



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**October 2, 2012**

**Motion 13743**

**Proposed No. 2012-0113.1**

**Sponsors McDermott**

1           A MOTION accepting response to the 2012 Budget  
2           Ordinance, Ordinance 17232, Section 118, Proviso P1,  
3           related to the major maintenance reserve sub-fund; and  
4           authorizing the release of \$100,000 currently held in  
5           reserve.

6           WHEREAS, the 2012 Budget Ordinance, Ordinance 17232 contains a proviso in  
7           Section 118, related to the major maintenance reserve sub-fund, stating \$100,000 shall  
8           not be expended or encumbered until the executive transmits and the council adopts a  
9           motion that references the proviso's ordinance, section and number and states that the  
10          executive has responded to the proviso, and

11          WHEREAS, the King County executive has transmitted to the council a response  
12          that contains the required information responding to the proviso, specifically to provide:

13          1.       1. A report on the implementation of project delivery performance targets  
14          highlighted by the executive in the 2010 proposed budget transmittal that proposed an  
15          expenditure model intended to reduce carryover budget authority, including an outline of  
16          strategies to be used to reduce major maintenance reserve fund carryover budgets, with  
17          that report to be submitted for all major maintenance projects and to be presented in a  
18          reporting format developed collaboratively by council staff, facilities management staff  
19          and office of performance, strategy and budget staff; and

20           2. All other issues specified in Ordinance 17232, Section 118, Proviso P1, and

21           WHEREAS, the council has reviewed the department of executive services,

22 facilities management division report;

23           NOW, THEREFORE, BE IT MOVED by the Council of King County:

24           The proviso response is hereby accepted and the \$100,000 currently held in

25 reserve in Ordinance 17232, Section 118, Proviso P1, major maintenance reserve sub-  
26 fund, is hereby released.  
27

Motion 13743 was introduced on 7/9/2012 and passed by the Metropolitan King  
County Council on 10/1/2012, by the following vote:

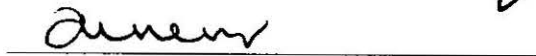
Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,  
Ms. Patterson, Ms. Lambert, Mr. Ferguson, Mr. Dunn and Mr.  
McDermott  
No: 0  
Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



Larry Gossett, Chair

ATTEST:



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Anne Noris, Clerk of the Council

**Attachments:** A. Strategies for Reducing Major Maintenance Reserve Fund Carryover, B. 30-60-10  
Performance Measure by Year for MMRF Projects, C. 30-60-10 Performance Targets by Phase

## Strategies for Reducing Major Maintenance Reserve Fund Carryover

March 15, 2012

“Carrying over” unexpended project appropriation from one year to the next is a tool used by most capital programs to reflect the typical multiyear durations of projects. Excessive amounts or durations of carried-over funding may be an indication of inefficiency, lack of tools or training, or other project delivery problems.

Cash flow estimates and targets can be helpful in describing and quantifying carryover. The “30-60-10” performance target outlined in the 2010 Major Maintenance Reserve Sub-Fund (MMRF) budget proposal described a performance metric that compared actual expenditures to goals of expending 30% of available funds in the year of initial appropriation, 60% in the following year, and the remaining 10% in a third and final year. This metric reflects the expectation that a typical project would be in planning and design phases in Year 1, final design and construction through substantial completion in Year 2, and closeout in Year 3.

As implemented (see accompanying spreadsheet *30-60-10 Performance Measure by Year for MMRF Projects Appropriated in 2010.xlsx*) this performance measure has yielded useful information about the program and some individual projects. Because it relies on year end values, however, it may provide too little information too late to allow managers to intervene in a problem project in a meaningful way.

One complicating factor within the MMRF program is that many projects (typically about two-thirds) are appropriated over multiple years, generally by phase. This approach to appropriation obscures the metric because it raises the question of which appropriation amount should be used as the denominator – specific year, cumulative, or estimated (future) total – when the expenditure percentage is calculated prior to final appropriation.

The Facilities Management Division (FMD); Office of Performance, Strategy and Budget (PSB); and King County Council (KCC) staff are proposing to modify this metric in two ways to make it more meaningful: 1) Use a project’s projected final cost (“Estimate at Completion” or EAC) as the denominator in the calculation, and 2) Set the expenditure targets by project phase rather than by calendar year. A preliminary draft model based on the third quarter 2011 MMRF project status update report (see accompanying spreadsheet *30-60-10 Performance Targets by Phase.xlsx*) has been prepared using these proposed modifications. This model will continue to be refined, to be finalized before the proposed 2013/2014 MMRF budget is transmitted to council.

As previously mentioned, a more predictive performance measure could also be useful in managing carryover. Based on the understanding that a project that is progressing on schedule will probably be expending its funding at approximately the scheduled rate, we propose a series of strategies to improve budget accomplishment rates and reduce carryover by reorienting the MMRF program’s management priorities to focus on schedules to a much greater degree than in the past:

- 1) Assign and kick off new projects early in the year to help develop realistic project plans to inform additional budget requests within the same year;
- 2) Reduce multi-tasking and other distractions to Project Managers by controlling the number of simultaneous projects and reprioritizing projects periodically (increased use of temporary staffing may be required);

- 3) Develop a realistic spending plan as part of each project's baseline schedule. This cash flow information will be entered into the new budget system for use in an accomplishment rate review at the fund level;
- 4) While continuing to control project budgets, increase supervisory and management focus on project schedules:
  - a. frequent, periodic status and direction meetings with project managers;
  - b. mandatory baselining of scopes, schedules, and budgets for all projects;
  - c. regularly revised Estimates at Completion;
  - d. developing and implementing approval "gates" at baseline and Notice to Proceed steps;
  - e. developing and implementing automated actual vs. planned reports for scopes, schedules, budgets, and carryover;
- 5) Use "fast track" implementation methods (work order/Job Order contracting) where possible;
- 6) Utilize all available methods and develop new ones, as appropriate, for quickly reallocating funds from projects that are completed, stalled, or on hold for more than 12 months, to projects needed more funding to meet or accelerate schedules.

FMD, PSB, and KCC staff are currently working together to develop quarterly reports that will include all MMRF projects using the "Project Information Center" (PIC) performance reporting system developed by PSB and the Capital Project Management Work Group. This system, which currently reports only on projects exceeding \$1 million, compares actual and estimated scopes, schedules, and budgets to baselined values and publishes variances both numerically and using red, yellow, or green indicators to provide a quick snapshot of project health.

Performance goals for the MMRF program are to:

- 1) Continue to develop and implement the necessary capabilities within the Unifier project management program to track, predict, and report the metrics described above;
- 2) Include all active projects within the tracking and reporting systems in Unifier;
- 3) Train all project managers in new Unifier capabilities;
- 4) Achieve 75% Green performance status (for scope, schedule, and budget actuals vs. planned); and
- 5) Reduce the carryover amount to approximately 50% as soon as possible using the increased emphasis on schedule compliance.

The Office of Performance Strategy and Budget will routinely monitor progress toward the accomplishment of the performance goals.

Goal	Due Date
Completed development of red-green-yellow model (schedule based tracking tied to spending plan)	3/31/2012
Description of carryover work to date	4/30/2012
Implementation of red-green-yellow model within Unifier (all project data entered), ability to generate quarterly report data within 30 days after close of quarter (reporting approach to be finalized)	7/31/2012
Decide on criteria and format for quarterly PIC reporting (FMD, PSB, KCC staff)	7/31/2012
100% of projects managed in Unifier	7/31/2012
Red-green-yellow data exportable (e.g., Access, .csv files)	8/31/2012
First quarterly red-green-yellow report sent to Council	10/30/2012
Develop and implement necessary capabilities within Unifier to automate estimating, tracking, and reporting project metrics as described above	12/31/2012
Training of all Project Managers in new Unifier capabilities	6/1/2013
Develop and implement web-based reporting system for metrics (program as well as individual projects) (w/PSB)	6/1/2013

## 30-60-10 Performance Measure by Year for MMRF Projects Appropriated in 2010

Project Number	Project Name	2010 Appropriation	2010 Actual	2010 YE Encumbrance	Sum of Actual & Encumbrance	2011 Actual	2011 YE Encumbrance	Sum of Actual & Encumbrance	PM Forecast Projected to year end (2011)
341299	General General Bldg Emergent Projects *	\$500,000	-\$1	\$0	-\$1	\$0	\$0	\$0	\$0
342421	BD Evidence & Lab-Whse Distribution Systems	\$141,498	\$0	\$0	\$0	\$39,977	\$8,964	\$48,941	\$112,900
342440	Courthouse Window Repair Phase 1, 2, & 3 Construct	\$59,646	\$817	\$0	\$817	\$5,800	\$0	\$5,800	\$63,100
342445	Courthouse Domestic Water Distribution (Repipe)	\$147,470	\$32,789	\$66,989	\$99,778	\$87,343	\$0	\$87,343	\$30,000
342454	Courthouse Exterior Walls	\$122,483	\$42,624	\$76,576	\$119,200	\$75,085	\$3,068	\$78,153	\$0
342458	Courthouse Controls and Instrumentation	\$755,967	\$472,424	\$0	\$472,424	\$155,425	\$0	\$155,425	\$79,000
342460	Courthouse Floor Finishes	\$195,471	\$23,404	\$0	\$23,404	\$8,606	\$0	\$8,606	\$340,000
342477	DC NE Redmond Testing and Balancing	\$12,000	\$13,134	\$0	\$13,134	\$0	\$0	\$0	\$0
342616	KCCF Wall Finishes	\$100,000	\$154,612	\$0	\$154,612	\$32,332	\$0	\$32,332	\$2,720
342618	KCCF Domestic Water Distribution Pipe Replacement	\$697,092	\$117,060	\$88,214	\$205,274	\$915,810	\$3,060,815	\$3,976,625	\$507,050
342647	PH Eastgate Boxes (VAV, Mixing)	\$292,477	\$72,932	\$779	\$73,711	\$415,472	\$62,498	\$477,969	\$0
342657	PH Federal Way Boxes (VAV Mixing)	\$321,214	\$101,381	\$6,853	\$108,234	\$410,380	\$56,864	\$467,244	\$406,567
342692	PH White Center Exterior Wall Finishes	\$132,888	\$52,367	\$120,821	\$173,188	\$125,142	\$2	\$125,144	\$0
342762	DC SW Burien Parking Lots	\$267,120	\$51,564	\$54,770	\$106,334	\$83,981	\$707	\$84,688	\$133,591
342CP0	Auditor Capital Project Oversight	\$4,646	\$4,097	\$0	\$4,097	\$14,418	\$0	\$14,418	\$0
343230	Yesler Building Floor Finishes	\$101,600	\$3,013	\$0	\$3,013	\$390	\$0	\$390	\$0
343246	Youth - Spruce Communications and Security	\$1,348,587	\$57,550	\$170,232	\$227,782	\$184,261	\$114,249	\$298,510	\$2,038,874
343249	KCCF Other Equipment (Window Washing Equip)	\$232,625	\$26,931	\$943	\$27,873	\$19,451	\$17,894	\$37,344	\$147,338
343261	Admin Bldg Pedestrian Paving	\$142,501	\$30,806	\$0	\$30,806	\$36,909	\$99,787	\$136,696	\$13,110
344505	Records Warehouse Fire Alarm Systems	\$153,146	\$2,414	\$400	\$2,814	\$18,400	\$5,068	\$23,468	\$97,000
344515	MRJC-Detention BTU meter	\$40,541	\$2,042	\$0	\$2,042	\$21,432	\$0	\$21,432	\$0
344523	Yesler Building Communications and Security	\$47,807	\$47,554	\$0	\$47,554	\$0	\$0	\$0	\$0
344534	DC NE Redmond Floor Finishes	\$122,865	\$6,962	\$0	\$6,962	\$116,173	\$0	\$116,173	\$35,000
344544	KCCF Exterior Wall Finishes	\$78,079	\$36,302	\$3,508	\$39,810	\$42,139	\$40,228	\$82,367	\$6,880
344581	Rvnsdl Range Shooting baffles maintenance	\$317,887	\$73,697	\$12,132	\$85,829	\$103,860	\$207,078	\$310,938	\$294,733
344583	Yesler Building Domestic water Distribution	\$102,830	\$56,670	\$0	\$56,670	\$37,967	\$0	\$37,967	\$0
344593	Youth - Spruce Distribution Systems	\$291,395	\$65,578	\$9,028	\$74,606	\$247,588	\$82,753	\$330,341	\$0
344602	KCCF Interior Doors	\$750,010	\$34,076	\$17,520	\$51,596	\$20,231	\$416,318	\$436,549	\$640,857
344616	Central Rate Charges-fund 3421	\$45,974	\$24,812	\$0	\$24,812	\$30,916	\$0	\$30,916	\$0
344662	MRJC-Detention Cooling Generating Systems	\$462,497	\$318,313	\$0	\$318,313	\$4,304	\$0	\$4,304	\$0
344665	MRJC-Detention Site Development (gates/fence)	\$77,669	\$24,231	\$0	\$24,231	\$1,881	\$0	\$1,881	\$0
344704	Countywide Budget Preparation	\$75,011	\$119,701	\$0	\$119,701	\$87,075	\$10,641	\$97,716	\$0
344721	Rvnsdl Range Roadways/Driveway	\$35,485	\$339	\$0	\$339	\$0	\$0	\$0	\$0
344730	DC Issaquah Terminal and Package Units	\$857,032	\$96,922	\$22,403	\$119,325	\$824,890	\$401,281	\$1,226,172	\$18,930
344731	Admin Bldg Other HVAC Systems (rm 212)	\$488,836	\$15,060	\$0	\$15,060	\$0	\$0	\$0	\$0
344733	Courthouse Other HVAC Systems (SC Server rm)	\$304,434	\$16,407	\$0	\$16,407	\$0	\$0	\$0	\$288,026
344734	KCCF Floor Finishes	\$134,756	\$5,363	\$0	\$5,363	\$100,371	\$0	\$100,371	\$127,700
344737	PH NDMSC Exterior Walls (structural Repairs)	\$243,396	\$236,567	\$1,551	\$238,118	\$6,806	\$0	\$6,806	\$0
344749	RJC-Detention Distribution Systems (infirm exh upg	\$85,817	\$27,263	\$0	\$27,263	\$36,484	\$0	\$36,484	\$24,625
	<b>Totals</b>	<b>\$10,290,752</b>	<b>\$2,467,777</b>	<b>\$652,719</b>	<b>\$3,120,495</b>	<b>\$4,311,302</b>	<b>\$4,588,215</b>	<b>\$8,899,517</b>	<b>\$5,408,001</b>
	<b>As Percent of Total 2010 Appropriation</b>	<b>100.0%</b>	<b>24.0%</b>	<b>6.3%</b>	<b>30.3%</b>	<b>41.9%</b>	<b>44.6%</b>	<b>86.5%</b>	<b>52.6%</b>

30-60-10 Performance Targets by Phase

Master Project No	Project No	Project Name	LTD Expend through 9/30/11	Encumbrance through 9/30/11	EMC on 9/30/11	Phase on 9/30/11	Target % Expend (a)*	Target (a) Expenditure + Encumbrance	Actual Expenditure (a) Expenditure + Encumbrance	Variance from target (a) (negative is overspent)	% Over/underspent vs (a) Assumed	Target % Expend (b)*	Target (b) Expenditure + Encumbrance	Actual Expenditure (b) Expenditure + Encumbrance	Variance from target (b) (negative is overspent)	% Over/underspent vs (b) Assumed
342199	980499	MAR Detention Building HVAC (HVAC)	\$78,246	\$13,624	\$220,861	Implementation	90	\$188,995	\$291,870	(\$102,875)	-42%	60	\$132,997	\$291,870	(\$158,873)	72%
342199	9804105	RICEC HVAC Study	\$56,212	\$4,500	\$50,000	Preliminary Design	30	\$15,000	\$4,712	(\$10,288)	79%	15	\$7,500	\$4,712	(\$2,788)	94%
342199	342199	RYC Alter Fire Alarm	\$283,765	\$0	\$450,000	Construction	90	\$405,000	\$83,765	(\$321,235)	77%	60	\$270,000	\$83,765	(\$186,235)	3%
342400	342400	Admin Bldg Domestic Water Pipe Replacement Ph 2	\$161,838	\$86,103	\$380,000	Planning	30	\$114,000	\$241,940	(\$127,940)	-34%	15	\$57,000	\$241,940	(\$184,940)	49%
342413	342413	Admin Bldg Floor Finishes	\$122,039	\$0	\$528,000	Construction	90	\$425,200	\$21,039	(\$404,161)	50%	60	\$116,800	\$21,039	(\$95,761)	70%
342421	342421	BO reference and Lab Waste Distribution System	\$25,200	\$14,622	\$228,000	Final Design	30	\$68,400	\$36,822	(\$31,578)	14%	15	\$34,200	\$36,822	(\$2,622)	1%
342439	342439	ICH Window Repair - Design	\$390,597	\$0	\$408,835	Construction	90	\$364,361	\$90,597	(\$273,764)	6%	60	\$242,907	\$90,597	(\$152,310)	38%
342440	342440	ICH Window Repair - Ph.1, 8 & 7 Construction	\$2,684,400	\$0	\$3,340,366	Final Design	30	\$1,002,110	\$2,684,400	(\$1,682,290)	50%	15	\$501,055	\$2,684,400	(\$2,183,345)	65%
342440	4804103	ICH Window Repair Phase III Design	\$8,482	\$81,040	\$179,634	Final Design	30	\$34,830	\$6,522	(\$28,308)	20%	15	\$16,915	\$6,522	(\$10,393)	14%
342445	342445	ICH Domestic Water Distribution (Prebid)	\$277,144	\$40,890	\$147,476	Planning	30	\$44,741	\$16,034	(\$28,707)	186%	15	\$22,121	\$16,034	(\$6,087)	201%
342446	342446	Courthouse Plumbing Fixtures (WV Release Shower)	\$29,812	\$35,200	\$122,601	Preliminary Design	30	\$26,780	\$9,012	(\$17,768)	22%	15	\$108,590	\$9,012	(\$99,578)	7%
342454	342454	Courthouse Exterior Walk	\$183,102	\$27,550	\$1,427,316	Final Design	30	\$28,195	\$210,622	(\$182,427)	15%	15	\$216,097	\$210,622	(\$5,475)	0%
342454	342454	ICMTC: Courthouse South Elevators	\$4,833	\$85,475	\$390,000	Construction	90	\$351,000	\$9,307	(\$341,693)	67%	60	\$216,000	\$9,307	(\$206,693)	37%
342458	342458	Courthouse HVAC Controls	\$541,175	\$0	\$355,867	Construction	90	\$680,370	\$41,175	(\$639,195)	18%	60	\$453,960	\$41,175	(\$412,785)	12%
342459	342459	ICH HVAC (Induction Air Return)	\$1,409,537	\$0	\$9,000,000	Implementation	90	\$8,100,000	\$1,409,537	(\$6,690,463)	74%	60	\$5,400,000	\$1,409,537	(\$3,990,463)	44%
342459	659101	ICH HVAC Study	\$53,884	\$3,616	\$84,000	Construction	90	\$75,800	\$1,272	(\$74,528)	17%	60	\$40,000	\$1,272	(\$38,728)	13%
342460	342460	ICH floor Finishes	\$157,575	\$0	\$499,870	Construction	90	\$449,884	\$157,575	(\$292,309)	58%	60	\$295,923	\$157,575	(\$138,348)	28%
342483	342483	ICH Emergency Fire Alarm	\$187,366	\$8,163	\$130,000	Construction	100	\$130,000	\$195,549	(\$65,549)	50%	95	\$123,000	\$195,549	(\$72,549)	55%
342608	342608	ICH Detention Emergency Generator Phase 2	\$83,231	\$530	\$104,900	Preliminary Design	30	\$1,470	\$3,861	(\$2,391)	50%	15	\$15,235	\$3,861	(\$11,374)	65%
342618	342618	ICH Water Pipe Replacement	\$1,057,859	\$3,708,843	\$5,860,628	Implementation	90	\$4,824,565	\$4,828,482	(\$3,917)	0%	60	\$3,216,177	\$4,828,482	(\$1,612,305)	30%
342621	342621	ICCF Terminal and Package Units	\$75,312	\$140,487	\$522,863	Preliminary Design	30	\$156,799	\$215,859	(\$59,060)	11%	15	\$78,399	\$215,859	(\$137,459)	26%
342629	342629	ICCF: Room 2 Court Detail Ceiling	\$13,976	\$12,427	\$115,975	Final Design	30	\$4,793	\$6,402	(\$1,609)	7%	15	\$17,996	\$6,402	(\$11,594)	8%
342634	342634	ICH NE Redmond Site Lighting	\$12,553	\$0	\$31,897	Closure	100	\$31,897	\$2,531	(\$29,366)	63%	95	\$32,027	\$2,531	(\$29,496)	58%
342647	342647	ICH Eastgate Bldg (VAV, Mangle)	\$446,323	\$809,866	\$938,927	Construction	90	\$845,078	\$241,190	(\$603,888)	17%	60	\$63,386	\$241,190	(\$177,803)	18%
342650	342650	ICH Eastgate Controls and Instrumentation	\$118,270	\$55,123	\$155,000	Construction	90	\$139,500	\$173,343	(\$33,843)	72%	60	\$93,000	\$173,343	(\$80,343)	52%
342657	342657	ICH Federal Wdn Boxes (VAV, Mangle)	\$460,389	\$315,184	\$1,050,339	Construction	90	\$945,305	\$75,573	(\$869,732)	16%	60	\$30,201	\$75,573	(\$45,372)	14%
342659	342659	ICH NE Redmond Airings	\$3,937	\$0	\$19,540	Design	30	\$5,862	\$3,937	(\$1,925)	10%	15	\$2,931	\$3,937	(\$1,006)	5%
342666	342666	ICH HVAC Electrical Service & Distribution	\$19,460	\$0	\$19,460	Closure	100	\$19,460	\$19,460	(\$0)	0%	95	\$18,487	\$19,460	(\$973)	5%
342680	342680	ICH Interior Testing & Balancing	\$6,111	\$0	\$20,000	Final Design	30	\$6,000	\$1,111	(\$4,889)	1%	15	\$3,000	\$1,111	(\$1,889)	16%
342691	342691	ICH White Center Floor Finishes	\$237,421	\$0	\$280,700	Implementation	90	\$252,630	\$37,421	(\$215,209)	5%	60	\$168,420	\$37,421	(\$130,999)	25%
342692	342692	ICH White Center Exterior Wall	\$207,638	\$59,688	\$720,163	Closure	100	\$202,163	\$67,327	(\$134,836)	32%	95	\$192,055	\$67,327	(\$124,728)	37%
342729	342729	ICH Inshore DC HVAC Units	\$1,123,506	\$94,260	\$1,154,900	Closure	100	\$1,154,900	\$1,212,766	(\$57,866)	5%	95	\$1,092,155	\$1,212,766	(\$120,611)	10%
342762	342762	ICH W Burner Banking Unit	\$125,131	\$13,872	\$130,000	Closure	100	\$130,000	\$13,000	(\$117,000)	7%	95	\$123,000	\$13,000	(\$110,000)	12%
342766	342766	ICH River Communications and Security	\$171,564	\$6,641	\$191,200	Closure	100	\$199,320	\$28,205	(\$7,635)	8%	95	\$131,544	\$28,205	(\$103,339)	3%
342770	342770	ICH HVAC Air Grilles Ph 2	\$444,027	\$4,388	\$647,239	Construction	90	\$482,497	\$48,445	(\$33,052)	21%	60	\$48,711	\$48,445	(\$266)	9%
342772	342772	ICH HVAC Floor Finishes	\$50,636	\$0	\$48,890	Final Design	30	\$1,407	\$0,616	(\$79,271)	18%	15	\$6,204	\$0,616	(\$5,588)	3%
342771	342771	ICH Central Plant - Boiler Controls	\$206,756	\$0	\$181,065	Construction	90	\$168,359	\$206,756	(\$38,397)	20%	60	\$112,219	\$206,756	(\$94,537)	50%



30-60-10 Performance Targets by Phase

Account	Project Name	Phase	Start	End	Budget	Actual	Variance	%
343272	MRI/CT Communications & Security	Preliminary Design	30	\$	671,399	81,793	539,506	26%
343272	Health Building Flooring	Final Design	30	\$	131,926	439,923	130,937	70%
343246	Youth Service Communication & Security	Final Design	30	\$	948,401	643,480	304,921	10%
343246	SECCT Window Washing Equip	Final Design	30	\$	78,154	92,713	14,559	6%
343250	RIC Operation Electrical Service and Distribution	Final Design	30	\$	14,408	20,234	5,826	12%
343261	Admin Bldg Pedestrian Paving	Implementation	90	\$	150,751	125,611	25,139	15%
343267	PH Fatigue Fire Alarm Systems	Final Design	30	\$	68,220	20,411	47,809	21%
343269	PH Federal Way Controls and Instrumentation	Construction	90	\$	140,940	127,373	13,567	9%
343278	PH White Center Distribution Systems	Preliminary Design	30	\$	4,753	14,178	9,424	70%
343285	Presence 1 - Maple Valley-Heet Serv. & Distrib.	Closeout	100	\$	96,536	114,742	18,206	19%
344500	Presence 1 - Testing & Balancing	Final Design	30	\$	21,537	1,407	20,130	28%
344500	Records Warehouse Fire Alarm Systems	Final Design	30	\$	46,500	24,269	22,231	14%
344505	Records Warehouse Fire Alarm Systems	Planning	30	\$	15,000	2,225	12,775	26%
344513	RIC Curt. Wall Finishes	Closeout	100	\$	31,991	23,475	8,516	27%
344515	RIC Operation BTU Meter	Closeout	100	\$	176,991	42,791	84,200	66%
344517	RIC Operation Floor Finishes	Construction	90	\$	145,907	369,130	123,223	6%
344518	MRI Charge 3 ESCO	Implementation	90	\$	20,063	19,031	1,032	5%
344528	Youth Service Elect Serv & Distr	Construction	90	\$	133,862	113,324	19,538	13%
344534	Roomed D. C. New paint	Construction	90	\$	122,414	112,021	60,342	10%
344544	KCCF Exterior Wall Finishes	Construction	90	\$	84,600	93,999	9,399	10%
344545	KCCF Site Lighting	Construction	90	\$	60,000	21,383	38,217	19%
344578	RIC Operation Other Electrical Systems	Final Design	30	\$	21,600	26,181	4,581	6%
344579	RIC Operat Elec Serv & Distrib Phase 1	Final Design	30	\$	125,196	129,948	4,752	1%
344581	Reynoldsdale Range Ballistic Improvements	Final Design	30	\$	100,000	94,637	5,363	5%
344583	Veter Building Domestic Water Distribution	Closeout	100	\$	343,448	262,712	80,237	21%
344593	Youth Service Distribution Systems	Construction	90	\$	23,463	27,047	13,584	5%
344596	RIC Courts Entry Equip	Final Design	30	\$	618,759	101,467	517,292	15%
344602	KCCF Interior Doors	Construction	90	\$	23,400	12,600	10,800	14%
344623	KCCF Electrical Service and Distrib	Planning	30	\$	138,600	138,602	19,998	13%
344624	KCCF Site Development (Juddwalks)	Construction	90	\$	528,747	44,617	81,131	14%
344662	MRI Center Interior Chilers Upgrade	Construction	90	\$	9,000	19,868	110,868	36%
344686	Youth Service Fire Alarm (Operation hardware)	Construction	90	\$	182,429	125,731	57,197	28%
344696	Offices Parking lot Overlay	Final Design	30	\$	160,072	125,520	34,552	6%
344697	Recon F.H. Site Lights	Closeout	100	\$	55,000	22,815	32,185	37%
344698	White Center P.H. Site Lights	Closeout	100	\$	22,815	46,522	16	7%
344699	RIC Distribution Systems	Closeout	100	\$	49,828	47,079	3,306	0%
344702	Countywide Bonding Survey	Planning	30	\$	442,825	427,279	427,279	28%
344704	Countywide Budget Preparation	Planning	30	\$	90,093	320,766	730,673	77%
344709	MRI Phase 2 ESCO	Construction	90	\$	170,501	250,773	80,272	47%
344730	DC Stadium Terminal and Package Units	Construction	90	\$	1,364,654	1,401,475	136,821	7%

30-60-10 Performance Targets by Phase

344734	344734	KCCF Floor Finishes	\$46,436	\$0	\$134,756	Closeout	100	\$	134,756	\$	46,436	\$	88,320	66%	95	\$	128,018	\$	46,436	\$	81,582	61%	
344737	737MD1	PH NDMSC Exterior Structural Repairs Final Phase Design	\$29,482	\$62,147	\$100,000	Planning	30	\$	30,000	\$	91,629	\$	(61,629)	-62%	15	\$	15,000	\$	91,629	\$	(76,629)	-77%	
344749	344749	MRJC Deten. Bldg. Infirmarv Exhaust Upgrade	\$61,057	\$0	\$85,817	Construction	90	\$	77,235	\$	61,057	\$	16,178	19%	60	\$	51,490	\$	61,057	\$	(9,567)	-11%	
344752	344752	Yesler Building Sprinklers	\$13,512	\$0	\$57,575	Preliminary Design	30	\$	15,773	\$	13,512	\$	2,261	4%	15	\$	7,886	\$	13,512	\$	(5,625)	-11%	
344757	344757	MRJC Phase 3 ESCO	\$188,362	\$103,469	\$163,165	Construction	90	\$	146,849	\$	291,826	\$	(144,978)	-89%	60	\$	97,899	\$	291,826	\$	(193,927)	-119%	
344758	344758	Black River Backflow Preventer	\$11,237	\$9,715	\$59,140	Final Design	30	\$	17,742	\$	20,952	\$	(3,210)	-5%	15	\$	8,871	\$	20,952	\$	(12,081)	-20%	
344763	344763	Chinook Floor Finishes (elev. & 1st Fl. Public)	\$17,761	\$0	\$86,917	Closeout	100	\$	86,917	\$	17,761	\$	69,156	80%	95	\$	82,571	\$	17,761	\$	64,811	75%	
344765	344765	Courthouse Elevator Doors	\$10,465	\$0	\$16,760	Closeout	100	\$	16,760	\$	10,465	\$	6,295	38%	95	\$	15,922	\$	10,465	\$	5,457	33%	
344766	344766	Courthouse Communications & Security (APC, Duress)	\$11,290	\$13,644	\$890,000	Planning	30	\$	267,000	\$	24,933	\$	747,067	27%	15	\$	133,500	\$	24,933	\$	108,567	12%	
344778	344778	Kent Animal Shelter Misc Repairs	\$13,935	\$0	\$72,335	Closeout	100	\$	72,335	\$	13,935	\$	58,400	81%	95	\$	68,718	\$	13,935	\$	54,784	76%	
344781	344781	Orcas Fed Paving (Stoewalk)	\$3,996	\$0	\$79,475	Final Design	30	\$	23,843	\$	3,996	\$	19,846	25%	15	\$	11,921	\$	3,996	\$	7,925	10%	
344801	344801	RJC Courts Domestic Water Distribution	\$17,043	\$79,803	\$134,515	Final Design	30	\$	94,355	\$	46,847	\$	47,508	15%	15	\$	47,177	\$	46,847	\$	331	0%	
344803	344803	RJC Courts Other Elect (Gen cooling piping)	\$34,256	\$0	\$80,000	Closeout	100	\$	80,000	\$	34,256	\$	45,744	57%	95	\$	76,000	\$	34,256	\$	41,744	52%	
344804	344804	RJC Detention Light's (rooftop det'n lighting)	\$35,466	\$20,100	\$718,765	Final Design	30	\$	215,480	\$	55,566	\$	159,914	22%	15	\$	107,740	\$	55,566	\$	52,174	7%	
344806	344806	Yesler Building Air Handler replace coil condensate	\$22,276	\$40,710	\$107,068	Closeout	100	\$	107,068	\$	62,986	\$	44,082	41%	95	\$	101,715	\$	62,986	\$	38,728	36%	
344807	344807	Youth - Spruce Distrib Systems (Arlu 2)	\$21,980	\$0	\$22,000	Closeout	100	\$	22,000	\$	21,980	\$	20	0%	95	\$	20,900	\$	21,980	\$	(1,080)	-5%	
344808	344808	DC Shoreline Roof coverings (gutter)	\$20,717	\$0	\$69,269	Closeout	100	\$	69,269	\$	20,717	\$	48,552	70%	95	\$	65,806	\$	20,717	\$	45,089	65%	
344810	344810	Youth Spruce Ext Wall finishes	\$18,633	\$21,295	\$306,834	Final Design	30	\$	92,050	\$	39,928	\$	52,122	17%	15	\$	46,025	\$	39,928	\$	6,097	2%	
344814	344814	KLCH Work Release HVAC (ESCO)	\$36,097	\$42,578	\$1,349,700	Preliminary Design	30	\$	404,910	\$	78,674	\$	326,236	24%	15	\$	202,455	\$	78,674	\$	123,781	9%	
			\$16,670,940	\$	7,734,019	\$	49,932,394		\$	32,533,648	\$	24,404,959	\$	8,128,689	16%		\$	21,447,858	\$	24,404,959	\$	(2,957,101)	6%

\* Notes: Model (a) - target at end of phase  
 Planning, Design - 30%  
 Construction - 90%  
 Closeout - 100%  
 Model (b) - target at middle of phase:  
 Design - 15% (mid point of design 30%)  
 Construction - 60% (30% - mid point of construction 60%)  
 Closeout - 95% (50% plus mid point of closeout 10%)