

May 7, 2018

#### MEMORANDUM

To: Seattle City Council

**From:** Dan Eder, Central Staff Deputy Director

Tony Kilduff, Legislative Analyst

**Subject:** Capital Oversight & Quarterly Reporting

The City Council and the City Budget Office (CBO) have been collaborating on an approach to provide both the Executive and the Council with better and more useful information about the status of capital projects. In particular, Central Staff and CBO are proposing enhanced quarterly reporting for a selected list of capital projects. The memo provides context for the work and describes what information would be included in the enhanced reporting.

We look forward to hearing whether Councilmembers agree with the direction we are heading and any feedback about additional or different information that would be useful to policymakers. As a first cut, the Executive is proposing enhanced quarterly reporting for projects with a total project cost of \$60 million or more. More discussion at a later date would be necessary to determine additional criteria for including projects.

#### I. Background:

In <u>Resolution 31720</u>, the Council – among other things – requested "[e]nhanced regular CIP reporting developed in conjunction with the City Budget Office, including but not limited to quarterly reports to the Budget Committee on project scope, schedule, or budget deviations from the Council-approved CIP and any subsequent mid-year amendments."

By way of follow up to Resolution 31720, the Council hired Hill Consulting "to support the commitment of the City Council and Mayor for enhancing the City's CIP oversight and for developing new approaches that improve project oversight." Hill's <u>May 2017 report</u> provided an overview of City departments' various project management, change control, reporting, and oversight functions; the report also included recommendations for improvements. Several of the key recommendations have been enacted (including but not limited to legislative actions to implement phased appropriations for selected projects and a requirement that the Council provide prior approval ahead of the Executive applying for federal grants).

The City has hundreds of capital projects that it tracks, plans for, and appropriates annual funding to in its six-year Capital Improvement Program (CIP). The CIP is a six-year planning tool that is updated annually through the City's annual budget process. For each capital project, the Council makes an appropriation for the first year (backed by anticipated revenues) and endorses a five-year plan for future spending (and anticipated future revenues). The most recently adopted CIP is for 2018 to 2023. This fall, the Mayor will propose and the City Council will adopt a new 2019 to 2024 CIP.

Many capital projects are discrete projects with a defined scope, a start date, and an end date. An example of such a project is the \$19.3 million pedestrian safety improvement project on Fauntleroy Ave. S.W. (TC367200). However, a roughly equal number of projects are programmatic in nature because they do not have an anticipated end. An example of such a project is the Pedestrian Master Plan - New Sidewalks (TC367600) that builds new sidewalks every year and expected to continue doing so for years and years to come.

The Executive currently provides the Council with a quarterly report showing financial and other information about every one of the hundreds of projects in the Adopted CIP. The current quarterly reports provide useful information, but broadly speaking the existing quarterly reports are focused on annual spending and progress to date rather than a look forward to the risks, opportunities, and planned actions/strategies that are upcoming for delivering each project within its lifetime budget. As the Council has never required that quarterly reports be delivered on any timeline, the current quarterly reports are sometimes delivered too late to be particularly "fresh" information; for instance, the 4<sup>th</sup> Quarter 2017 report with information about 2017 spending against the 2017 Adopted Budget was not delivered until April 26, 2018.

In addition to the existing quarterly reports, departments have a variety of tools that they regularly use to communicate the development status of capital projects. Some examples:

- The Seattle Department of Transportation (SDOT) has a <u>Capital Projects Dashboard</u>, "an interactive site designed to offer insight into cost, spending, and timeline information on City transportation projects." SDOT also provides regular <u>reports</u> to the Council, an Oversight Committee, and the public on the status of achieving milestones for projects and programs funded in whole or in part with Move Seattle Levy funds.
- Seattle IT produces a portfolio review (see Attachment 3) that it shares with the Council.
- The Metropolitan Parks District (MPD) regularly updates the Council, an Oversight Committee, and the public on its <u>progress</u> developing capital projects funded in whole or in part with MPD levy funds.

#### II. Council's Role and Executive's Role

Broadly speaking, the Council establishes the annual and lifetime spending limits for each capital project through adoption of the CIP. As described above, the Council adopts a new multi-year CIP annually. The Council is responsible for broad oversight and ensuring accountability, and project management and project execution happens within Executive Departments.

The Executive departments have responsibility for day-to-day implementation, and Executive staff periodically report to Council about progress, issues, and risks to ensure that Council has enough timely information to make decisions about whether and how to make course corrections when necessary.

#### III. Progress to Date:

As part of its efforts to improve the oversight of the implementation of capital projects, the Executive reconvened a Capital Cabinet made up of representatives from the Mayor's Office, capital intensive departments, and project leads on major capital projects currently underway. The Cabinets is charged with determining new procedures for capital project management and with coordinating the management of projects across the City.

CBO indicates that one of the key achievements of the Cabinet was to establish standard definitions for the various stages through which a capital project moves: pre-project development (PPD), design and planning, Initiation, project definition & planning (IPDP), design, construction, procurement/bid, and closeout. This facilitates enhanced budget control for a project, allowing all parties to determine the conditions under which funding for each stage in the project's evolution will be provided. This approach to funding capital projects is called "stage gating." In the Adopted 2018-2023 CIP, the Council implemented the first stage-gate provisos on two projects: Delridge Multimodal Corridor (TC367810) and Ship Canal Water Quality Project Storage Tunnel (C315503).

The formalization of project stages also allows the Executive to define a stage in the project's development at which its scope, schedule, and budget should be sufficiently well establish to determine a baseline against which to measure future performance on cost and schedule. Through agreement with the capital-intensive departments (City Light, Department of Finance and Administrative Services, Seattle Public Utilities, Seattle Department of Transportation (SDOT), Seattle Department of Parks and Recreation, and the Seattle Department of Information Technology), a project is deemed to be at baseline when it reaches 30% design.

#### **IV.** Proposed Quarterly Reports:

As noted earlier, the Executive provides the Council with several reports on the status of capital projects. Key among them is the Quarterly CIP Monitoring Reports. These report on the use of current-year appropriation authority for projects and, if there is a significant variance in spending relative to the annual budget, include an explanation of the variance. Although often useful for programmatic capital projects, these reports are less useful for discrete capital projects since those projects typically span more than one year.

Working with staff in CBO, Central Staff have developed a new set of reports focused on discrete projects. The first report (see Attachment 1) provides a quick overview of all discrete projects over \$5 million in a convenient table that includes both the baseline total project cost<sup>1</sup> and the current projections of the total project cost. This will allow easy identification of projects that are trending significantly above or below their baseline budgets. We will briefly review the report as part of this presentation.

<sup>&</sup>lt;sup>1</sup> For many of the projects currently underway, we do not have a true baseline total project cost and CBO will make the best estimate of it that it can for the purposes of reporting.

The second report provides a detailed explanation of the project risks, costs, schedule, and funding sources. The intent is that this report would be generated each quarter for a subset of the discrete projects. Determining how that subset will be chosen is part of the on-going discussions with CBO.

For illustrative purposes, we have attached a sample report (see Attachment 2) for the SDOT's South Lander St. Grade Separation Project (TC366150). The proposed enhanced quarterly report includes a brief description of the project and an indicator of the current risk assessment for the project. A narrative provides context for the risk assessment. This is followed by a detailed description of the baseline spending plan and the current spending plan, including a narrative of the difference (if any) between them. The narrative also explains what has changed since the previous quarterly report. The report then discusses the schedule and any changes relative to the baseline schedule. Finally, the report looks at any changes in the funding sources for the project.

#### V. Conclusion and Next Steps

Central Staff and CBO recognize that sometimes unforeseen or unplanned-for events occur on complex, potentially controversial capital projects. The goal of the enhanced quarterly reports is to provide policymakers with timely and helpful information about risks and challenges as early as possible, to evaluate those problems in the context of projects' lifetime budgets and schedules, and to identify strategies for addressing or mitigating such challenges.

Central Staff and CBO will continue to work on refining the enhanced quarterly reports, including incorporating feedback from Councilmembers. We will propose an approach for Council to identify additional projects for which the Executive will provide enhanced quarterly reports. We will also continue to work with Councilmembers on expanding the suite of strategies and management tools that are available to policymakers.

#### **Attachements:**

- 1. 2018 Quarterly CIP Monitoring Report
- 2. South Lander Project
- 3. Citywide IT Portfolio Review January 2018

cc: Kirstan Arestad, Central Staff Director

		9.2 Master Project ID	Project Title	Current Project Stage	Start	End	Total Project Cost - Baseline	Projected Total Project Cost	Total Project Cost Variance Comments
Discrete Project		MC-SU-C3614 MC-TR-C072 MC-CL-ZT8307	Ship Canal Water Quality Project  Alaskan Way Main Corridor  Alaskan Way Viaduct and Seawall Replacement - Utility Relocs	Design Construction	2014 2013 2002	2025 2024 2022	\$ 540,252 \$ 355,892 \$ 240,482		Council Proviso Project
Watchlist: Projects over \$60m and in	SCL SDOT SDOT	MC-CL-YS7757 MC-TR-C073 MC-TR-C040	Denny Substation Development  Overlook Walk and East-West Connections Project  Center City Streetcar Connector	Construction Design Design	2007 2013 2012	2018 2022 2020	\$ 208,235 \$ 170,430 \$ 158,412		
Construction stage (or earlier) Require	SDOT SDOT SDOT	MC-TR-C028 MC-TR-C051 MC-TR-C066	S Lander St. Grade Separation Madison Street Bus Rapid Transit Alaskan Way Viaduct Replacement	Procurement/Bid Design Construction	2001 2013 2001	2019 2020 2024	\$ 125,533 \$ 121,479 \$ 108,478	\$ 102,533	\$ 23,000
Enhanced Report	DPR SCL SDOT	MC-PR-21007 MC-CL-YT7125 MC-TR-C037	Parks Central Waterfront Piers Rehabilitation Denny Substation Transmission Lines 23rd Avenue Corridor Improvements	Design Construction Design	2016 2008 2013	2023 2021 2020	\$ 96,008 \$ 69,646 \$ 68,450		
Council Selected Watchlist Projects	SDOT	MC-TR-C042	Delridge Multimodal Corridor	Initiation, Project Definition, & Planning	2016	2021	\$ 47,000		Council Proviso Project
Projects over	SDOT SDOT SDOT	MC-TR-C014 MC-TR-C083 MC-TR-C016	Elliott Bay Seawall Project  Magnolia Bridge Replacement Project  Mercer Corridor Project	Construction Design Closeout	2013 2002 1999	2018 HOLD 2018	\$ 388,042 \$ 350,000 \$ 149,998		Project on hold
\$60m Not Designated for Watchlist: Stage	SDOT SPU SCL	MC-TR-C075 MC-SU-C2306 MC-CL-XF9232	First Hill Streetcar North Transfer Station Rebuild Service Center Development Project	Closeout Closeout Pre-Project Development	2009 2006 2021	2017 2018 2022	\$ 139,795 \$ 108,062 \$ 100,043		Removed from Watchlist because no work being done on project in 2018.
s Construction or later (and "On Hold" projects)	SDOT SCL FAS	MC-TR-C017 MC-CL-ZS8426 MC-FA-A1IT01	Mercer Corridor Project West Phase Advanced Metering Infrastructure Summit Re-Implementation	Construction Construction Execution	2010 2015 2013	2022 2019 2018	\$ 90,174 \$ 83,445 \$ 83,433		
	SPU	MC-SU-C3609 MC-CL-ZC9937 MC-SU-C3806	S Henderson Combined Sewer Overflow Storage  New Customer Information System  South Park Stormwater Program	Closeout Closeout Design	2001 2015 2006	2018 2017 2025	\$ 68,656 \$ 63,450 \$ 55,652		
	SPU SCL SCL	MC-SU-C4102 MC-CL-YD9969 MC-CL-XB6493	Alaskan Way Viaduct & Seawall Replacement Program - DWF Enterprise Software Solution Replacement Strategy Boundary Powerhouse Generator Step-up Transformer Replacement	Construction Initiation, Project Definition, & Planning Construction	2001 2018 2010	2023 2024 2021	\$ 48,352 \$ 47,622 \$ 44,063		
	SPU SDOT SDOT	MC-SU-C4102 MC-TR-C090 MC-TR-C079	Alaskan Way Viaduct & Seawall Replacement Program - DWF Heavy Haul Network Program Route 40 Northgate to Downtown Transit Improvements	Construction Design Pre-Project Development	2001 2016 2016	2023 2022 2023	\$ 42,792 \$ 43,500 \$ 38,000		
	SDOT SDOT SPU	MC-TR-C030 MC-TR-C078 MC-SU-C2302	Northgate Bridge and Cycle Track Market / 45th Multimodal Corridor South Transfer Station Rebuild	Design Pre-Project Development Design	2013 2019 2012	2020 2022 2021	\$ 37,941 \$ 37,050 \$ 35,089		
	SDOT SDOT	MC-TR-C013 MC-TR-C002 MC-TR-C024 MC-TR-C044	Roosevelt Multimodal Corridor  Accessible Mt. Baker Implementation  Pay Stations  Pay Stations	Initiation, Project Definition, & Planning Design Construction	2013 2017 2004 1995	2021 2022 2018 TBD	\$ 34,003 \$ 31,395 \$ 31,335 \$ 30,926		
Projects between under \$59m:	SDOT SPU SPU	MC-SU-C4130 MC-SU-C1419 MC-CL-YT8461	Burke-Gilman Trail Extension Streetcar Related Projects - DWF Reservoir Covering-Bitter Lake	Design Construction Design	2009 2013 2015	2020 2023 2019	\$ 29,966 \$ 29,900		
Eligible for Watchlist upon Request	SCL SCL SPU SCL	MC-CL-Y18461 MC-CL-WF9970 MC-SU-C1418 MC-CL-YN8407	Transmission Line Inductor Installation PeopleSoft Reimplementation - City Light Reservoir Covering-Lake Forest Park First Hill - Network Load Transfer	Design Execution Design Design	2015 2015 2013 2019	2019 2018 2021 2023	\$ 27,707 \$ 27,453 \$ 26,185 \$ 25,436		
	SDOT SDOT	MC-TR-C009 MC-TR-C053 MC-CL-XS6423	Risk mil - Network Cod Transfer Broadway Streetcar Extension Rainier/Jackson Multimodal Corridor Diablo Powerhouse - Rebuild Generator Unit 32	Pre-Project Development Design Design Design	2012 2016 2015	HOLD 2021 2019	\$ 23,436 \$ 24,725 \$ 23,995 \$ 22,583		
	SCL SCL SCL	MC-CL-XS6351 MC-CL-XS6422 MC-CL-XS6541	Diablor Powerhouse - Nebulid Selerator Onlit 22  Boundary Powerhouse - Unit 51 Generator Rebuild  Diablo Powerhouse - Rebuild Generator Unit 31  Ross Powerhouse - Replace Transformer Banks 42 and 44	Procurement/Bid Construction Construction	2017 2012 2015	2020 2018 2018	\$ 22,450 \$ 22,371 \$ 21,158		
	SCL FAS	MC-CL-XB6485 MC-FA-FFERPFS32 MC-CL-XB6535	Boundary Powerhouse - Transformer Bank Rockfall Mitigation Fire Station 32  Boundary Powerhouse - Unit 52 Generator Rebuild	Construction  Construction  Procurement/Bid	2008 2010 2019	2022 2018 2022	\$ 21,136 \$ 21,140 \$ 20,745 \$ 20,618		
		MC-CL-XB6353 MC-SU-C3604 MC-TR-C046	Boundary Powerhouse - Unit 32 Generator Rebuild  Long Term Control Plan  Fauntleroy Way SW Boulevard	Procurement/Bid Procurement/Bid Initiation, Project Definition, & Planning Design	2018 2008 2012	2021 2030 2020	\$ 20,001 \$ 20,007 \$ 19,260		
	DPR SPU SPU	MC-PR-11002 MC-SU-C4130 MC-SU-C2304	Seattle Asian Art Museum Renovation Streetcar Related Projects - DWF South Park Development	Design Design Construction Initiation, Project Definition, & Planning	2011 2009 2007	2023 2020 2021	\$ 19,000 \$ 17,554 \$ 16,890		
	SCL DPR	MC-CL-XS6640 MC-PR-31004 MC-CL-ZL8481	Gorge U21-24 overhauls Golf Master Plan Implementation Seattle Waterfront Streetlight Installation	Pre-Project Development Closeout Design	2022 2010 2017	2026 2018 2022	\$ 16,731 \$ 16,525 \$ 16,448		
	SCL SCL SPU	MC-CL-XP9976 MC-CL-XF9230 MC-SU-C1607	Western Energy Imbalance Market Technical Training Center Development Downstream Fish Habitat	Design Construction	2017 2015 2008	2019 2019 2020	\$ 14,679 \$ 14,659 \$ 14,598		
		MC-IT-C9501 MC-CL-YD9957 MC-TR-C034	Seattle Municipal Tower Remodel - IT Enterprise Geographic Information System 3rd Avenue Corridor Improvements	Execution Initiation, Project Definition, & Planning Design	2016 2015 2012	2020 2021 2019	\$ 14,500 \$ 14,243 \$ 13,793		
	SCL SCL	MC-CL-XB6343 MC-CL-XS6415 MC-CL-WF9962	Boundary Dam - Instrumentation Upgrade and Integration Skagit Powerhouses - Install Protection Relays Enterprise Document Management System	Construction Construction Execution	2006 2005 2015	2018 2022 2026	\$ 13,077 \$ 13,026 \$ 12,213		
		MC-FA-SPDNFAC MC-SU-C1408 MC-PR-61002	Seattle Police Department North Area Interim and Long-Term Facilities Reservoir Covering - Beacon Bryant Site Development	Initiation, Project Definition, & Planning Construction Design	2017 2001 2013	2019 2018 2019	\$ 11,100 \$ 11,819 \$ 11,389		
	SCL SCL SDOT	MC-CL-XS6373 MC-CL-YR8373 MC-TR-C012	Ross Dam - AC/DC Distribution System Upgrade Laurelhurst - Underground Rebuild Center City Gateway and South Michigan Street Intelligent Transportation	Design Construction	2005 2007 2015	2020 2018 2020	\$ 11,181 \$ 10,862 \$ 10,811		
	SDOT SDOT SCL	MC-TR-C054 MC-TR-C087 MC-CL-XP6470	SPU Drainage Partnership - South Park SR-520 Project Generation Federal Reliability Standards Improvements	Initiation, Project Definition, & Planning Construction Closeout	2016 2002 2007	2020 2022 2020	\$ 10,000 \$ 9,853 \$ 9,563		
	SCL SCL DPR	MC-CL-ZT8471 MC-CL-XS6515 MC-PR-41054	Sound Transit Lynnwood - City Light Skagit - Facilities Energy Conservation Program Magnuson Park (5 Fields) Synthetic Turf Replacement	Design Design Pre-Project Development	2015 2012 2019	2022 2018 2019	\$ 9,506 \$ 9,464 \$ 9,256		
	SCL SCL	MC-CL-XB6641 MC-CL-XS6232 MC-CL-ZO8430	Boundary Governor Rehabilitation Skagit - Sewer System Rehabilitation Creston-Nelson to Intergate East Feeder Installation	Pre-Project Development Construction Construction	2022 2015 2009	2023 2020 2021	\$ 9,243 \$ 9,215 \$ 9,186		
	SCL SCL	MC-CL-YD9966 MC-CL-YR8322 MC-CL-ZT8470	Distribution Management System  Dallas Ave. 26 kV Crossing  Center City Connector Streetcar â€" City Light	Pre-Project Development Initiation, Project Definition, & Planning Construction	2019 2005 2015	2020 2024 2019	\$ 9,117 \$ 9,038 \$ 8,944		
	SCL FAS SCL	MC-CL-XS6520 MC-FA-FS5 MC-CL-XP6385	Skagit Facilities Plan Fire Station 5 Power Production - Network Controls	Construction Construction Construction	2010 2014 2007	2020 2018 2020	\$ 8,904 \$ 8,801 \$ 8,695		
	DPR SCL SEAIT	MC-PR-41066 MC-CL-XS6589 MC-IT-C6308	W Magnolia PF South Athletic Field Conversion  Diablo - Replace Bank Transformers  SRI Side Systems Support	Pre-Project Development Pre-Project Development Execution	2023 2020 2017	2024 2022 2018	\$ 8,534 \$ 8,493 \$ 8,354		
	FAS SDOT SCL	MC-FA-SRICAPNDS MC-TR-C036 MC-CL-XB6627	Summit Re-Implementation - Department Capital Needs SPU Drainage Partnership - Broadview Pedestrian Improvements Boundary Station Service Transformer Replacement	Execution Initiation, Project Definition, & Planning Pre-Project Development	2013 2016 2019	2018 2020 2021	\$ 8,055 \$ 8,000 \$ 7,884		
	DPR DPR DPR	MC-PR-61001 MC-PR-41064 MC-PR-41065	Washington Park Arboretum Trail Development Magnuson Park Athletic Field 12 Conversion Magnuson Park Field 13 Development	Construction Pre-Project Development Pre-Project Development	2013 2023 2023	2018 2024 2024	\$ 7,810 \$ 7,522 \$ 7,522		
	SDOT SDOT SCL	MC-TR-C005 MC-TR-C081 MC-CL-XS6483	Aurora Rapid Ride Improvements Route 48 South Electrification Diablo Facility - Lines Protection Upgrades	Closeout Initiation, Project Definition, & Planning Construction	2012 2018 2011	2017 2020 2021	\$ 7,401 \$ 7,080 \$ 7,005		
	SCL SCL	MC-CL-ZT8427 MC-CL-YR9950 MC-CL-YR8429	Sound Transit Northlink - City Light Automated Utility Design Implementation Mobile Workforce Implementation	Construction Construction Construction	2010 2011 2017	2018 2018 2020	\$ 6,936 \$ 6,722 \$ 6,693		
	SCL	MC-CL-XS6562 MC-PR-21005 MC-CL-XS6479	Ross - Governors Smith Cove Park Development Newhalem - Generator 20/Support Facility Rebuild	Initiation, Project Definition, & Planning Design Construction	2015 2015 2011	2020 2019 2018	\$ 6,303 \$ 6,245 \$ 6,049		
	DPR SCL	MC-PR-41040 MC-PR-15014 MC-CL-XS6577	Lake City Community Center Improvements Yesler Terrace Neighborhood Park Development Ross - Powerhouse Rockfall Mitigation	Construction Construction Pre-Project Development	2014 2015 2017	2020 2019 2021	\$ 5,536 \$ 5,430 \$ 5,220		
		MC-CL-XS6532 MC-CL-YR9974 MC-PR-41044	Diablo - Load Interrupters Replacement PCB Tracking and Condition Assessment Project Victor Steinbrueck Parking Envelope	Design Initiation, Project Definition, & Planning Design	2015 2017 2017	2019 2019 2019	\$ 5,195 \$ 5,195 \$ 5,000		
	SDOT SCL CEN	MC-TR-C082 MC-CL-YT8462 MC-SC-S0302	Graham Street Station Transmission Line Reconductoring Mercer Arena Redevelopment	Pre-Project Development Design Construction	2016 2015 2015	TBD 2019 2018	\$ 5,000 \$ 4,975 \$ 4,800		
	SCL SCL	MC-TR-C049 MC-CL-XS6540 MC-CL-YD9968	King Street Station Tenant Improvements Skagit - Boat Facility Improvements Asset Investment and Optimization	Design Construction Pre-Project Development	2016 2015 2021	2018 2019 2022	\$ 4,650 \$ 4,438 \$ 4,418		
	DPR SCL	MC-CL-XB6620 MC-PR-41057 MC-CL-XS6564	Boundary Crane Improvements Delridge Playfield Synthetic Turf Resurfacing Ross - Exciters 41-44	Procurement/Bid Pre-Project Development Initiation, Project Definition, & Planning	2017 2020 2018	2019 2020 2021	\$ 4,394 \$ 4,321 \$ 4,266		
	SCL SCL	MC-CL-YS7756 MC-CL-ZT8442 MC-CL-XC6324	Solar Microgrid for Resilience Interbay Substation - Development First Hill Connector Streetcar Cedar Falls Powerhouse - Valuehouse Rehabilitation	Initiation, Project Definition, & Planning Pre-Project Development Closeout Pre-Project Development	2016 2019 2010 2020	2018 2023 2018 2021	\$ 4,141 \$ 4,037 \$ 3,887 \$ 3,770		
	DPR DPR	MC-PR-11001 MC-PR-41043 MC-PR-16003	Cedar Falls Powerhouse - Valvehouse Rehabilitation Langston Hughes Performing Arts Center Renovation-2008 Parks Levy Lake Union Park Remediation Hing Hav Park Davelonment	Closeout Construction	2009 2017	2021 2018 2018	\$ 3,770 \$ 3,615 \$ 3,600 \$ 3,445		
		MC-PR-16003 MC-PR-41061 MC-PR-15005 MC-CL-XC6573	Hing Hay Park Development  Jefferson Park PF Synthetic Turf Resurfacing Rainier Beach Urban Farm and Wetlands Improvements  Cedar Falls - Bank 6 Reolacement	Closeout Pre-Project Development Closeout Pre-Project Development	2013 2022 2011	2018 2022 2018	\$ 3,445 \$ 3,407 \$ 3,293 \$ 3,236		
	SCL	MC-CL-XC6573 MC-CL-XC6358 MC-TR-C074 MC-FA-SFDVENT	Cedar Falls - Bank 6 Replacement Cedar Falls Powerhouse - Penstock Stabilization NE 43rd Street Improvements SFD Fire Station Ventilation Project	Pre-Project Development Pre-Project Development Initiation, Project Definition, & Planning Pre-Project Development	2018 2007 2017 2018	2020 2021 2021 2021	\$ 3,236 \$ 3,181 \$ 3,160 \$ 3,100		
	SDOT SCL	MC-FA-SFDVENT MC-TR-C056 MC-CL-YD9973 MC-CL-XS6610	SFD Fire Station Ventilation Project Columbia Two-Way Street Improvements Project Management System Implementation Diablo Dam - Spill Gate Trunnion Upgrades	Pre-Project Development Procurement/Bid Pre-Project Development Construction	2018 2014 2021 2017	2021 2018 2022 2025	\$ 3,100 \$ 3,014 \$ 3,005 \$ 2,953		
	DPR SCL	MC-PR-13002 MC-CL-XB6615 MC-PL-B3017	Diabio Dam - Spili Gate Trunnion Upgrades Washington Park Arboretum Improvements- 2008 Parks Levy Boundary - Access Road Stability Improvements Library Multi-Use Facility	Construction Closeout Initiation, Project Definition, & Planning Initiation, Project Definition, & Planning	2017 2010 2017 2018	2018 2020 2018	\$ 2,953 \$ 2,924 \$ 2,876 \$ 2,855		
	DPR SCL	MC-PL-B3017 MC-PR-41056 MC-CL-XB6601 MC-PR-16006	Library Multi-Use Facility Hiawatha Playfield Synthetic Turf Resurfacing Boundary - Entrance Improvements 14th Avenue NW Park Boulevard Development (NW 58th to NW 62nd)	Pre-Project Development Design	2020 2017	2020 2018	\$ 2,703 \$ 2,649		
	SDOT DPR	MC-TR-C010 MC-PR-41063	BRT Concepts Design Washington Park PF Synthetic Turf Replacement	Construction Pre-Project Development Pre-Project Development Construction	2012 2016 2022	2018 2020 2022 2021	\$ 2,625 \$ 2,500 \$ 2,498		
	SDOT DPR SDOT	MC-TR-C027 MC-PR-17001 MC-TR-C096	Sound Transit North Link Community Food Gardens and P-Patches Georgetown to South Park Trail	Construction Closeout Pre-Project Development	2011 2009 2018	2021 2018 2020	\$ 2,431 \$ 2,427 \$ 2,400		

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1.   1.   1.   1.   1.   1.   1.   1.	SCL	MC-CL-YD9967	Outage Management System Phase II Implementation	Initiation, Project Definition, & Planning	2017	2018	\$ 2,006		
	SEAIT								
100	DPR	MC-PR-41052	Lower Woodland Park Playfield #2 Synthetic Turf Replacement	Pre-Project Development	2019	2019	\$ 1,977		
100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100	DPR		·						
10   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.15   1.	SDOT	MC-TR-C091			2016	2018	\$ 1,950		
20	DPR DPR								
20	FAS	MC-FA-FS31IMP			2014	2018	\$ 1,850		
	SCL								
0.   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0   1.0	SCL	MC-CL-XB6565	Landis and Gyr RTU Modernization Boundary, CF, Skagit	Pre-Project Development	2019	2021	\$ 1,755		
20	SCL SCL								
Fig.   Controlled   Proceedings   Proceedings   Procedure   Proc	SPU	MC-SU-C4135			2012	2021	\$ 1,741		
10	SCL DPR								
100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100	DPR		, , ,						
100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100	SPU								
Col.	DPR DPR	MC-PR-16005	Victor Steinbrueck Park Renovation	Design	2013	2019	\$ 1,600		
Mathematical Content of Content	SCL				2017	2022			
Mathematics	DPR FAS								
March   1985   No.   1982   N	FAS	MC-FA-BENSNDBD	G Benaroya Hall Transforming Soundbridge	Initiation, Project Definition, & Planning	2017	2019	\$ 1,500		
Col.	SDOT DPR	_							
Control   Cont	SCL	MC-CL-XB6638	Boundary Sluice Gate Automation	Pre-Project Development	2022	2022	\$ 1,466		
Section   Sect	DPR SCL								
A. M. C. AMOLT   Stage   Manufacture Connecting   Supplement   Suppl	FAS	MC-FA-MUNICOUR	Seattle Municipal Courts	Design	2015	2020	\$ 1,443		
March   1982   See   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982   1982	DPR SCL								
March   1967   1962   Marganet in Multiple of the Anticoper (1964)   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1965   1	DPR	MC-PR-16002	Gas Works Park Play Area Renovation	Construction	2013	2018	\$ 1,400		
Met   1809   See   1809   See   Late Common Control Medical Medical Records 20 Stage   See   Late Common Control Medical Medical Records 20 Stage   See   Late Common Control Medical Medical Medical Records 20 Stage   See   Late Common Control Medical M	SCL DDR								
March   March   Secure from Front Restriction   Constitution   Professor Development   2019   3511   3   1,144	DPR								
March   Marc	DPR								
Marco   Marco   Control Control   Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Control Co	DPR	_							
Col.   Col. (1985)   Copy   Park   Col. (1985)   Copy	SCL								
March   March   South France   Lenth (u.e. 1004)   Construction   2012   2019   5   1,619	SCL		'						
Col.   MCC, 198600   MCF, Marchall   Per Project Development   2017   2000   S. 1,331	DPR								
Col.   Mich.   Col.   Security   Col.   Co	SCL								
March   1986   Novel Space	SCL			. ,					
PR	DPR								
Col.   Mod. C.   Mode	SPU								
Col.   M.C.C., 1784.35    State Noise 200 stripe Proteototics   Design   2017   2021   5   894	SCL								
March   Marc	DPR	MC-PR-15012	Woodland Park Zoo Seattle Sensory Garden Development	Closeout	2014	2018	\$ 903		
SOFT   MCF-RCOME   Sound Transit - cast Link   ministorin, Project Definition, & Flaming   2013   2023   5 873	DPR								
Col.   MCCL-386517   Boundary Control Room Alarm system replacement   Pre-Project Development   2017   2021   5   850	SDOT	MC-TR-C004	Sound Transit - East Link	Initiation, Project Definition, & Planning	2013	2023	\$ 873		
PR	DPR SCL								
OCT   Co. 174-C036   Boundary Free Prince   Experiment   Prince	DPR	MC-PR-16007	Comfort Station Renovations-2008 Levy Phase 2	Closeout	2014	2018	\$ 846		
CL   MCCL-386835   Boundary Fiber Ring Upgrade   Pre-Project Development   200   201   5   766	DPR SDOT								
DOT   NCTR-CORES   Surke Girman Trail Improvements - UW Campus   Initiation, Project Definition, & Planning   2017   700   5	SCL	MC-CL-XB6635	Boundary Fiber Ring Upgrade	Pre-Project Development	2020	2021	\$ 766		
OTT   No. CTR-C086   Surke Gilman Trail Improvements - UW Campus   Intation, Project Definition, & Planning   2017   780   5   750	DPR SDOT			. ,					
DOT   MCTR-C069	SDOT	MC-TR-C086	Burke Gilman Trail Improvements - UW Campus	Initiation, Project Definition, & Planning	2017	TBD	\$ 750		
CL   M.C.C.1.356457   Diablo Facility - Incline LIR Rehabilitation   Pre Project Development   2020   2022   \$ 664	SCL								
MPR   MCPR-41093   Garfield Playfield infield Synthetic Turt Resurfacing   Pre-Project Development   2020   2020   5 6.18	SCL	MC-CL-XS6457	Diablo Facility - Incline Lift Rehabilitation	0	2020	2022	\$ 664		
PR   MCPR-1033   Fountain Discharge Retrofit   Closeout   2012   2018   5   606	DPR								
MC-LX-MS6631   Boundary Sluice Gate Walkway Replacement   Pre-Project Development   2021   2021   5 573	DPR DPR								
M.C.Q.x86630   Boundary Tailrace Boat Ramp improvements   Pre-Project Development   2019   2020   5 5.56	SCL		Boundary Sluice Gate Walkway Replacement		2021				
MC-PR-15011   Othello Park Improvements   Closeout   2014   2018   5 547	SCL SCL								
MC   MC   MC   MC   MC   MC   MC   MC	DPR	MC-PR-15011	Othello Park Improvements	Closeout	2014	2018	\$ 547		
MC-PR-16013   Pratt Park Water Feature Renovation-2008 Levy   Construction   2014   2018   \$ 5.14	DPR SPU								
MC-TR-C095   Market to MOHA    Pre-Project Development   2018   2018   5   500	DPR	MC-PR-16013	Pratt Park Water Feature Renovation-2008 Levy	Construction	2014	2018	\$ 514		
MC-SU-C2407   SW Comp Plan Update   Initiation, Project Definition, & Planning   2017   2021   \$ 500	SCL SDOT								
MC-CL-XB6566   Boundary - DC Battery System & Charge Modernization   Initiation, Project Definition, & Planning   2017   2018   \$ 442	SPU	MC-SU-C2407	SW Comp Plan Update	Initiation, Project Definition, & Planning	2017	2021	\$ 500		
MC-PR-15009   Magnolia Manor Park Improvements   Closeout   2014   2018   \$ 402	DPR SCL								
MC-PR-15013   Washington Park Pilayfield Play Area Development   Closeout   2014   2018   \$ 365     MC-PR-15011   Lake Union Park Walkway Renovations-2008 Levy   Construction   2014   2018   \$ 350     MC-PR-15017   Emma Schmitz Sea Wall Replacement   Design   2014   2019   \$ 350     MC-CL-XB6632   Boundary Service Area Paving   Pre-Project Development   2023   2024   \$ 346     MC-U-XB6632   Boundary Service Area Paving   Pre-Project Development   2013   2019   \$ 333     MC-PR-15014   Sound Transit-East Link   Construction   2013   2019   \$ 333     MC-PR-15035   Interbay Stadium Synthetic Tuf Replacement   Closeout   2014   2018   \$ 305     MC-PR-1504   Danny Woo Improvements   Design   2017   2018   \$ 300     MC-PR-15004   East John Street Open Space Development   Construction   2012   2018   \$ 260     MC-PR-1504   Sound Transit-East Link   Construction   2012   2018   \$ 260     MC-PR-1504   Cal Anderson Park Landscape Improvement   Pre-Project Development   2018   2019   \$ 245     MC-PR-16047   Cal Anderson Park Landscape Improvement   Pre-Project Development   2018   2019   \$ 200     MC-PR-16059   Unmoved Link Extension   Initiation, Project Definition, & Planning   2017   2028   \$ 200     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-10450   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018	DPR	MC-PR-15009	Magnolia Manor Park Improvements	Closeout	2014	2018	\$ 402		
DPR   MC-PR-16011   Lake Union Park Walkway Renovations-2008 Levy   Construction   2014   2018   \$ 350     DPR   MC-PR-41037   Emma Schmitz Sea Wall Replacement   Design   2014   2019   \$ 350     DPR   MC-CL-WB6632   Boundary Service Area Paving   Pre-Project Development   2023   2024   \$ 346     DPR   MC-SU-C4122   Sound Transit-East Link   Construction   2013   2019   \$ 333     DPR   MC-PR-41035   Interbay Stadium Synthetic Turf Replacement   Closeout   2014   2018   \$ 305     DPR   MC-PR-41045   Danny Woo Improvements   Design   2017   2018   \$ 300     DPR   MC-PR-15004   East John Street Open Space Development   Construction   2012   2018   \$ 260     DPR   MC-PR-41045   Sound Transit-East Link   Construction   2012   2018   \$ 260     DPR   MC-PR-41047   Cal Anderson Park Landscape Improvement   Pre-Project Development   2018   2019   \$ 245     DPR   MC-PR-41047   Cal Anderson Park Landscape Improvement   Pre-Project Definition, & Planning   2017   2028   \$ 200     DOT   MC-RR-088   Lynnowood Link Extension   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     DPR   MC-PR-4DASDEV   Charles Street Campus Development   Initiation, Project Definition, Project Definition, Project Definition, Project Definition, Project Definition, Project Definit	DPR DPR								
DPR         MC-PR-41037         Emma Schmitz Sea Wall Replacement         Design         2014         2019         \$ 350           CL         MC-CL-XB6632         Boundary Service Area Paving         Pre-Project Development         2023         2024         \$ 346           PV         MC-SU-C4122         Sound Transit-East Link         Construction         2013         2019         \$ 333           DPR         MC-PR-41035         Interbay Stadium Synthetic Turf Replacement         Closeout         2014         2018         \$ 305           DPR         MC-PR-41045         Danny Woo Improvements         Design         2017         2018         \$ 300           DPR         MC-PR-15004         East John Street Open Space Development         Construction         2012         2018         \$ 260           PU         MC-SU-C4122         Sound Transit-East Link         Construction         2013         2019         \$ 245           DPR         MC-PR-41047         Cal Anderson Park Landscape Improvement         Pre-Project Development         2018         2019         \$ 200           MOTH         Construction         Initiation, Project Definition, & Planning         2017         2018         \$ 200           AS         MC-FR-CHASDEV         Charles Street Campus Development         <	DPR						\$ 350		
PU   MC-SU-C4122   Sound Transit-East Link   Construction   2013   2019   \$ 333     PR   MC-PR-41035   Interbay Stadium Synthetic Turf Replacement   Closeout   2014   2018   \$ 305     PR   MC-PR-41045   Danny Woo Improvements   Design   2017   2018   \$ 300     PR   MC-PR-5004   East John Street Open Space Development   Construction   2012   2018   \$ 260     PU   MC-SU-C4122   Sound Transit-East Link   Construction   2013   2019   \$ 245     PU   MC-PR-41047   Cal Anderson Park Landscape Improvement   Pre-Project Development   2018   2019   \$ 200     POT   MC-TR-C089   Lynnwood Link Extension   Initiation, Project Definition, & Planning   2017   2023   \$ 200     AS   MC-FR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     PR   MC-PR-CHASDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018	DPR		Emma Schmitz Sea Wall Replacement						
MC-PR-41035   Interbay Stadium Synthetic Turf Replacement   Closeout   2014   2018   \$ 305     MC-PR-41045   Danny Woo Improvements   Design   2017   2018   \$ 300     MC-PR-15004   East John Street Open Space Development   Construction   2012   2018   \$ 260     PU   MC-SU-C4122   Sound Transit-East Link   Construction   2013   2019   \$ 245     PR   MC-PR-41047   Cal Anderson Park Landscape Improvement   Pre-Project Development   2018   2019   \$ 200     MC-TR-C089   Lynnwood Link Extension   Initiation, Project Definition, & Planning   2017   2023   200     AS   MC-FR-C14SDEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175     MC-TR-C045DEV   Charles Street Campus Development   Initiation, Project Definition, & Planning   2017   2018   \$ 175	SCL SPU	_							
DPR   MC-PR-15004   East John Street Open Space Development   Construction   2012   2018   \$ 260	DPR	MC-PR-41035	Interbay Stadium Synthetic Turf Replacement	Closeout	2014	2018	\$ 305		
PU   MC-SU-C4122   Sound Transit-East Link   Construction   2013   2019   \$ 245	DPR DPR		, ,						
DOT MC-TR-C089 Lynnwood Link Extension Initiation, Project Definition, & Planning 2017 2023 \$ 200 AS MC-FA-CHASDEV Charles Street Campus Development Initiation, Project Definition, & Planning 2017 2018 \$ 175	SPU	MC-SU-C4122	Sound Transit-East Link	Construction	2013	2019	\$ 245		
AS MC-FA-CHASDEV Charles Street Campus Development Initiation, Project Definition, & Planning 2017 2018 \$ 175	OPR SDOT			, ,					
						2018	\$ 175		

# CIP Quarterly Monitoring Report: S Lander St. Grade Separation Q1 2018 DRAFT REPORT

**Project Overview** 

Department: SDOT
Project ID: TC366150

Project Name: S Lander St. Grade Separation

Current Project Stage: Stage 5: Construction

#### **Project Summary**

The S Lander St Bridge project will construct a bridge over the railroad tracks on S Lander St between 1st Ave S and 4th Ave S. This crossing will provide a roadway unimpeded by rail operations, improve safety, and relieve congestion in Seattle's SODO neighborhood. In Q1 2018, the construction contract was executed. Notice To Proceed (NTP) was given in April. Construction activities for the remainder of the year include installing temporary signal and channelization revisions, close Lander from 1st Ave S to 3rd Ave S, utility relocates, install 12" waterline from 1st Ave S to 4th Ave S, and install 10' diameter shafts.

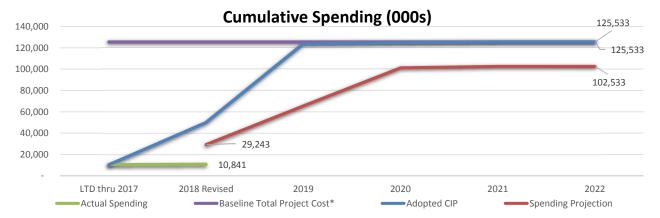


		2	018		
	Q1	Q2	Q3	Q4	
Project Risk Profile and Mitigation Plan Risk Status	s:		#N/A		#N/A

Q1: The project's overall risk indicator is green as the risk assessment falls within current contingency amounts, however there a few risk items worth noting: 1) Steel tariffs may cause the price of steel materials to increase. This could be up to a \$2M impact. 2) FRA has informed us that we should not consider the \$9.5M PSRC grant as secured. 3) Unknown underground utilities could affect shaft installation schedule and result in delay claims.

We are working closely with the FRA on the grant. We checked steel prices and while there has been some escalation, it is not enough to trigger escalation clauses. For schedule delays, the plan is to utilize contract potholing prior to shaft construction to locate utilities.

CIP Quarterly Monitoring Re DRAFT REPORT	S Lande	St. Gra	Q1 2018				
Budget Summary (000s):	LTD thru 2017	2018 Revised	2019	2020	2021	2022	Total
Baseline Total Project Cost*							125,533
Adopted CIP	10,445	39,589	73,750	1,000	750	-	125,533
Actual Spending	10,445	#N/A					#N/A
Spending Projection	10,445	18,798	36,261	35,781	1,230	19	102,533
Adopted CIP to Projection Variance		20.791			(480)	(19)	23.000



#### Explanation for Adopted CIP Budget to Projection Variance (if applicable)

Add explanation for the variance between the adopted budget and the current total project cost estimate, including and explanation for changes from the previous quarter. (See Project by Funding Source page for funding strategy).

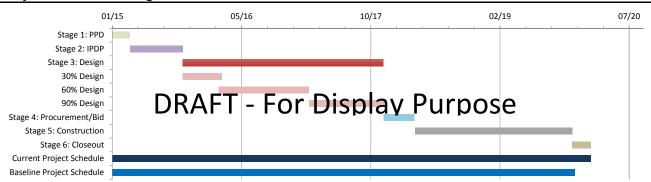
\*For this Draft version of the S. Lander Street Q1 CIP Quarterly Monitoring report the Baseline Total Project Cost is displayed as the same as the Current Adopted CIP Total Project Cost. SDOT has recently updated their approach to baselining projects and the original 30% baseline amount was not available for this project. In future Monitoring Reports, projects in the CIP at the Design stage (or later) we will assess variance from the 30% Design Baseline.

# CIP Quarterly Monitoring Report: DRAFT REPORT

#### S Lander St. Grade Separation

Q1 2018

#### Project Schedule v Original Baseline Schedule



#### Explain Schedule Variance\*\*

The Substantial Completion date changed from 10/2019 to 7/2020 due to:

- Bid opening was extended one-week, multiple bidders requested the extension
- Bid Award took longer than normal as CPCS requested an unbalanced bid analysis
- · Bid Execution was delayed due to the contractor's bond and insurance not initially meeting the City's requirements

\*\*CBO is working with Departments to define schedule variance in the context of "re-baselining" effects. The Current v. Baseline will most likely be the current quarter projection for schedule versus the original 30% design baseline. The Risk Profile section on Page 1 will contain "schedule risk" information as it compares to previous adopted budget schedule estimate.

## CIP Quarterly Monitoring Report: DRAFT REPORT

S Lander St. Grade Separation

Q1 2018

#### **Project Funding by Source (000s)**

Adopted CIP Funding: \$ 125,533 Projected Funding: \$ 102,533

#### Projected Funding Plan Adopted CIP Funding Plan Real Estate Excise Tax Bond Financed Real Estate Excise Bond Financed \$6,750 \$2,158 Voter-approved Funds Tax... \$7,158 Voter-approved Funds (Seattle and King Co.).. Other City Funds Other City Funds... (Seattle and King Co.) \$2,235 \$20,000 Private Funding... **Projected Funding** Other Local Private Funding **Chart is Draft - For** Government \$2,500 \$15,000 **Display Purpose** Other Local Government State Fundin<sub>b</sub> \$15,000 \$14,196 Federal Funds Federal Funds State Funding \$57,694 \$57,694 \$14,196

Funding Variance***	Adopted	Projection	Δ
Bond Financed	\$7,158	\$2,158	\$5,000
Other City Funds	\$2,235	\$2,235	\$0
Federal Fu			
State Func			
Other Loca Funding Variance Ta	able is Draft -	For Display	Purpose
Private Fur			-
Voter-appr			
Real Estate Excise Tax	\$6,750	\$6,750	\$0
Total	\$125.533	\$102.533	\$23,000

#### **Action Plan to Address Funding Gap (if applicable)**

Currently the project is fully funded. We do not anticipate a funding gap for this project.

\*\*\*Q1 "Funding Variance Strategy" data for the S. Lander St Grade Separation project was unavailable as of creation of this report. Information in the table is fictional, for display purpose only. Council Central Staff and CBO are also exploring alternative information to show in this section for projects that are funded with one primary revenue source, such as the utility projects.

### **CITYWIDE IT PORTFOLIO REVIEW**

January 2018





### **CITYWIDE IT PORTFOLIO REVIEW**

Time Period Covered: December 22 – January 19, 2018

Data Pulled: January 19, 2018

Report Finalized: March 2, 2018



### **AGENDA**

- Project Status Criteria
- Methodology
- Terminology
- Executive Summary
- Red and Yellow Project Summary
- Project Change Orders
- Project Risk and Issues Summary
- On Hold Projects
- Upcoming Portfolio Activities
- Appendix Changes Since Last Reporting Period

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Citywide IT Portfolio Review January 2018

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### **PROJECT STATUS CRITERIA**

Indicator	Green	Yellow	Red
Overall Project	No more than one of Project scope, cost or schedule is yellow and none are red.	Two or more of Project scope, cost and schedule are yellow <b>or</b> one is red.	Two or more of Project scope, cost and schedule are red.
Project Scope	Project is expected to deliver the approved scope.	Project is at risk to not deliver approved scope.	Project will not deliver approved scope as currently specified.
Project Cost	Project Actual Cost is less than or equal to the baseline cost.	Project Actual Cost is less than or equal to 15% over the baseline cost.	Project Actual Cost is greater than 15% over the baseline cost.
Project Schedule	Project is expected to meet approved schedule and major milestones.	Project is at risk of missing one or more approved major project milestones.	Project is at risk of missing the approved go-live date.
REQUIRED ACTIONS	None	Project manager and project sponsor develops and obtains approval for corrective action plan.	Project sponsor develops and obtains approval for corrective action plan.

NOTE: All scope, cost, and schedule should be measured as baseline established at the end of the planning stage gate plus approved change orders.

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#### **METHODOLOGY**

All IT projects in the city meeting certain criteria, are expected to be on the Citywide IT Portfolio in SharePoint and follow the established processes and procedures.

All projects that are in the Project Management Lifecycle (PMLC) execution and closeout stages are required to submit monthly status reports. Projects determined to be high risk may be required to have external project quality assurance (PQA) and submit additional PQA reports.

Any project with red or yellow status as outlined in the previous Project Status Criteria, are required to report their top 3 risks or issues, mitigation or resolution strategies and target resolution dates on the Risks and Issues List. Risks and issues status is updated monthly.

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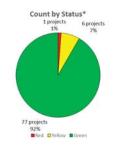
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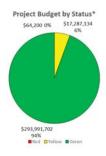
### **TERMINOLOGY**

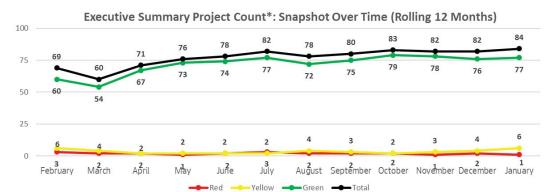
- Estimate at Completion Actual costs plus remaining forecasted costs to complete.
- On Hold Project work has paused.
- Project Budget Approved cost estimate for project.
- Project Status Criteria Health indicators for the project (red, yellow, and green) as it relates to scope, cost, schedule, and overall project.
- Risks and Issues List Top three risks and/or issues reported by the project for resolution or mitigation.
- Spend to Date Actual costs to date on the project.

### **EXECUTIVE SUMMARY**

Stage	Count	Project Budget	Percentage
Concept	183	\$45,157,554	54.3%
Initiation	37	\$24,527,966	11.0%
Planning	33	\$94,664,171	9.8%
Execution	67	\$193,695,250	19.9%
Closeout	17	\$120,248,186	5.0%
Total	337	\$478,293,127	100.0%







<sup>\*</sup> Execution & Closeout projects

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### **RED AND YELLOW PROJECT SUMMARY**

				Sponsoring	Project		Estimate at
#	Status	Stage	Project Name	Dept	Budget	Spend to Date	Completion
666	Red	Execution	Adobe Sign Operationalization	ITD	\$64,200	\$64,200	\$102,200
9	Yellow	Execution	ITSM - Phoenix Phase 1	ITD	\$2,600,000	\$1,663,000	\$2,600,000
173	Yellow	Execution	Permitting Regulation Enforcement and Property (PREP) Information System	SDCI	\$11,654,000	\$11,140,489	\$11,700,000
293	Yellow	Execution	Body Worn Video	SPD	\$4,770,386	\$687,212	\$4,770,386
436	Yellow	Execution	Locution Software Upgrade	SFD	\$95,076	\$49,036	\$95,076
466	Yellow	Execution	Citywide Grants Management Project	DON	\$636,672	\$0	\$636,672
476	Yellow	Execution	CRM - Correspondence Management II	DON	\$131,000	\$0	\$131,000
			Total		\$19,951,334	\$13,603,937	\$20,035,334

No change orders for this reporting period.

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### **PROJECT RISK & ISSUES - RED**

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan
Adobe Sign Operationalization	Decision paper will be needed and approved for 2018 implementation to cover IT labor so this project can be completed as planned.	IT leadership met to resolve the funding of IT labor to enable the project to be completed as planned. With this remedy a decision paper to document and approve options was no longer required. Project codes and funding completed. Closed Date 02/09/2018.
	If the digital signature capabilities are not operationalized, the value of digital signatures could be impacted.	Mitigation plan is to develop and approve communication and adoption plan, conduct onsite training by Adobe and is planned to retire this risk by 02/16/2018. Adoption plan and training completed. Closed Date 2/09/2018.
	If only early adopters are asked to pay to cover the remaining cost, we may lose participation in future operationalization projects.	Mitigation plan is to meet with the Client Service Directors to ensure cost is clearly communicated when decision paper has been approved on cost sharing and is planned to retire this risk by 02/16/2018. Early adopters will not be paying for the 2018 budget. Closed Date 02/09/2018.

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### PROJECT RISK & ISSUES \_Attachment 3 Citywide IT Portfolio Review - January 2018

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan
ITSM – Phoenix Phase 1	Lack of a defined scope for the ITSM project has impacted the ability to build a definitive schedule for project delivery.	The recovery plan is to confirm scope/finalize release plan - completed 12/18/2017 and update project charter – completed 02/14/2018. Incremental delivery of functionality is now planned, Closed Date 02/14/2018.
	If the environments release procedures are not in place prior to UAT, the schedule for the 2.0 release could be delayed.	Mitigation is to document the process and release procedures with the Ivanti vendor and is planned to retire the risk by 03/07/2018.
	If the QA resource for testing is not secured, the schedule for the 2.0 release could be delayed.	Mitigation is to work with Applications area to secure a QA resource and is planned to retire the risk by 03/07/2018.
	The O365 license limit has caused an impact to the schedule to test email communications to and from the development and training environments.	The recovery plan is to acquire 6 licenses, 3 for development and 3 for training. Licenses have been provided, Closed Date 02/15/2018.

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### **PROJECT RISK & ISSUES - YELLOW**

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan
Permitting Enforcement Regulation and Property (PREP) Information System	If data conversion is not completed by SRI launch date, financial reporting from SDCI permitting revenues to SRI could be inaccurate.	Mitigation plan is to ensure reporting from current SDCI Permitting System has been updated for SRI and prioritize completion of conversion by critical area, with fee data as highest priority.  Data conversion acceptance criteria completed and approved by Steering Committee. Closed Date 01/19/2018.
	Previous vendor did not use standard conversion tools for large pieces of conversion. Rework to the conversion code resulted in a 3 week slide in testing start date.	The recovery plan is to rebaseline schedule. Closed Date 01/19/2018.
	If additional staff training readiness is not completed by go live, user acceptance could be impacted.	Mitigation plan is for additional system walkthroughs and formal refresher training and is planned to retire risk by 03/02/2018.

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### PROJECT RISK & ISSUES \_Attachment 3 Citywide IT Portfolio Review - January 2018

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan
Body Worn Video	The Internal Network Upgrade project is delayed and Phase 2 is slated to start 03/01/2018, project value could be negatively affected due to excessive cycle time required to download video from cameras.	The recovery plan is to work with network team to implement short term fixes, if needed, to decrease video upload and download times.
	If the Washington State Public Employee Relations Committee (PERC) rules in the Seattle Police Officers Guild (SPOG) favor that the body-worn video executive order is an unfair labor process, the schedule could be greatly affected if SPOG files a cease and desist order.	Mitigation is for project staff to work with department managers and lawyers to determine mitigation strategies. The PERC ruling expected by 02/28/2018.
	If the vendor product and related processes do not adequately address needs of criminal justice system and staffing is not adjusted appropriately, the prosecution, defense, and courts could become overwhelmed with evidence, creating delays in justice being served, impacting project value.	Mitigation is for project staff to meet with justice partners (community stakeholders) to make them aware of project, determine impacts, and fine tune processes. Full impact of project is expected by 03/31/2018.

### **PROJECT RISK & ISSUES - YELLOW**

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan			
Locution Software Upgrade	The resource constraints has caused an impact to the schedule which will cause the project to be delayed.	The recovery plan is to submit a change order with a revised schedule.			
	The increased installation times has caused an impact to the schedule which has caused the project to be delayed.	The recovery plan is to submit a change order with a revised schedule. This will allow the appropriate time for testing.			

### PROJECT RISK & ISSUES \_Attachment 3 Citywide IT Portfolio Review - January 2018

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan		
Citywide Grants Management Project	If the design enhancements are prioritized as critical to the business, the schedule could be delayed by 4 weeks.	Mitigation is to prioritize the enhancements and if needed, submit a change order and is planned to retire the risk by 03/19/2018.		
	The training gaps in our collaborative tools has caused schedule delays to complete the review of the open items from the workshop.	The recovery plan is to provide training across our team to ensure effective collaboration.		

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Citywide IT Portfolio Review January 2018

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### **PROJECT RISK & ISSUES - YELLOW**

Project Name	Risk or Issue Statement	Mitigation or Recovery Plan		
CRM – Correspondence Management II	If system performance does not improve, the system will not be reasonably usable and go-live could be delayed.	Mitigation plan is to test and provide feedback to the vendor for improvement. Performance fixes provided by the vendor have improved response times. Closed Date 01/26/2018.		
	If development changes and delays do not improve, go-live could be delayed.	Mitigation plan is for any changes to schedule, scope, or budget must be documented in a Change Request, to be presented to the Steering Committee for review and decision. It is planned to retire this risk by 03/05/2018.		
	The lack of detail in the Solution Design Document has caused an impact on a "Go" decision for delivery.	The recovery plan is to provide regular updates for Enterprise Architecture review and feedback and conduct solution demonstration for SMEs.		
	If SurveyMonkey accounts cannot be administered in a cost effective manner for the City, departments beyond those participating in Correspondence Management II may not be covered/included within the new Enterprise Agreement.	Mitigation plan is to identify a short-term plan within the 1 year Enterprise Agreement period while working with SurveyMonkey to develop a longer term plan and is planned to retire by 04/05/2018.		

Citywide IT Portfolio Review January 2018

### **ON HOLD PROJECTS**

Stage	Count	Project Budget	Percentage
Execution	3	\$622,633	100.0%
Closeout	0	\$0	0.0%
Total	3	\$622,633	100.0%

#	Status	Stage	Project Name	Path Forward
6	On Hold	Execution	Online Monthly Parking Sales	Project on hold pending vendor providing attestation of compliance expected
				March 2018.
206	On Hold	Execution	Legal Document Management Software System	Project on hold pending operating model decisions.
555	On Hold	Execution	CIP Database Update	CBO resources are constrained with budget process and needs to delay the
				added work by three months.

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# APPENDIX STATUS CHANGES SINCE LAST REPORTING PERIOD

# Sponsoring Dept	Project Name	Stage	Previous Overall Status	Current Overall Status	Previous Project Budget	Current Project Budget	Adjustments To Portfolio
173 SDCI	Permitting Regulation Enforcement and Property (PREP) Information System	Execution	Red	Yellow	\$11,654,000	\$11,654,000	\$0
187 FAS	Summit Re-Implementation Project	Execution	Yellow	Green	\$83,904,415	\$83,904,415	\$0
436 SFD	Locution Software Upgrade	Execution	Green	Yellow	\$95,076	\$95,076	\$0
466 DON	Citywide Grants Management Project	Execution	Red	Yellow	\$636,672	\$636,672	\$0
670 SPD	Quartermaster Automation	Execution	Grey	Green	\$0	\$88,451	\$88,451
774 SDHR	SDHR - Seattle Shares	Concept		Grey		\$0	\$0
775 HSD	Data Warehouse Solution	Concept		Grey		\$0	\$0
776 FAS	CRM Assessment	Initiation		Grey		\$250,000	\$250,000
777 FAS	FAS SLIM/TAPS Replacement	Concept		Grey		\$0	\$0
778 FAS	FAS Payroll System Replacement	Concept		Grey		\$0	
779 FAS	FAS WASAU Upgrade	Concept		Grey		\$0	\$0
780 FAS	FAS Online Credit Card Payment Processing	Concept		Grey		\$0	\$0 \$0
781 FAS	FAS HRIS Retro Pay Calculations	Concept		Grey		\$0	\$0
782 HXM	Replacement of FRITS	Concept		Grey		\$0	\$0
783 SFD	SFD Permitting	Concept		Grey		\$0	\$0
784 SFD	Integration and Automation of SFD's Payroll Systems	Concept		Grey		\$0	\$0
785 SFD	SFD Forms Automation	Concept		Grey		\$0	\$0 \$0 \$0
786 SFD	Fire Safety and Training System	Concept		Grey		\$0	\$0
787 SFD	Fire Boat Maintenance System	Concept		Grey		\$0	\$0
788 SFD	RMS Upgrade (SFD Records Management)	Concept		Grey		\$0	\$0
789 SFD	Complaint System – SFD CRM	Concept		Grey		\$0	\$0
790 SPU	Fire Hydrant Application	Concept		Grey		\$0	
791 SPU	Real Property App Upgrade	Concept		Grey		\$0	\$0
792 SFD	Hazmat Team Software System	Concept		Grey		\$0	\$0
793 SFD	Wisetrack System Upgrade – SFD Equipment Inventory	Concept		Grey		\$0	\$0
794 SPU	Enterprise Search Strategy for DWW (Metadata Management)	Concept		Grey		\$0	\$0
795 SPU	Regulatory Management System	Concept		Grey		\$0	\$0 \$0 \$0
796 SPU	Land Survey Equipment Replacement	Concept		Grey		\$0	\$0 \$0
797 SFD	Scott Safety Mask Radio Interface	Concept		Grey		\$0	\$0
798 SFD	New Construction Inspections	Concept		Grey		\$0	
799 ITD	Accela Program	Execution		Grey		\$0	\$0
	Total				\$96.290.163	\$96.628.615	\$338,451

Project budgets will be refined as they progress through the stage gates prior to execution where the budget will then be finalized.

# **THANK YOU**

POWERFUL TECHNOLOGY SOLUTIONS FOR THE CITY AND PUBLIC WE SERVE

