



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

November 9, 2011

Ordinance 17229

Proposed No. 2011-0403.2

Sponsors Patterson

1 AN ORDINANCE relating to definitions regarding
2 capital projects; and amending Ordinance 12076,
3 Section 2, as amended, and K.C.C. 4.04.020,
4 Ordinance 12076, Section 3, as amended, and
5 K.C.C. 4.04.030, Ordinance 7159, Section 7, as
6 amended, and K.C.C. 4.04.210, Ordinance 16764,
7 Section 2, and K.C.C. 4.04.245, Ordinance 7159,
8 Section 13, as amended, and K.C.C. 4.04.250 and
9 Ordinance 14482, Section 57, and K.C.C. 4.40.005.

10 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

11 SECTION 1. Ordinance 12076, Section 2, as amended, and K.C.C. 4.04.020 are
12 each hereby amended to read as follows:

13 The definitions in this section apply throughout this chapter unless the context
14 clearly requires otherwise.

15 A. (~~"Acquisition of right of way" or "land acquisition" means funds budgeted for~~
16 ~~the purchase of property rights, excluding county force charges of the facilities~~
17 ~~management division.)) "Acquisition phase" means the time during which activities
18 associated with acquisition or surplus and sale of real property, property rights or the~~

19 acquisition of improvements through direct purchase or capitalized lease agreements
20 occur.

21 B. "Adopted" means approval by council motion or ordinance.

22 C. "Agency" means a county office, officer, institution whether educational,
23 correctional or other, department, division, board commission, except as otherwise
24 provided in this chapter.

25 D. "Allocation" means a part of a lump sum appropriation that is designated for
26 expenditure by either a specific organization unit or for specific purposes, or both.

27 E. "Allotment" means a part of an appropriation that may be encumbered or
28 expended during an allotment period.

29 F. "Allotment period" means a period of less than a fiscal year in length during
30 which an allotment is effective.

31 G. "Allotment plan" means a fiscal management plan that divides a county
32 agency's program element budget into quarterly increments, reflecting the cyclical or
33 seasonal pattern of expenditures, for the purpose of identifying over and under
34 expenditures throughout the year.

35 H. "Appropriations" means an authorization granted by the council to make
36 expenditures and to incur obligations for specific purposes.

37 I. "Appropriation ordinance" means the ordinance that establishes the legal level
38 of appropriation for a fiscal year.

39 J. "Art" means funds budgeted for the one percent for art program under K.C.C.
40 chapter 4.40 or as otherwise provided by ordinance for a public art program.

41 K. "Budget" means a proposed plan of expenditures for a given period or purpose
42 and the proposed means for financing these expenditures.

43 L. "Budget detail plan" means the council's proposed spending plan for the
44 operational budgets of all agencies detailed at the section level and attached to the
45 adopted appropriation ordinance or as modified by the most-recent supplemental
46 appropriation ordinance.

47 M. "Budget document" means a formal, written, comprehensive financial
48 program presented by the executive to the council, including an electronic database with
49 revenues and expenditures for all county agencies at the lowest organization levels and
50 all summary levels provided in the general ledger system, balanced to the financial plans
51 and the appropriation ordinance, fee ordinances, motions related to proposed levy rates to
52 comply with chapter 36.40 RCW and cost-of-living adjustment ordinance proposed by
53 the executive.

54 N. "Budget message" means a formal oral presentation by the executive to the
55 council that explains the budget in terms of goals to be accomplished and how the budget
56 relates to the Comprehensive Plan.

57 O. "Capital improvement plan" means a plan that establishes the capital
58 improvements required to implement an approved operational master plan. This plan
59 should extend over a minimum period of six years to define long-range capital
60 improvement requirements and the annual capital improvements budget for a user
61 agency.

62 1. The capital improvement plan shall include the following elements, where
63 applicable:

64 a. general program requirements that define the development scope for specific
65 sites or facilities;

66 b. general space and construction standards;

67 c. prototype floor plans and prototype facility designs for standard
68 improvements;

69 d. space requirements based on the adopted county space plan;

70 e. initial, and life-cycle cost, of alternative facilities and locations including
71 lease and lease/purchase approaches;

72 f. approximate location of planned capital improvements;

73 g. general scope and estimated cost of infrastructure;

74 h. a schedule, that extends over a minimum of six years, for the
75 implementation of projects included in capital improvement plans, based on overall user
76 agency priorities and projected available revenue;

77 2. The user agency shall prepare the elements of the plan in subsection ~~((L-))~~
78 Q.1. a, d, f and h of this section. The implementing agency shall prepare the elements of
79 this plan in subsection ~~((L-))~~ Q.1. b, c, e and g of this section.

80 3. The six-year budget schedule included in the capital improvement plan shall
81 be updated annually in conjunction with the capital budget adoption process.

82 P. "Capital project" means a project with a scope that includes one or more of the
83 following elements, all related to a capital asset: acquisition of either a site or existing
84 structure, or both; program or site master planning; design and environmental analysis;
85 construction; major equipment acquisition; reconstruction; demolition; or major
86 alteration. "Capital project" includes a: project program plan; scope; budget by ~~((task))~~

87 phase; and schedule. The project budget(~~(, conceptual design, detailed design,~~
88 ~~environmental studies and construction elements)) and phases of a project shall be
89 prepared or managed by the implementing agency.~~

90 Q. "CIP" means capital improvement program.

91 R. "CIP exceptions notification" means, except for major maintenance reserve
92 fund, roads, solid waste, surface water management and wastewater CIP projects, a letter
93 filed with the clerk of the council for distribution to the chair of the budget and fiscal
94 management committee, or its successor committee, which describes changes to an
95 adopted CIP project's scope or schedule, or both, or total project cost and, with the
96 exception of schedule changes, shall be sent in advance of any action. For major
97 maintenance reserve fund CIP projects, "exceptions notification" means a letter filed with
98 the clerk of the council for distribution to the chair of the budget and fiscal management
99 committee, or its successor committee, that describes changes of fifteen percent or more
100 to an adopted CIP project's scope or schedule, or both, or total project costs and, with the
101 exception of schedule changes, shall be sent in advance of any action. For road CIP
102 projects, "exceptions notification" means a letter filed with the clerk of the council for
103 distribution to the chair of the transportation committee, or its successor committee, that
104 describes changes of fifteen percent or more to an adopted CIP project's scope or
105 schedule, or both, or total project costs and, with the exception of schedule changes, shall
106 be sent in advance of any action. For wastewater, solid waste and surface water
107 management CIP projects, "exceptions notification" means a letter filed with the clerk of
108 the council for distribution to the chair of the budget and fiscal management committee,
109 or its successor committee, and to the chair of the utilities committee, or its successor

110 committee, which describes changes of fifteen percent or more to an adopted CIP
111 project's scope or schedule, or both, or total project costs and, with the exception of
112 schedule changes, shall be sent in advance of any action.

113 S. "Close-out phase" means the time during which the administrative processes
114 and associated accounting activities to close out all contracts occurs. The close-out phase
115 follows final acceptance and may include multiyear monitoring.

116 (~~"Construction" means funds budgeted for CIP project construction including~~
117 ~~contract construction, contract inspection and testing and, as appropriate, construction~~
118 ~~tasks performed by county forces.~~

119 T. ~~"Contingency" means funds budgeted for unanticipated CIP project costs~~
120 ~~associated with any other project activities.~~

121 U. ~~"Contracted design" or "preliminary engineering" means funds budgeted for~~
122 ~~activities of a contract nature associated with all CIP project phases through bid~~
123 ~~advertising. Included are contracts for feasibility studies, planning, studies, preliminary~~
124 ~~design, construction drawings, bid specifications and on-site inspections.~~

125 V. ~~"Cost elements" means CIP budgeting activities related to construction,~~
126 ~~contracted design, preliminary engineering, acquisition of right of way, equipment and~~
127 ~~furnishings, contingency, artistic furnishings, county force design, county force right of~~
128 ~~way, project administration or other activities as provided by the council.~~

129 W.)) T. "Council" means the metropolitan King County council.

130 ((X. ~~"County force design" means funds budgeted for CIP project design or~~
131 ~~design review by county personnel.~~

132 ~~Y. "County force right of way" means funds budgeted for real property costs~~
133 ~~associated with CIP land acquisition.~~

134 ~~Z.))~~ U. "Deficit" means the excess of expenditures over revenues during an
135 accounting period, or an accumulation of such excesses over a period of years.

136 ~~((AA.))~~ V. "Director" means the director of the office of performance, strategy
137 and budget.

138 ~~((BB. "Equipment and furnishings" means all costs for the purchase of equipment~~
139 ~~and furnishings associated with CIP project construction.~~

140 ~~((CC.))~~ W. "Executive" means the King County executive, as defined by Article
141 3 of the King County Charter.

142 ~~((DD.))~~ X. "Expenditures" means, where the accounts are kept on the accrual
143 basis or the modified accrual basis, the cost of goods delivered or services rendered,
144 whether paid or unpaid, including expenses, provisions for debt retirement not reported as
145 a liability of the fund from which retired, and capital outlays. Where the accounts are
146 kept on the cash basis, "expenditures" means actual cash disbursements for these
147 purposes.

148 ~~((EE.))~~ Y. "Final design phase" means the time during which design is
149 completed, permits and other permissions are secured so that the project, or staged
150 elements of the project consistent with the project management plan, can proceed to
151 implementation. Final design phase also includes development of a final cost estimate,
152 plans, specifications and a bid package.

153 Z. "Financial plan" means a summary by fund of planned revenues and
154 expenditures, reserves and undesignated fund balance.

155 ~~((FF-))~~ AA. "Fiscal period" means a calendar year or a biennium.

156 ~~((GG-))~~ BB. "Fund" an independent fiscal and accounting entity with a self-
157 balancing set of accounts recording either cash or other resources, or both, together with
158 related liabilities, obligations, reserves and equities that are segregated for the purpose of
159 carrying on specific activities or attaining certain objectives in accordance with special
160 regulations, restrictions or limitations.

161 ~~((HH-))~~ CC. "Fund balance" means the excess of the assets of a fund over its
162 liabilities and reserves except in the case of funds subject to budgetary accounting where,
163 before the end of a fiscal period, it represents the excess of the fund assets and estimated
164 revenues for the period over its liabilities, reserves and appropriations for the fiscal
165 period.

166 ~~((H-))~~ DD. "General facility major maintenance emergent need contingency
167 project" means an appropriation to provide contingent budget authority for emergent
168 needs within major maintenance reserve fund CIP projects.

169 ~~((JJ-))~~ EE. "Implementation phase" means the time during which a project is
170 constructed or implemented. "Implementation phase" also includes the testing,
171 inspection, adjustment, correction and certification of facilities and systems to ensure that
172 the project performs as specified. The implementation phase begins with the notice to
173 proceed for the construction contract and ends with final acceptance of the project, unless
174 otherwise specified in grant or regulatory requirements.

175 FF. "Implementing agency" means the appropriate department and division
176 responsible for the administration of CIP projects.

177 (~~KK~~) GG. "Lapse" of an appropriation means an automatic termination of an
178 appropriation.

179 (~~LL~~) HH. "Major maintenance reserve fund CIP project" means any major
180 maintenance reserve fund CIP project that is allocated in the adopted six-year major
181 maintenance reserve fund CIP and is appropriated at the major maintenance reserve fund
182 level in accordance with K.C.C. 4.04.265 or is a high-risk project under K.C.C. 4.04.245.

183 (~~MM~~) II. "Major widening project" means any roads CIP project adding at
184 least one through lane in each direction.

185 (~~NN~~) JJ. "Object of expenditure" means a grouping of expenditures on the
186 basis of goods and services purchased, such as salary and wages.

187 (~~OO~~) KK. "Open space non-bond fund project" means an open space project
188 that is allocated in the adopted six-year open space CIP and is appropriated at the open
189 space non-bond fund number 3522 level in accordance with K.C.C. 4.04.300.

190 (~~PP~~) LL. "Operational master plan" means a comprehensive plan for an agency
191 setting forth how the organization will operate now and in the future. An operational
192 master plan shall include the analysis of alternatives and their life cycle costs to
193 accomplish defined goals and objectives, performance measures, projected workload,
194 needed resources, implementation schedules and general cost estimates. The operational
195 master plan shall also address how the organization would respond in the future to
196 changed conditions.

197 (~~QQ~~) MM. "Planning phase" means the time during which identification and
198 development of project need and potential alternatives, evaluation of technical and

199 economic feasibility and development of a rough-order-of-magnitude total project cost
200 estimate occurs.

201 NN. "Preliminary design phase" means the time during which when evaluation
202 and analysis of potential project alternatives occurs, and the preferred alternative is
203 selected and designed sufficiently to establish a project baseline, at thirty to forty percent
204 design.

205 OO. "Program" means the definition of resources and efforts committed to
206 satisfying a public need. The extent to which the public need is satisfied is measured by
207 the effectiveness of the process in fulfilling the needs as expressed in explicit objectives.

208 ~~((RR. "Project administration" means funds budgeted for all county costs~~
209 ~~associated with administering design and construction contracts on CIP projects.~~

210 ~~SS-))~~ PP. "Project program plan" means a plan, primarily in written narrative
211 form, that describes the overall development concept and scope of work for a building,
212 group of buildings or other facilities at a particular site. The complexity of the project
213 program plan will vary based upon the size and difficulty of the program for a particular
214 site. When the plan includes projects that are phased over time, each phase shall have an
215 updated project program plan prepared by the user agency before project implementation.
216 The project program plan shall be prepared by the user agency with assistance from the
217 implementing agency. The program plan describes the user agency program
218 requirements for a specific building or site; provides the basis for these requirements; and
219 identifies when funds for the implementation of the capital projects will be provided.
220 The program plan shall elaborate on the general program information provided in the
221 operational master plan and the capital improvement plan. The plan shall also describe

222 user agency programs, how these programs would fit and function on the site, and the
223 general recommendation of the user agency regarding the appearance of the building or
224 site. The plan shall indicate when a site master plan is required for a project.

225 ~~((TT))~~ QQ. "Public need" means those public services found to be required to
226 maintain the health, safety and well-being of the general citizenry.

227 ~~((UU))~~ RR. "Quarterly management and budget report" means a report prepared
228 quarterly by the director for major operating and capital funds, that:

- 229 1. Presents executive revisions to the adopted financial plan or plans;
- 230 2. Identifies significant deviations in agency workload from approved levels;
- 231 3. Identifies potential future supplemental appropriations with a brief discussion
232 of the rationale for each potential supplemental;
- 233 4. Identifies significant variances in revenue estimates;
- 234 5. Reports information for each appropriation unit on the number of filled and
235 vacant full-time equivalent and term-limited temporary positions and the number of
236 temporary employees;
- 237 6. Includes the budget allotment plan information required under K.C.C.
238 4.04.060; and
- 239 7. Describes progress towards transitioning potential annexation areas to cities.

240 ~~((VV))~~ SS. "Reappropriation" means authorization granted by the council to
241 expend the appropriation for the previous fiscal year for capital programs only.

242 ~~((WW))~~ TT. "Regulations" means the policies, standards and requirements,
243 stated in writing, designed to carry out the purposes of this chapter, as issued by the
244 executive and having the force and effect of law.

245 (~~XX~~) UU. "Revenue" means the addition to assets that does not increase any
246 liability, does not represent the recovery of an expenditure, does not represent the
247 cancellation of certain liabilities on a decrease in assets and does not represent a
248 contribution to fund capital in enterprise and intragovernmental service funds.

249 (~~YY~~) VV. "Roads CIP project" means roads capital projects that are allocated
250 in the adopted six-year roads CIP and are appropriated at the roads CIP fund level in
251 accordance with K.C.C. 4.04.270 or a high-risk project under K.C.C. 4.04.245.

252 (~~ZZ~~) WW. "Scope change" means, except for major maintenance reserve fund,
253 roads, solid waste, surface water management and wastewater CIP projects, that a CIP
254 project's total project cost increases by ten percent or by fifty thousand dollars, whichever
255 is less. For major maintenance reserve fund, roads, solid waste, surface water
256 management or wastewater CIP projects, "scope change" means the total project cost
257 increases by fifteen percent.

258 (~~AAA~~) XX. "Section" means an agency's budget unit comprised of a particular
259 project, program or line of business as described in Ordinance 16445, Section 5, for the
260 2010 budget or for all subsequent budgets as described in the budget detail plan for the
261 previous fiscal period as attached to the adopted appropriation ordinance or as modified
262 by the most-recent supplemental appropriation ordinance. This definition is not intended
263 to create an organizational structure for any agency.

264 (~~BBB~~) YY. "Site master plan" means a plan prepared by the implementing
265 agency, with input from the user agency, that describes, illustrates and defines the capital
266 improvements required to provide user agency program elements.

267 1. The site master plan shall include preliminary information regarding, at a
268 minimum:

- 269 a. site analysis, including environmental constraints;
- 270 b. layout, illustration and description of all capital improvements;
- 271 c. project scopes and budgets;
- 272 d. project phasing; and
- 273 e. operating and maintenance requirements.

274 2. The site master plan shall be approved by the user agency and the
275 implementing agency before submittal to the executive and council for approval.

276 ~~((CCC.))~~ ZZ. "Solid waste CIP project" means a solid waste project that is
277 allocated in the adopted six-year solid waste CIP and is appropriated at the solid waste
278 CIP fund level in accordance with K.C.C. 4.04.273 or is a high-risk project under K.C.C.
279 4.04.245.

280 ~~((DDD.))~~ AAA. "Surface water management CIP project" means a surface water
281 management project that is allocated in the adopted six-year surface water management
282 CIP and is appropriated at the surface water management CIP fund level in accordance
283 with K.C.C. 4.04.275 or is a high-risk project under K.C.C. 4.04.245.

284 ~~((EEE.))~~ BBB. "User agency" means the appropriate department, division, office
285 or section to be served by any proposed CIP project.

286 ~~((FFF.))~~ CCC. "Wastewater asset management projects" means the wastewater
287 capital projects identified and intended by the wastewater treatment division to extend
288 and optimize the useful life of wastewater treatment assets, including facilities, structures,
289 pipelines and equipment.

290 (~~GGG~~) DDD. "Wastewater CIP project" means wastewater capital projects that
291 are allocated in the adopted six-year wastewater CIP and are appropriated at the
292 wastewater CIP fund level in accordance with K.C.C. 4.04.280 or is a high-risk project
293 under K.C.C. 4.04.245.

294 SECTION 2. Ordinance 12076, Section 3, as amended, and K.C.C. 4.04.030 are
295 each hereby amended to read as follows:

296 The budget documents shall include, but not be limited to, data specified in this
297 chapter.

298 A. The budget shall set forth the complete financial plan for the ensuing fiscal
299 year showing planned expenditures and the sources of revenue from which they are to be
300 financed. For each fund, the expenditures included in the budget for the ensuing fiscal
301 year shall not exceed the estimated revenues as forecast under K.C.C. 2.140.070,
302 including reserves.

- 303 1. The budget document shall include the following:
- 304 a. estimated revenue by fund and by source from taxation;
 - 305 b. estimated revenues by fund and by source other than taxation;
 - 306 c. actual receipts for first six months, January 1 through June 30, of the current
307 fiscal year;
 - 308 d. actual receipts for the last completed fiscal year by fund and by source;
 - 309 e. estimated fund balance or deficit for current fiscal year by fund; and
 - 310 f. operational budget details for all agencies at the section level unless noted by
311 the executive and accompanied with an explanation of the change;

312 g. such additional information dealing with revenues as the executive and
313 council shall deem pertinent and useful;

314 h. tabulation of expenditures in a comparable form by fund, program project or
315 object of expenditure for the ensuing fiscal year;

316 i. actual expenditures for the first six months, January 1 through June 30, of the
317 current year;

318 j. actual expenditures for the last completed fiscal year;

319 k. the appropriation for the current year; and

320 l. such additional information dealing with expenditures as the executive and
321 council shall deem pertinent and useful.

322 2. All capital improvement projects and appropriations shall be authorized only
323 by inclusion in the annual council adopted CIP or any amendment thereto. A bond
324 ordinance is not an appropriation for capital projects. The capital improvement section of
325 the budget shall include:

326 a. estimated expenditures for at least the next six fiscal years by program;

327 b. expenditures planned for current, pending, or proposed capital projects
328 during the fiscal year, classified according to proposed source of funds whether from
329 bonds, or any combination of other local, state, federal and private sources;

330 c. an alphabetic index to enable quick location of any project contained in the
331 budget;

332 d. a discrete number for each project that shall serve to identify it within the
333 capital budget document and all accounting reports;

334 e. estimated net annual operating costs associated with each project upon
335 completion or in cases where operating costs are negligible or incalculable, a statement to
336 that effect;

337 f. an identification of all CIP projects by council district in which they are
338 located;

339 g. CIP projects funded in the budget year, which shall be presented in separate
340 sections of the budget.

341 (1) Major maintenance reserve fund CIP projects shall be presented in the
342 six-year general CIP program.

343 (2) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for
344 major maintenance reserve fund CIP projects shall be made at the major maintenance
345 reserve fund level in accordance with K.C.C. 4.04.265.

346 (3) Roads CIP projects shall be presented in the six-year road CIP program

347 (4) Except for high risk projects under K.C.C. 4.04.245, the appropriation for
348 roads CIP projects shall be made at the roads CIP fund level in accordance with K.C.C.
349 4.04.270.

350 (5) Wastewater CIP projects shall be presented in the six-year wastewater
351 CIP program.

352 (6) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for
353 wastewater CIP projects shall be made at the wastewater CIP fund level in accordance
354 with K.C.C. 4.04.280.

355 (7) Surface water management CIP projects shall be presented in the six-year
356 surface water management CIP program.

357 (8) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for
358 surface water management CIP projects shall be made at the surface water management
359 CIP fund level in accordance with K.C.C. 4.04.275;

360 (9) Solid waste CIP projects shall be presented in the six-year solid waste CIP
361 program;

362 (10) Except for high-risk projects under K.C.C. 4.04.245, the appropriation
363 for solid waste CIP projects shall be made at the solid waste CIP fund level in accordance
364 with K.C.C. 4.04.273; and

365 (11) The technology business plan in accordance with K.C.C. 2.16.0757.

366 h. in addition to schedule requirements, a statement of purpose and estimated
367 total cost for each project for which expenditures are planned during the ensuing fiscal
368 year;

369 i. the original project cost estimate which shall remain fixed from year to year.
370 This original cost estimate shall be included in the capital budget document. A project
371 record, separate from the budget document, shall be provided that identifies the original
372 project cost estimate and any subsequent changes to the original project cost estimate by
373 ~~((cost element))~~ project phase and revenue source as approved in the budget document or
374 any amendment to the budget;

375 j. an enumeration of revised project cost estimates;

376 k. funds actually expended for projects as of June 30 of the current year;

377 l. funds previously authorized for the project;

378 m. anticipated specific ~~((cost elements))~~ project phases within each project.

379 However, the executive is authorized to transfer funds between specific activities within

380 the same project only if these transfers will not result in a necessary increase to the total
381 project budget. A scope change of a project constitutes a revision.

382 (1) A CIP project scope change shall be included in the CIP exceptions
383 notification if total project costs increase by ten percent or by fifty thousand dollars,
384 whichever is less; or if the schedule deviates by three months.

385 (2) For parks CIP projects, a CIP exceptions notification shall be filed with
386 the clerk of the council in advance of action for distribution to the chair of the budget and
387 fiscal management committee, or its successor committee, when fifty thousand dollars or
388 more or funds in excess of ten percent of total project costs, whichever is less, are to be
389 transferred from a contingency project to a CIP project.

390 (3) For major maintenance reserve fund CIP projects, a CIP exceptions
391 notification shall be filed with the clerk of the council in advance of action for
392 distribution to the chair of the budget and fiscal management committee, or its successor
393 committee, when moneys in excess of fifteen percent of the total major maintenance
394 reserve fund CIP project costs are to be transferred from the general facility major
395 maintenance emergent need contingency project.

396 (4) For roads CIP projects, a CIP exceptions notification shall be filed with
397 the clerk of the council in advance of action for distribution to the chair of the
398 transportation committee, or its successor committee, when contingency funds in excess
399 of fifteen percent of total project costs are to be transferred.

400 (5) For solid waste, surface water management and wastewater CIP projects,
401 a CIP exceptions notification shall be filed with the clerk of the council in advance of
402 action for distribution to the chair of the budget and fiscal management committee, or its

403 successor committee, and chair of the utilities committee, or its successor committee,
404 when contingency funds in excess of fifteen percent of total project costs are to be
405 transferred;

406 n. individual allocations by ~~((cost element))~~ project phase for each capital
407 project; and

408 o. when a single fund finances both operating expenses and capital projects,
409 there shall be separate appropriations from the fund for the operating and the capital
410 sections of the budget.

411 B.1. The budget message shall explain the budget in fiscal terms and in terms of
412 goals to be accomplished and shall relate the requested appropriation to the
413 Comprehensive Plan of the county.

414 2. The total proposed expenditures shall not be greater than the total proposed
415 revenue.

416 3. If the estimated revenues in the current expense, special revenue or debt
417 service funds for the next ensuing fiscal period, together with the fund balance for the
418 current fiscal period exceeds the applicable appropriations proposed by the executive for
419 the next ensuing fiscal period, the executive shall include in the budget document
420 recommendations for the use of the excess for the reduction of indebtedness, for the
421 reduction of taxation or for other purposes as in his or her discretion shall serve the best
422 interests of the county.

423 4. If, for any applicable fund, the estimated revenues for the next ensuing period
424 plus fund balance shall be less than the aggregate of appropriations proposed by the
425 executive for the next ensuing fiscal period, the executive shall include in the budget

426 document his or her proposals as to the manner in which the anticipated deficit shall be
427 met, whether by an increase in the indebtedness of the county, by imposition of new
428 taxes, by increase of tax rate or in any like manner.

429 C.1. Justification for revenues and expenditures shall be presented in detail when
430 necessary to explain changes of established practices, unique fiscal practices and new
431 sources of revenue or expenditure patterns or any data the executive considers useful to
432 support the budget. The following elements shall be included:

433 a. nonbudgeted departments and programs expenditures and revenues; that is,
434 intragovernmental service funds;

435 b. historical and projected agency workload information; and

436 c. a brief explanation of existing and proposed new programs, as well as the
437 purpose and scope of agency activities.

438 2. Capital improvement program data shall include, but not be limited to, the
439 streets and highway programming process, which shall specify priorities, guide route
440 establishments, select route design criteria and provide detailed design information for
441 each road or bridge project.

442 D.1. The department of executive services shall submit a request for CIP project
443 funding, which shall specify project funding levels on a project-by-project basis, but
444 which shall be appropriated at the major maintenance reserve fund CIP fund level, stated
445 as an aggregate of individual projects for the budget year in question in accordance with
446 K.C.C. 4.04.266. High-risk projects under K.C.C. 4.04.245 shall be funded as provided
447 in K.C.C. 4.04.245.

448 2. The council may require other data from the department of executive services
449 that the council considers necessary for review of the budget, which may include objects
450 of expenditure and other expenditures categories.

451 E.1. The department of transportation shall submit a request for CIP project
452 funding, which shall specify project funding levels on a project-by-project basis, but
453 which shall be appropriated at the road CIP fund level, stated as an aggregate of
454 individual projects for the budget year in question in accordance with K.C.C. 4.04.270.
455 High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

456 2. The council may require other data from the department of transportation that
457 the council considers necessary for review of the budget, which may include objects of
458 expenditure and other expenditures categories.

459 F.1. The department of natural resources and parks shall submit a request for CIP
460 project funding, which shall specify project funding levels on a project-by-project basis,
461 but which shall be appropriated at the wastewater CIP fund level, stated as an aggregate
462 of individual projects, including subprojects, for the budget year in question in
463 accordance with K.C.C. 4.04.280. Except for multiyear construction contracts and
464 carryover amounts approved during the annual CIP reconciliation process, appropriations
465 shall be for one year. All construction contracts including multiyear construction
466 contracts shall be appropriated for the full construction amount in the first year. Any
467 multiyear construction contracts longer than three years must be specifically identified in
468 the wastewater CIP budget request. The request for CIP project funding for wastewater
469 asset management shall include categories of wastewater asset management projects.
470 Wastewater asset management projects shall be appropriated annually at the category

471 level. The executive-proposed CIP shall allocate anticipated expenditures for each
472 wastewater asset management project category as part of the six-year wastewater CIP.
473 For each category, a proposed project list will be appended. High-risk projects under
474 K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

475 2. The council may require other data from the department of natural resources
476 and parks that the council considers necessary for review of the budget, which may
477 include objects of expenditures and other expenditures categories.

478 G.1. The department of natural resources and parks shall submit a request for CIP
479 project funding, which shall also specify project funding levels on a project-by-project
480 basis but which shall be appropriated at the surface water management CIP fund level,
481 states as an aggregate of individual projects, including subprojects, for the budget year in
482 question in accordance with K.C.C. 4.04.275. Except for multiyear construction
483 contracts and carryover amounts approved during the annual CIP reconciliation process,
484 appropriations shall be for one year. All construction contracts including multiyear
485 construction contracts shall be appropriated for the full construction amount in the first
486 year. Any multiyear construction contracts longer than three years must be specifically
487 identified in the surface water management CIP budget request. High-risk projects under
488 K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

489 2. The council may require from the department of natural resources and parks
490 other data that the council considers necessary for review of the budget, which may
491 include objects of expenditure and other expenditures categories. High-risk projects
492 under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

493 H.1. The department of natural resources and parks shall submit a request for CIP
494 project funding, which shall also specify project funding levels on a project-by-project
495 basis but which shall be appropriated at the solid waste CIP fund level, states as an
496 aggregate of individual projects, including subprojects, for the budget year in question in
497 accordance with K.C.C. 4.04.273. Except for a multiyear construction contracts and
498 carryover amounts approved during the annual CIP reconciliation process, appropriations
499 shall be for one year. All construction contracts including multiyear construction
500 contracts shall be appropriated for the full construction amount in the first year. Any
501 multiyear construction contracts longer than three years must be specifically identified in
502 the solid waste CIP budget request. High-risk projects under K.C.C. 4.04.245 shall be
503 funded as provided in K.C.C. 4.04.245.

504 2. The council may require from the department of natural resources and parks
505 other data that the council considers necessary for review of the budget, which may
506 include objects of expenditure and other expenditures categories.

507 SECTION 3. Ordinance 7159, Section 7, as amended, and K.C.C. 4.04.210 are
508 each hereby amended to read as follows:

509 The council shall review, amend, defer or adopt operational master plans, facility
510 master plans, facility program plans, CIP project (~~cost elements~~) phases, schedules and
511 total budget in the annual CIP budget or amendments thereto pursuant to the provisions
512 of the King County Charter.

513 SECTION 4. Ordinance 16764, Section 2, and K.C.C. 4.04.245 are each hereby
514 amended to read as follows:

515 A. For the purposes of this section:

516 1. "Capital projects oversight program" means the function within the King
517 County auditor's office to oversee King County's large capital construction projects that
518 was initially funded within the 2007 annual budget;

519 2. "Earned value management" means an analysis of how much has been
520 accomplished on a capital project to date compared to the project's planned scope,
521 schedule and cost. It includes a plan that identifies work to be accomplished, a valuation
522 of planned work, and predefined earning rules that quantify how to measure the
523 accomplishment of work;

524 3. "Eligible capital project" means a capital project as defined in K.C.C.
525 4.04.020, except it does not include information technology projects, transit acquisitions,
526 affordable housing and community development projects that are developed and managed
527 by noncounty entities, energy savings performance contracts or lease-based projects;

528 4. "Estimate at completion" means a forecast of cost and time to complete a
529 project. The estimate at completion includes the amount of cost and time incurred to date
530 plus remaining forecasted cost and time;

531 5. "High-risk project" means an eligible capital project with characteristics that
532 increase its likelihood of being completed late or over budget at a potentially significant
533 financial cost or other significant impact to the county. Whether an eligible capital
534 project is a high-risk project shall be determined by the process in subsection C. of this
535 section;

536 6. "Joint advisory group" means the real estate and major capital project review
537 joint advisory group created in K.C.C. chapter 4.06;

538 7. "Lease-based project" means a project where a lease-purchase or lease-
539 leaseback agreement is proposed, pursuant to chapter 35.42 RCW, that transfers
540 construction risk to a developer or not-for-profit intermediary and provides the
541 contractual basis for obtaining funding from a third party to finance construction of the
542 project;

543 8. "Project baseline" means the scope, schedule and budget set at the conclusion
544 of the preliminary design phase when the preferred alternative has been selected and
545 design has progressed adequately to make reasonable and informed commitments, at
546 thirty to forty percent design. Project baseline is used as a basis for variance reporting
547 and performance measurement;

548 9. "Project management plan" means a formal document that defines how the
549 project is executed, monitored and controlled. The objective of the project management
550 plan is to define the approach and schedule to be used by the project team to deliver the
551 intended project scope.

552 10. "Risk register" means a document that identifies potential events that could
553 impact cost, schedule, or scope. The document formulates plans for addressing those
554 risks.

555 11. "Rough order of magnitude cost estimate" means an early cost estimate
556 based on approximate cost models; and

557 12. "Total project cost estimate" means the estimated project cost from the start
558 of planning through project closeout. If the project has a range of potential project costs,
559 the total project cost estimate is the highest cost in the range.

560 B.1. For any eligible capital project with a total project cost estimate of over ten
561 million dollars, the executive shall transmit risk score results to the joint advisory group
562 each year in accordance with the process identified in subsection C.1. of this section
563 under the following circumstances:

564 a. the appropriation request for the project will be over two hundred thousand
565 dollars or the appropriation request plus the project's prior appropriations will collectively
566 exceed two hundred thousand dollars;

567 b. the project has not yet had a high-risk determination from the joint advisory
568 group that was made after setting the project baseline; and

569 c. the project has not entered the ~~((construction))~~ implementation phase.

570 2. The high-risk determination by the joint advisory group shall be made in
571 accordance with the process outlined in subsection C. of this section.

572 3. High-risk projects shall provide supporting data in accordance with the
573 requirements of subsections F. through H. of this section beginning with the next phase
574 for which appropriation authority is requested.

575 C.1. The capital projects oversight program shall develop a risk scoring
576 instrument for assessing whether an eligible capital project is a high-risk project. The
577 instrument shall be submitted to the joint advisory group for its approval.

578 2. The risk scoring instrument shall be used by the implementing agency to
579 generate a risk score for all projects that are required to be scored under subsection B.1.
580 of this section.

581 3. The risk scoring instrument shall use information such as complexity of
582 regulatory requirements, interdependencies with other projects and programs, schedule

583 constraints, implementing agency resources, project delivery method, complexity of
584 property acquisition issues, public impact, risks inherent to the likely construction
585 technology, or any other issues that could have a significant impact on the ability of the
586 project to meet baseline scope, schedule or budget.

587 4. The implementing agency director shall ensure that the risk scoring has been
588 completed by qualified staff who does not report to the project manager, to anyone who
589 reports to the project manager, or to anyone to whom the project manager directly
590 reports.

591 5. By March 1, the executive shall electronically transmit all risk score results
592 for eligible capital projects that require a risk score that year to the clerk of the council,
593 who will retain an electronic copy and distribute electronic copies to the manager of the
594 capital projects oversight program and the co-chairs of the joint advisory group or their
595 designees, except that scoring results for eligible capital projects that received
596 appropriations in 2010 shall be transmitted to the clerk of the council by July 31, 2010.

597 6. By the end of the first quarter of each year, or by the end of the third quarter
598 in the year in which this ordinance is enacted, the joint advisory group, in consultation
599 with the capital projects oversight program and using the risk scores for guidance, shall
600 determine which projects for which it has received risk scores are high-risk projects. The
601 joint advisory group may change the risk status of any of those projects when the joint
602 advisory group receives an updated risk score.

603 7. The capital projects oversight program may recommend to the joint advisory
604 group changes to the risk scoring instrument, but a new risk scoring instrument may be

605 used only if the joint advisory group approves the instrument and provides an effective
606 date for agency use of the instrument.

607 8. The joint advisory group shall file an electronic list of all eligible capital
608 projects for which it has changed the high-risk status designation, including risk score
609 and change in high-risk status, with the clerk of the council who will retain an electronic
610 copy and distribute electronic copies to the chair of the budget and fiscal management
611 committee or its successor and the manager of the capital projects oversight program.

612 9. Each agency or department that has at least one eligible capital project with a
613 total project cost estimate of over ten million dollars should have at least one project
614 designated as a high-risk project by the joint advisory group.

615 10. The executive may designate any eligible capital project as a high-risk
616 project by letter or the council may designate any eligible capital project as a high-risk
617 project by motion. Thirteen copies of the letter or motion shall be filed with the clerk of
618 the council for distribution to all councilmembers, the co-chairs of the joint advisory
619 group or their designees and the manager of the capital projects oversight program.

620 D. For purposes of identifying when an eligible capital project has entered a
621 particular phase and when subsections F. through H. of this section apply, phases include
622 preliminary design, final design~~((construction))~~ and close-out, and the following
623 characteristics shall be used as a guide:

624 1. The preliminary design phase is when evaluation and analysis of potential
625 project alternatives occurs. Based on analysis, the preferred alternative is selected and
626 designed sufficiently to establish a project baseline, at thirty to forty percent design.
627 Activities requiring long lead times, such as ~~((land))~~ acquisition or permitting may be

628 initiated during this phase. Some planning activities may occur prior to the preliminary
629 design phase;

630 2. The design phase is the time during which design is completed, permits and
631 other permissions are secured, and necessary land, rights-of-way, and easements are
632 acquired so that the project (or staged elements of the project consistent with the project
633 management plan) can proceed to ~~((construction))~~ implementation. The design phase
634 also includes development of a cost estimate, plans, specifications and a bid package. It
635 is expected that the range of uncertainty associated with project cost estimates decreases
636 as the design progresses. Activities to procure materials and equipment that require long
637 lead times may be initiated during this phase. For projects with alternative delivery
638 methods, such as general contractor-construction manager projects, the design phase may
639 include some construction activities that occur before completion of project plans and
640 specifications;

641 3. The ~~((construction))~~ implementation phase is the time during which the
642 project is ~~((constructed or))~~ implemented. This also includes the testing, inspection,
643 adjustment, correction and certification of facilities and systems to ensure that the project
644 performs as specified. The ~~((construction))~~ implementation phase ends with final
645 acceptance of the project; and

646 4. Close-out follows final acceptance and consists of administrative processes
647 and associated accounting activities to close out all contracts. It may include multi-year
648 monitoring. It should comprise no more than three percent of the total project cost.

649 E.1. When submitting a capital budget appropriation ordinance or an additional
650 or amended capital budget appropriation ordinance to the council that includes an

651 appropriation for a high-risk project, the executive shall submit supporting data as
652 identified in subsections F. through H. of this section. For any item required by
653 subsections F. through H. of this section that the executive does not provide with the
654 appropriation request, the executive shall provide a detailed explanation of why it cannot
655 be provided and, if the item is to be provided later, identify the date by which the item
656 will be provided.

657 2. For some eligible capital projects, one or more phases may run concurrently,
658 such as projects requiring staged construction due to site constraints or operational needs,
659 or performed under a declaration of emergency. Some nonconstruction eligible capital
660 projects, such as land acquisition, may not utilize all of the capital project phases.

661 a. When submitting a capital budget appropriation ordinance or an additional
662 or amended capital budget appropriation ordinance to the council where the appropriation
663 request encompasses work performed in more than one phase of a high-risk project, not
664 including the close-out phase, the executive shall submit as supporting data an
665 explanation of the cost and schedule factors necessitating appropriation for more than one
666 phase. The executive shall also submit as supporting data a schedule for reporting those
667 supporting items required by subsections F. through H. to the council. The schedule and
668 items to be reported shall match milestones identified in the project management plan.
669 The reports shall be filed with the clerk of the council for distribution to the chair of the
670 budget and fiscal management committee or its successor.

671 b. The council should consider placing expenditure restrictions upon the
672 appropriation that release funds contingent upon appropriate further action.

673 F. When submitting a capital budget appropriation ordinance or an additional or
674 amended capital budget appropriation ordinance to the council that encompasses work
675 performed in the preliminary design phase of a high-risk project, the appropriation
676 request may include up to ten percent of the funding for the design phase. The executive
677 shall, in addition to the requirements of K.C.C. 4.04.247, provide the following
678 supporting data:

- 679 1. Identify design criteria;
- 680 2. Provide an estimate of preliminary design costs, start and end dates for the
681 preliminary design phase, and a rough order of magnitude cost estimate, which may be
682 expressed as a range, for design and ~~((construction))~~ implementation phases;
- 683 3. Provide a planned schedule that shows the anticipated start and finish dates
684 for each major task for the preliminary design phase, and for the final design and
685 ~~((construction))~~ the implementation phases, provide the anticipated start and finish dates
686 for major work through completion;
- 687 4. Identify stakeholders;
- 688 5. Identify regulatory requirements and highlight any regulatory requirements
689 that increase project risk; and

690 G. When submitting a capital budget appropriation ordinance or an additional or
691 amended capital budget appropriation ordinance to the council that encompasses work
692 performed in the design phase of a high-risk project, the executive shall, in addition to the
693 requirements of K.C.C. 4.04.247, provide the following supporting data:

694 1. Describe the alternatives considered, including a summary of life-cycle cost
695 analysis performed for feasible alternatives progressing to further design, and identify the
696 recommended alternative or alternatives with detailed scope description;

697 2. Provide a summary of the results of a formal schedule and cost risk
698 assessment conducted by an external consultant or staff who does not report to the project
699 manager, to any person who reports to the project manager, or to anyone to whom the
700 project manager directly reports;

701 3. Provide the project baseline, if set by the time of the appropriation request;

702 4. Certify that the implementing agency completed a cost estimate validation
703 process to provide an independent evaluation of the project's cost estimates using an
704 external consultant or staff who does not report to the project manager, to any person who
705 reports to the project manager, or to anyone to whom the project manager directly
706 reports;

707 5. Certify that significant progress has been made in environmental review and
708 public outreach, identify steps remaining in the environmental review process, and
709 summarize major issues;

710 6. Identify permits, acquisitions, and relocations, address mitigations, and
711 highlight any of these that increase project risk to scope, schedule or budget;

712 7. Certify that application for external funding has begun, if applicable; and

713 8. For projects with alternative delivery methods that contemplate a need for
714 early construction costs, provide an explanation of the need.

715 H.1. When submitting a capital budget appropriation ordinance or an additional
716 or amended capital budget appropriation ordinance to the council that encompasses work

717 performed in the construction phase of a high-risk project, the executive shall, in addition
718 to the requirements of K.C.C. 4.04.247, provide the following supporting data:

719 a. certify that plans, specifications, estimates and contract documents reflect a
720 level of design completion that is sufficient to support a final cost estimate and schedule
721 for proceeding to procurement and specify the ready date for proceeding with the selected
722 procurement method for the project;

723 b. certify that all required nonconstruction permits are in place in accordance
724 with the project management plan or provide status of pending approvals and the
725 expected date of receipt;

726 c. certify that all land acquisition, lease documents, and partnership agreements
727 are in place in accordance with the project management plan or provide status of pending
728 actions and expected date of receipt; and

729 d. certify that the implementing agency completed a cost estimate validation
730 process to provide an independent evaluation of the project's cost estimates using an
731 external consultant or staff who does not report to the project manager, to any person who
732 reports to the project manager, or to anyone to whom the project manager directly
733 reports.

734 2. The executive shall provide quarterly reports during the construction phase of
735 a high-risk project. The quarterly report shall address performance relative to project
736 baseline, highlight any significant variance from project baseline, summarize the top risks
737 in the risk register, summarize change orders, explain change orders that have the
738 cumulative potential to carry the project over project baseline and summarize the results
739 of the latest earned value analysis. Five copies of each report shall be filed with the clerk

740 of the council, who shall retain a copy and distribute copies to the chair of the budget and
741 fiscal management committee or its successor, the co-chairs of the joint advisory group or
742 their designees and the manager of the capital projects oversight program.

743 I.1. The implementing agency shall establish and maintain a risk register for each
744 high-risk project. The risk register shall be developed consistent with industry standards.

745 2. The implementing agency shall update the risk register at least quarterly, or
746 more frequently should significant changes or additions be identified by the
747 implementing agency.

748 J.1. The implementing agency shall employ earned value management on high-
749 risk projects to forecast unfavorable variations in final project cost or completion date,
750 based on progress to date.

751 2. Agencies shall apply earned value management tools and methods to the
752 design and construction phases. The earned value management tools and methods, and
753 the format and level of detail reported, shall be appropriate for the phase of the project
754 and the associated level of certainty regarding cost and schedule estimates. Tools for
755 earned value management may include forecasting estimate at completion for design
756 phase and use of earned value analysis for the construction phase.

757 3. The analysis shall be updated at least monthly.

758 SECTION 5. Ordinance 7159, Section 13, as amended, and K.C.C. 4.04.250 are
759 each hereby amended to read as follows:

760 A. All CIP appropriation requests from the executive shall include project
761 schedule information for ~~((land))~~ the acquisition phase, design phases and construction
762 phase for each project. All CIP projects involving county staff shall include estimated

763 number of county staff hours in the ensuing fiscal year for each ~~((county force))~~ project
764 ~~((cost element))~~ phase. The estimated schedule, with beginning and ending dates for
765 each of these ~~((cost elements))~~ project phases, shall be listed by month.

766 B. The requirements in subsection A of this section do not apply to
767 reprogramming appropriations for:

768 1. The major maintenance reserve fund CIP being made at the major
769 maintenance reserve fund level and major maintenance reserve fund CIP projects being
770 reprogrammed, all in accordance with K.C.C. 4.04.265; and

771 2. The roads CIP being made at the roads CIP fund level, and roads projects
772 being reprogrammed, all in accordance with K.C.C. 4.04.270 and

773 3. The solid waste, surface water management and wastewater CIPs being made
774 at the solid waste, surface water management and wastewater CIP fund levels, and solid
775 waste, surface water management and wastewater CIP projects being reprogrammed, all
776 in accordance with K.C.C. 4.04.273, 4.04.275 and 4.04.280.

777 SECTION 6. Ordinance 14482, Section 57, and K.C.C. 4.40.005 are each hereby
778 amended to read as follows:

779 ~~((Words in this chapter have their ordinary and usual meanings except those
780 defined in this section, which have, in addition, the following meanings. If there is
781 conflict, the specific definitions in this section shall presumptively, but not conclusively,
782 prevail-))~~ The definitions in this section apply throughout this chapter unless the context
783 clearly requires otherwise.

784 A. ~~(("Acquisition" or "county force acquisition" means the purchase of parcels of
785 land, existing buildings, and structures, and costs incurred by the county for the~~

786 ~~appraisals or negotiations in connection with such a purchase.))~~ "Acquisition phase"
787 means the phase in which activities associated with acquisition or surplus and sale of real
788 property, property rights or the acquisition of improvements through direct purchase or
789 capitalized lease agreements occur. This phase typically runs at the same time as the
790 final design phase or the preliminary design phase, as defined in K.C.C. 4.04.020.

791 B. "Arts and cultural development fund" means the special revenue fund
792 established in K.C.C. 4.08.190 to receive and transfer to the cultural development
793 authority a variety of revenues including, but not limited to, public art revenues.

794 C. "Client department" means the county department, division or office
795 responsible for construction or custodial management of a facility or capital improvement
796 project after construction is complete.

797 D. "County force" means work or services performed by county employees.

798 E. "Cultural development authority" or "authority" means the cultural
799 development authority of King County established under K.C.C. chapter 2.49.

800 F. "Equipment and furnishings" means any equipment or furnishings that are
801 portable and of standard manufacture. "Equipment" does not mean items that are custom
802 designed or that create a new use for the facility, whether portable or affixed.

803 G. "Public art fund" means the fund established in K.C.C. 4.08.185.

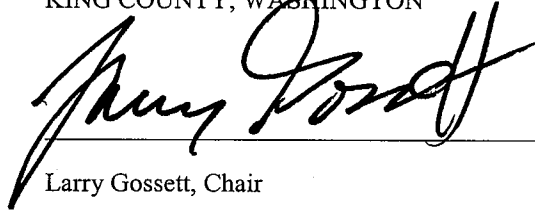
804 H. "Public art program" means the county program administered and
805 implemented by the cultural development authority that includes the works and thinking
806 of artists in the planning, design and construction of facilities, buildings, infrastructure
807 and public spaces to enhance the physical environment, mitigate the impacts of county

808 construction projects, and enrich the lives of county residents through increased
809 opportunities to interact with art.
810

Ordinance 17229 was introduced on 10/3/2011 and passed as amended by the Metropolitan King County Council on 11/9/2011, by the following vote:

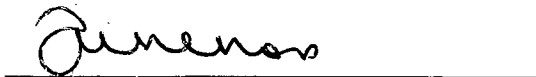
Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Patterson, Ms. Lambert, Mr. Ferguson, Mr. Dunn and Mr.
McDermott
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Gossett, Chair

ATTEST:



Anne Noris, Clerk of the Council

APPROVED this 18 day of NOVEMBER 2011.



Dow Constantine, County Executive

Attachments: None

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CLERK
KING COUNTY COUNCIL