimate	Department
New Street Operations Campus	48.37	90,000,000	Public Works
Fire Station #1	46.66	19,600,000	Tacoma Fire Department
Temporary Fire Station #15	46.55	14,300,000	Tacoma Fire Department
Fire Station #4 (Historic)	46.31	8,100,000	Tacoma Fire Department
Street Operations Campus(Historic Barn, Grounds/Sign & Upper Yard)	46.23	-	Public Works*
New Fleet Shop & Logistics	46.06	43,400,000	Tacoma Fire Department
Fire Station #11 (Historic)	46.00	12,000,000	Tacoma Fire Department
Fire Training Center	44.06	41,400,000	Tacoma Fire Department
Former Fire Station #7	44.06	3,000,000	Tacoma Fire Department
Fire Station #6	43.94	5,100,000	Tacoma Fire Department
Fire Station #2 (Historic)	43.44	17,100,000	Tacoma Fire Department
Fire Station #18 (Historic) & Moorage	43.31	4,500,000	Tacoma Fire Department
Fire Administration	42.30	-	Tacoma Fire Department
Former Fire Station #10 (Historic)	42.25	3,000,000	Tacoma Fire Department
Fire Station #13 (Historic)	42.19	6,500,000	Tacoma Fire Department
Fire Communications (Historic) & Former Emergency Operations	41.25	1,500,000	Tacoma Fire Department
Fire Station #9	41.25	14,700,000	Tacoma Fire Department
New Fire Station #10	40.63	14,800,000	Tacoma Fire Department
Fire Station #3	40.44	5,600,000	Tacoma Fire Department
Electrical Maintenance Bldg (Historic)	39.06	2,000,000	Tacoma Fire Department
Former Fire Station #14 (Historic)	38.94	3,000,000	Tacoma Fire Department
Tacoma Municipal Building (Historic)	38.77	29,800,000	Public Works†
New Fire Station #7	38.63	22,800,000	Tacoma Fire Department
New Infill Stations(Potentially South, Central & North)	38.29	14,500,000	Tacoma Fire Department
Traffic Signal Shop	37.93	-	Public Works
New Fire Station #14	37.25	14,500,000	Tacoma Fire Department
Fire Station #17 (Fircrest)	36.63	5,500,000	Tacoma Fire Department
TPD Substation Sector 4 (Stewart Heights)	36.63	750,000	Tacoma Police Department
Fire Station #16	36.50	8,100,000	Tacoma Fire Department
Fire Station #12 (Fife)	36.44	24,200,000	Tacoma Fire Department
TPD Substation Sector 1 (Central)	36.43	750,000	Tacoma Police Department
Asphalt Plant	36.40	900,000	Public Works
Police Headquarters	36.17	11,000,000	Tacoma Police Department
Fleet & Police Warehouse	35.93	7,000,000	Tacoma Police Department/Public Works
Beacon Center	35.63	4,900,000	Community Facing Facility (NCS)
TPD Substation Sector 3 (Wapato)	35.43	750,000	Tacoma Police Department
New Satellite Incumbent Training	35.37	2,000,000	Tacoma Fire Department
Harrison Range	35.17	3,500,000	Tacoma Police Department
Lighthouse Center	35.17	5,500,000	Community Facing Facility (NCS)
Fire Station #8	35.13	5,200,000	Tacoma Fire Department
Tacoma Dome - Exhibition Hall	34.81	15,000,000	Tacoma Venues and Events
People's Community Center	34.00	12,000,000	Community Facing Facility (MetroParks)
Rialto Theater	33.88	11,030,000	Tacoma Venues and Events
New Eastside Branch Library	33.85	9,000,000	Tacoma Public Library
Marine Security Operations Center	33.75	1,500,000	Tacoma Fire Department
Cavanaugh Building	33.63	1,300,000	Public Works
New Hilltop Branch Library	33.60	18,000,000	Tacoma Public Library
Fire Station #5	33.34	800,000	Tacoma Fire Department
Former Fire Station #15 (Historic)	33.25	1,000,000	Tacoma Fire Department
Main Library (& Historic Carnegie)	32.71	10,408,000	Tacoma Public Library
TPD Substation Sector 2 (North)	32.57	750,000	Tacoma Police Department
Point Defiance Senior Center(2)	32.50	3,500,000	Community Facing Facility (NCS)
Tacoma Dome - Main	32.00	20,000,000	Tacoma Venues and Events
TPD Substation Sector 1 (Northeast)	31.90	750,000	Tacoma Police Department
Tacoma Municipal Building North	31.53	7,600,000	Public Works
Fern Hill Branch Library	31.50	6,445,000	Tacoma Public Library
South Tacoma Branch Library (attached to current FS #7)	30.81	6,658,000	Tacoma Public Library
Swasey Branch Library	30.56	6,643,000	Tacoma Public Library
Municipal Service Center (TV Tacoma)	29.93	1,800,000	Public Works
Moore Branch Library	29.38	4,070,000	Tacoma Public Library
Mottet Branch Library	29.38	9,874,000	Tacoma Public Library
Theater on the Square	27.44	1,000,000	Tacoma Venues and Events
T.A.C.I.D.(2)	27.30	4,600,000	Community Facing Facility (TCC)
Pantages Theater	26.88	1,000,000	Tacoma Venues and Events
Kobetich Branch Library	26.00	4,292,000	Tacoma Public Library
Wheelock Branch Library	25.81	9,929,000	Tacoma Public Library
Tacoma Learning Center(2)	25.50	700,000	Community Facing Facility (TCC)
Convention Center	25.25	5,000,000	Tacoma Venues and Events
<b>TOTAL</b>		<b>645,899,000</b>	

\* Cost Excluded  
† Includes full cost

### FAC Recommended Project List

	Facility	Ranking Score	Cost Estimate	Department	FAC Recommendation Notes	
\$38M	Rialto Theater	33.88	11,030,000	Tacoma Venues and Events	Include in funding package	
	New Eastside Branch Library	33.85	9,000,000	Tacoma Public Library	Include in funding package	
	New Hilltop Branch Library	33.60	18,000,000	Tacoma Public Library	Include in funding package	
\$200M	New Street Operations Campus	48.37	90,000,000	Public Works		
	Fire Station #1	46.66	19,600,000	Tacoma Fire Department		
	Temporary Fire Station #15	46.55	14,300,000	Tacoma Fire Department		
	Fire Station #4	46.31	8,100,000	Tacoma Fire Department		
	Street Operations Campus(Historic Barn, Grounds/Sign & Upper Yard)	46.23	-	Public Works*	Scoring suggests new campus	
\$300M	New Fleet Shop & Logistics	46.06	43,400,000	Tacoma Fire Department		
	Fire Station #11	46.00	12,000,000	Tacoma Fire Department		
	Fire Training Center	44.06	41,400,000	Tacoma Fire Department		
	Former Fire Station #7	44.06	3,000,000	Tacoma Fire Department		
	Fire Station #6	43.94	5,100,000	Tacoma Fire Department		
	Fire Station #2	43.44	17,100,000	Tacoma Fire Department		
	Fire Station #18 & Moorage	43.31	4,500,000	Tacoma Fire Department		
\$400M	Fire Administration/TMBN	42.30	7,600,000	Tacoma Fire Department	Should consider investment carefully, in conjunction with future of TMB	
	Former Fire Station #10	42.25	3,000,000	Tacoma Fire Department		
	Fire Station #13	42.19	6,500,000	Tacoma Fire Department		
	Fire Communications & Former Emergency Operations	41.25	1,500,000	Tacoma Fire Department		
	Fire Station #9	41.25	14,700,000	Tacoma Fire Department		
	New Fire Station #10	40.63	14,800,000	Tacoma Fire Department		
	Fire Station #3	40.44	5,600,000	Tacoma Fire Department		
	Electrical Maintenance Bldg (Historic)	39.06	2,000,000	Tacoma Fire Department		
	Former Fire Station #14 (Historic)	38.94	3,000,000	Tacoma Fire Department		
	Tacoma Municipal Building (Historic), Exterior Refurbishment	38.77	19,300,000	Public Works	Look at study for long-term use, address exterior facade issues	
	New Fire Station #7	38.63	22,800,000	Tacoma Fire Department		
	\$500M	New Infill Stations(Potentially South, Central & North)	38.29	14,500,000	Tacoma Fire Department	
		Tacoma Municipal Building, Interior Remodel & System Upgrades	38.77	10,500,000	Public Works	Recommend waiting for study of long-term use of TMB
Traffic Signal Shop		37.93	-	Public Works	Include in new Street Ops Campus	
New Fire Station #14		37.25	14,500,000	Tacoma Fire Department		
Fire Station #17 (Fircrest)		36.63	5,500,000	Tacoma Fire Department		
TPD Substation Sector 4 (Stewart Heights)		36.63	750,000	Tacoma Police Department		
Fire Station #16		36.50	8,100,000	Tacoma Fire Department		
Fire Station #12 (Fife)		36.44	24,200,000	Tacoma Fire Department		
TPD Substation Sector 1 (Central)		36.43	750,000	Tacoma Police Department		
Asphalt Plant		36.40	900,000	Public Works		
Police Headquarters		36.17	11,000,000	Tacoma Police Department		
Fleet & Police Warehouse		35.93	7,000,000	Tacoma Police Department/Public Works		
Beacon Center		35.63	4,900,000	Community Facing Facility (NCS)		
TPD Substation Sector 3 (Wapato)		35.43	750,000	Tacoma Police Department		
New Satellite Incumbent Training		35.37	2,000,000	Tacoma Fire Department		

### FAC Recommended Project List

Facility	Ranking Score	Cost Estimate	Department	FAC Recommendation Notes
Harrison Range	35.17	3,500,000	Tacoma Police Department	
Lighthouse Center	35.17	5,500,000	Community Facing Facility (NCS)	
Fire Station #8	35.13	5,200,000	Tacoma Fire Department	
Tacoma Dome - Exhibition Hall	34.81	15,000,000	Tacoma Venues and Events	
People's Community Center	34.00	12,000,000	Community Facing Facility (MetroParks)	
Marine Security Operations Center	33.75	1,500,000	Tacoma Fire Department	
Cavanaugh Building	33.63	1,300,000	Public Works	
Fire Station #5	33.34	800,000	Tacoma Fire Department	
Former Fire Station #15	33.25	1,000,000	Tacoma Fire Department	
Main Library (& Carnegie Building)	32.71	10,408,000	Tacoma Public Library	
TPD Substation Sector 2 (North)	32.57	750,000	Tacoma Police Department	
Point Defiance Senior Center	32.50	3,500,000	Community Facing Facility (NCS)	
Tacoma Dome - Main	32.00	20,000,000	Tacoma Venues and Events	
TPD Substation Sector 1 (Northeast)	31.90	750,000	Tacoma Police Department	
Tacoma Municipal Building North	31.53	-	Public Works	
Fern Hill Branch Library	31.50	6,445,000	Tacoma Public Library	
South Tacoma Branch Library	30.81	6,658,000	Tacoma Public Library	
\$600M				
Swasey Branch Library	30.56	6,643,000	Tacoma Public Library	
Municipal Service Center (TV Tacoma)	29.93	1,800,000	Public Works	
Moore Branch Library	29.38	4,070,000	Tacoma Public Library	
Mottet Branch Library	29.38	9,874,000	Tacoma Public Library	
Theater on the Square	27.44	1,000,000	Tacoma Venues and Events	
T.A.C.I.D.	27.30	4,600,000	Community Facing Facility (TCC)	
Pantages Theater	26.88	1,000,000	Tacoma Venues and Events	
Kobetich Branch Library	26.00	4,292,000	Tacoma Public Library	
Wheelock Branch Library	25.81	9,929,000	Tacoma Public Library	
Tacoma Learning Center	25.50	700,000	Community Facing Facility (TCC)	
\$650M				
Convention Center	25.25	5,000,000	Tacoma Venues and Events	
<b>Total</b>		<b>645,899,000</b>		

**City of Tacoma**  
**Capital Bond Program Planning**  
**September 27, 2023**

<sup>(1)</sup> Facilities require coordination with other governmental body

<sup>(2)</sup> Operated by third party or outside agency

Equity Index: LOW are areas with more obstacles and barriers to opportunity

Baseline Categories: ◆ CONDITION | ● LOCATION | ▲ FUNCTIONALITY | ◆ ADAPTABILITY

Tacoma Fire Department										
Facility	Preliminary Scope	Public Safety (5)	Emergency Services (4)	Equity (3)	Condition (2.5)	Community Value (2)	City Goals (1)	Baseline C   L   F   A	Ranking	Notes
<b>FIRE STATIONS</b>										
Fire Station #1	Rebuild on site	12.89	11.79	6.95	7.50	5.26	2.26	◆ ● ▲ ◆	46.66	Relocate admin. to TMBN. Adds 2 bays, increase to 4.
Fire Station #4 (Historic)	Renovate and add	13.13	11.25	7.13	7.50	5.25	2.06	◆ ● ▲ ◆	46.31	Renovate & expand. Increase bays from 2 to 3.
Fire Station #6	Renovate on site	11.88	11.00	7.69	7.50	5.38	2.06	◆ ● ▲ ◆	45.50	Additional dorm space.
Former Fire Station #10 (Historic)	Renovate on site	11.88	10.75	8.06	7.50	5.00	2.19	◆ ● ▲ ◆	45.38	Renovate (flexibility/capacity).
Former Fire Station #14 (Historic)	Renovate on site	10.63	11.16	8.21	7.50	5.26	2.32	◆ ● ▲ ◆	45.07	Renovate (flexibility/capacity).
Fire Station #9	Rebuild on site	10.31	11.75	6.94	7.50	5.38	2.50	◆ ● ▲ ◆	44.38	Maintain 3 bays, change configuration.
Temporary Fire Station #15	Rebuild on site	12.11	10.50	6.56	7.50	4.88	2.06	◆ ● ▲ ◆	43.61	Demolish and rebuild on current site. Increase bays from 2 to 3.
Fire Station #2 (Historic)	Renovate on site	10.94	10.50	7.31	7.50	5.00	2.19	◆ ● ▲ ◆	43.44	Increase bays from 2 to 3. Additional ladder truck.
Fire Station #13 (Historic)	Renovate on site	11.56	11.00	5.44	7.50	5.38	2.31	◆ ● ▲ ◆	43.19	Renovate on existing site. No additional bays.
Fire Station #11 (Historic)	Renovate and add	12.50	10.00	5.06	7.50	4.88	1.81	◆ ● ▲ ◆	41.75	Add additional building next to historic structure. Adds 2 bays, increase to 4.
Former Fire Station #7	Renovate on site	10.31	9.50	7.50	7.50	4.63	2.06	◆ ● ▲ ◆	41.50	Retain as EMS response.
Fire Station #17 <sup>(1)</sup> (Fircrest)	Review with Partner Agency	10.63	10.50	7.40	5.00	4.88	2.27	◆ ● ▲ ◆	40.67	Requires Fircrest Police to vacate building. Additional coordination needed.
Fire Station #3	Renovate and add	10.63	10.50	4.88	7.50	5.00	1.94	◆ ● ▲ ◆	40.44	Renovate & expand. Increase bays from 1 to 2.
New Fire Station #14	Relocate and build new	11.88	9.50	4.88	7.50	4.38	2.06	◆ ● ▲ ◆	40.19	New expanded station at new site.
Fire Station #8	Renovate and add	8.44	10.75	5.81	7.50	4.75	2.13	◆ ● ▲ ◆	39.38	Add additional classroom and training space. Increase bays from 3 to 5.
Fire Station #12 <sup>(1)</sup> (Fife)	Review with Partner Agency	9.69	11.00	4.88	5.00	5.25	2.00	◆ ● ▲ ◆	37.81	Additional bays; would be shared with Fire District 10.
New Infill Stations (Potentially South, Central & North)	New	12.00	10.40	6.40	1.25	4.93	2.40	N/A	37.38	New expanded stations at new sites. Study ongoing with master plan consultants. Budget assumes program similar to New Fire Station #14.

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Baseline Categories: CONDITION | LOCATION | FUNCTIONALITY | ADAPTABILITY

Tacoma Fire Department										
Facility	Preliminary Scope	Public Safety (5)	Emergency Services (4)	Equity (3)	Condition (2.5)	Community Value (2)	City Goals (1)	Baseline C   L   F   A	Ranking	Notes
New Fire Station #10	Relocate and build new	12.81	9.75	6.38	1.25	4.75	2.00		36.94	Requires new site, expands bays from 2 to 3.
New Fire Station #7	Relocate and build new	10.94	11.00	6.75	1.25	4.63	2.06		36.63	Increase bays from 1 to 3.
Fire Station #5	Renovate on site	8.68	10.32	5.00	2.50	5.13	2.11		33.73	Additional dorm space.
Fire Station #16	Renovate on site	10.00	10.00	4.69	2.50	4.50	1.81		33.50	Renovate on site. No additional bays.
<b>SUPPORT FACILITIES</b>										
New Fleet Shop & Logistics	Relocate and build new	12.50	10.75	7.69	7.50	5.25	2.38		46.06	Site selection TBD
Fire Training Center	Renovate and add	11.56	10.75	6.75	7.50	5.25	2.25		44.06	
Fire Station #18 (Historic) & Moorage	Renovate and add	12.50	10.25	5.81	7.50	5.25	2.00		43.31	
Fire Administration	Relocate	10.67	10.40	6.40	7.50	4.93	2.40		42.30	Relocate & remodel existing City Bldg (Tied to FS #1, includes Fire Prevention). Potential relocation to TMBN. Budget assumes same cost as TMBN Remodel from other sheet. Budget excludes parking.
Fire Communications (Historic) & Former Emergency Operations	Renovate on site	10.94	10.50	5.81	7.50	4.50	2.00		41.25	
Electrical Maintenance Bldg (Historic)	Renovate on site	10.00	8.75	6.19	7.50	4.50	2.13		39.06	
New Satellite Incumbent Training	Various	10.36	10.13	6.21	1.25	5.20	2.21	VARIABLES	35.37	Would be incorporated in stations through renovations.
Marine Security Operations Center	Renovate on site	9.69	10.25	4.69	2.50	4.50	2.13		33.75	
Former Fire Station #15 (Historic)	Renovate on site	8.44	7.25	4.88	7.50	3.38	1.81		33.25	

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Baseline Categories: CONDITION | LOCATION | FUNCTIONALITY | ADAPTABILITY

Tacoma Venues and Events   Tacoma Public Libraries										
Facility	Preliminary Scope	Public Safety (5)	Emergency Services (4)	Equity (3)	Condition (2.5)	Community Value (2)	City Goals (1)	Baseline C   L   F   A	Ranking	Notes
<b>TACOMA VENUES AND EVENTS</b>										
Tacoma Dome - Exhibition Hall	Renovation on site	9.69	6.25	5.81	7.50	3.75	1.81		34.81	Typically utilized by community organizations. System upgrades, commercial kitchen upgrades.
Rialto Theater	Renovation and system upgrades	10.00	5.00	5.81	7.50	3.75	1.81		33.88	Venue mainly serves Tacoma community organizations (symphony, ballet, concert band, etc.)
Tacoma Dome - Main	Renovation on site (bathroom and/or HVAC upgrades)	9.06	6.75	5.63	5.00	3.75	1.81		32.00	Significant systems upgrades are required, including but not limited to HVAC, food preparation, and bathrooms.
Theater on the Square	Repair and Replacement Projects	6.88	4.75	5.63	5.00	3.38	1.81		27.44	Decarbonization, systems upgrades, etc.
Pantages Theater	Repair and Replacement Projects	6.88	4.75	5.44	5.00	3.13	1.69		26.88	Decarbonization, systems upgrades, etc.
Convention Center	Repair and Replacement Projects	6.56	5.75	5.06	2.50	3.50	1.88		25.25	Systems upgrades
<b>TACOMA PUBLIC LIBRARIES</b>										
New Eastside Branch Library	New library at new site	9.67	7.50	8.63	1.25	4.50	2.31	N/A	33.85	New facility
New Hilltop Branch Library	New library at new site	9.67	7.50	8.44	1.25	4.50	2.25	N/A	33.60	New facility
Main Library (& Historic Carnegie)	Renovation on site	9.47	6.32	7.42	2.50	4.53	2.47		32.71	Renovation, decarbonization, and systems upgrades
Fern Hill Branch Library	Renovation on site	7.81	6.00	6.75	5.00	3.75	2.19		31.50	Renovation, decarbonization, and systems upgrades
South Tacoma Branch Library (attached to current FS #7)	Renovation on site	7.81	6.25	8.25	2.50	3.75	2.25		30.81	Renovation, decarbonization, and systems upgrades
Swasey Branch Library	Renovation on site	7.81	6.25	5.81	5.00	3.63	2.06		30.56	Renovation, decarbonization, and systems upgrades
Moore Branch Library	Renovation on site	7.81	5.75	7.31	2.50	3.88	2.13		29.38	Renovation, decarbonization, and systems upgrades
Mottet Branch Library	Renovation on site	7.50	6.00	7.69	2.50	3.50	2.19		29.38	Renovation, decarbonization, and systems upgrades
Kobetich Branch Library	Renovation on site	7.19	5.75	5.06	2.50	3.38	2.13		26.00	Renovation, decarbonization, and systems upgrades
Wheelock Branch Library	Renovation on site	7.19	6.00	4.50	2.50	3.50	2.13		25.81	Renovation, decarbonization, and systems upgrades

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Baseline Categories: ● CONDITION | ● LOCATION | ▲ FUNCTIONALITY | ◆ ADAPTABILITY

Other General Government Facilities										
Facility	Preliminary Scope	Public Safety (5)	Emergency Services (4)	Equity (3)	Condition (2.5)	Community Value (2)	City Goals (1)	Baseline C   L   F   A	Ranking	Notes
<b>COMMUNITY-FACING FACILITIES</b>										
Beacon Center <sup>(2)</sup>	Repair and Replacement Projects	8.67	7.47	7.40	7.50	2.80	1.80	● ● ▲ ◆	35.63	Site and entry improvements
Lighthouse Center <sup>(2)</sup>	Renovate on site	8.33	7.20	7.60	7.50	2.67	1.87	● ● ▲ ◆	35.17	Renovation and system upgrades
People's Community Center <sup>(1,2)</sup>	Review with Partner Agency	8.33	6.93	8.60	5.00	3.33	1.80	● ● ▲ ◆	34.00	Renovation and system upgrades
Point Defiance Senior Center <sup>(2)</sup>	Repair and Replacement Projects	8.33	6.93	5.20	7.50	2.93	1.60	● ● ▲ ◆	32.50	Renovation and system upgrades
T.A.C.I.D. <sup>(2)</sup>	Review with Partner Agency	7.33	5.87	6.40	2.50	3.60	1.60	● ● ▲ ◆	27.30	Renovation and system upgrades
Tacoma Learning Center <sup>(2)</sup>	Review with Partner Agency	7.00	5.87	5.80	2.50	2.80	1.53	● ● ▲ ◆	25.50	System upgrades
<b>TACOMA POLICE FACILITIES</b>										
TPD Substation Sector 4 (Stewart Heights)	Repair and Replacement Projects	9.67	10.40	7.60	2.50	4.53	1.93	● ● ▲ ◆	36.63	Interior remodel and system upgrades
TPD Substation Sector 1 (Central)	Repair and Replacement Projects	10.00	10.40	7.00	2.50	4.67	1.87	● ● ▲ ◆	36.43	Interior remodel and system upgrades
Police Headquarters	Renovate on site	10.33	10.67	6.20	2.50	4.53	1.93	● ● ▲ ◆	36.17	Interior remodel and system upgrades
Fleet & Police Warehouse	Renovate on site	9.67	9.07	6.00	5.00	4.27	1.93	● ● ▲ ◆	35.93	Interior remodel and roof replacement
TPD Substation Sector 3 (Wapato)	Repair and Replacement Projects	10.00	10.40	6.00	2.50	4.67	1.87	● ● ▲ ◆	35.43	Interior remodel and system upgrades
Harrison Range	Renovate and add	10.00	8.27	4.20	7.50	3.47	1.73	● ● ▲ ◆	35.17	Interior remodel, system upgrades and add classroom to upper range
TPD Substation Sector 2 (North)	Repair and Replacement Projects	9.67	9.87	4.20	2.50	4.53	1.80	● ● ▲ ◆	32.57	Interior remodel and system upgrades
TPD Substation Sector 1 (Northeast)	Repair and Replacement Projects	9.67	9.60	4.20	2.50	4.27	1.67	● ● ▲ ◆	31.90	Interior remodel and system upgrades
<b>MUNICIPAL SERVICE FACILITIES</b>										
Tacoma Municipal Building (Historic)	Exterior, Renovate on site	11.33	7.47	6.40	7.50	4.13	1.93	● ● ▲ ◆	38.77	Extensive exterior refurbishment, interior remodels and system upgrades
Tacoma Municipal Building North	Renovate on site	8.67	6.67	5.80	5.00	3.60	1.80	● ● ▲ ◆	31.53	Exterior refurbishment, interior remodels and system upgrades