



KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

October 2, 2012

Motion 13743

Proposed No. 2012-0113.1

Sponsors McDermott

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

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

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

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

20 2. All other issues specified in Ordinance 17232, Section 118, Proviso P1, and
21 WHEREAS, the council has reviewed the department of executive services,
22 facilities management division report;
23 NOW, THEREFORE, BE IT MOVED by the Council of King County:
24 The proviso response is hereby accepted and the \$100,000 currently held in

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

27

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

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

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Gossett, Chair

ATTEST:



Anne Noris, Clerk of the Council

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

Strategies for Reducing Major Maintenance Reserve Fund Carryover

March 15, 2012

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

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

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

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

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

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

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

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

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

Performance goals for the MMRF program are to:

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

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

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

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

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

30-50-10 Performance Targets by Phase

| Master Project No | Project Name | ITD Expend through 9/30/11 | Encumbrance through 9/30/11 | FAC on 9/30/11 | Phase on 9/30/11 | Target % Expend (a)* | Target (a) Expenditure + Encumbrance | Actual Expenditure + Encumbrance | Variance from Target (a) (negative is overspent) | % Over/underspent vs. (a) Assumed | Target % Expend (b)* | Target (b) Expenditure + Encumbrance | Actual Expenditure + Encumbrance | Variance from Target (b) (negative is overspent) | % Over/underspent vs. (b) Assumed |
|-------------------|--|----------------------------|-----------------------------|----------------|------------------|----------------------|--------------------------------------|----------------------------------|--|-----------------------------------|----------------------|--------------------------------------|----------------------------------|--|-----------------------------------|
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$78,246 | \$213,624 | \$920,661 | Implementation | 90 | \$198,995 | \$291,870 | (\$92,875) | 42% | 60 | \$132,397 | \$291,870 | (\$159,473) | 72% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$50,212 | \$4,500 | \$10,000 | Preliminary | 30 | \$15,000 | \$4,712 | \$9,288 | 79% | 15 | \$7,500 | \$4,712 | (\$2,788) | 96% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$283,765 | \$0 | \$450,000 | Construction | 90 | \$405,000 | \$283,765 | (\$121,235) | 70% | 60 | \$270,000 | \$283,765 | (\$13,765) | 3% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$161,838 | \$80,100 | \$380,000 | Planning | 30 | \$114,000 | \$241,940 | (\$127,940) | 34% | 15 | \$57,000 | \$241,940 | (\$184,940) | 49% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$212,039 | \$0 | \$528,000 | Construction | 90 | \$425,200 | \$212,039 | \$213,161 | 50% | 60 | \$166,000 | \$212,039 | (\$46,039) | 20% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$21,200 | \$14,622 | \$28,000 | Final Design | 30 | \$6,400 | \$35,822 | \$29,422 | 14% | 15 | \$4,200 | \$35,822 | (\$31,622) | 1% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$390,937 | \$0 | \$400,845 | Construction | 90 | \$364,361 | \$390,937 | (\$26,576) | 6% | 60 | \$242,000 | \$390,937 | (\$147,937) | 38% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$2,884,400 | \$0 | \$3,340,366 | Final Design | 30 | \$1,002,110 | \$2,884,400 | (\$1,882,290) | 50% | 15 | \$501,055 | \$2,884,400 | (\$2,383,345) | 65% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$9,482 | \$81,040 | \$178,434 | Final Design | 30 | \$34,830 | \$96,522 | (\$61,692) | 20% | 15 | \$26,915 | \$96,522 | (\$69,607) | 34% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$277,144 | \$40,890 | \$147,470 | Planning | 30 | \$44,241 | \$18,034 | (\$26,207) | 186% | 15 | \$22,121 | \$18,034 | (\$4,087) | 201% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$23,812 | \$35,700 | \$122,601 | Preliminary | 30 | \$26,780 | \$9,012 | (\$17,768) | 72% | 15 | \$108,390 | \$9,012 | (\$99,378) | 7% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$183,102 | \$27,550 | \$1,427,316 | Final Design | 30 | \$428,195 | \$218,632 | (\$209,563) | 15% | 15 | \$214,031 | \$218,632 | (\$4,601) | 0% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$4,833 | \$85,475 | \$90,000 | Construction | 90 | \$131,000 | \$90,307 | (\$40,693) | 67% | 60 | \$24,000 | \$90,307 | (\$66,307) | 37% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$54,125 | \$0 | \$75,967 | Construction | 90 | \$60,370 | \$41,175 | (\$19,196) | 18% | 60 | \$43,580 | \$41,175 | (\$2,405) | 12% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$1,409,537 | \$0 | \$9,000,000 | Implementation | 90 | \$8,100,000 | \$1,409,537 | (\$6,690,463) | 24% | 60 | \$4,000,000 | \$1,409,537 | (\$2,590,463) | 44% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$57,654 | \$3,616 | \$86,000 | Construction | 90 | \$75,600 | \$1,270 | (\$74,330) | 17% | 60 | \$5,000 | \$1,270 | (\$3,730) | 28% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$157,575 | \$0 | \$49,871 | Construction | 90 | \$449,884 | \$153,525 | (\$296,359) | 58% | 60 | \$29,923 | \$153,525 | (\$123,602) | 24% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$181,366 | \$8,163 | \$132,000 | Closure | 100 | \$130,000 | \$195,549 | (\$65,549) | 50% | 95 | \$123,000 | \$195,549 | (\$72,549) | 55% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$83,231 | \$680 | \$104,900 | Preliminary | 30 | \$1,470 | \$3,861 | (\$2,391) | 50% | 15 | \$15,735 | \$3,861 | (\$11,874) | 65% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$1,057,639 | \$3,710,843 | \$5,360,628 | Implementation | 90 | \$4,824,565 | \$4,828,482 | (\$3,916) | 0% | 60 | \$3,216,277 | \$4,828,482 | (\$1,612,205) | 30% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$25,327 | \$140,487 | \$522,863 | Preliminary | 30 | \$156,799 | \$215,859 | (\$59,060) | 11% | 15 | \$28,299 | \$215,859 | (\$187,560) | 26% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$13,976 | \$12,427 | \$115,975 | Final Design | 30 | \$4,793 | \$2,402 | (\$2,391) | 7% | 15 | \$17,296 | \$2,402 | (\$14,894) | 8% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$12,553 | \$0 | \$31,897 | Closure | 100 | \$33,897 | \$12,553 | (\$21,344) | 63% | 95 | \$2,202 | \$12,553 | (\$10,351) | 58% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$424,323 | \$309,866 | \$938,977 | Construction | 90 | \$845,078 | \$241,190 | (\$603,888) | 17% | 60 | \$63,286 | \$241,190 | (\$177,904) | 18% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$118,270 | \$55,123 | \$155,000 | Construction | 90 | \$138,500 | \$173,343 | (\$34,843) | 22% | 60 | \$93,000 | \$173,343 | (\$80,343) | 52% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$460,389 | \$315,184 | \$1,050,339 | Construction | 90 | \$945,305 | \$775,573 | (\$169,732) | 16% | 60 | \$307,203 | \$775,573 | (\$468,370) | 14% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$3,937 | \$0 | \$19,540 | Design | 30 | \$5,862 | \$3,937 | (\$1,925) | 10% | 15 | \$2,331 | \$3,937 | (\$1,606) | 5% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$19,460 | \$0 | \$19,460 | Closure | 100 | \$19,460 | \$19,460 | (\$0) | 0% | 95 | \$18,487 | \$19,460 | (\$973) | 5% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$6,111 | \$0 | \$20,000 | Final Design | 30 | \$6,000 | \$6,111 | (\$111) | 1% | 15 | \$3,000 | \$6,111 | (\$3,111) | 16% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$237,421 | \$0 | \$280,000 | Implementation | 90 | \$252,610 | \$237,421 | (\$15,189) | 5% | 60 | \$168,420 | \$237,421 | (\$69,001) | 25% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$207,638 | \$59,688 | \$702,163 | Closure | 100 | \$202,163 | \$267,327 | (\$65,164) | 32% | 95 | \$192,055 | \$267,327 | (\$75,272) | 37% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$1,121,596 | \$94,280 | \$1,154,900 | Closure | 100 | \$1,154,900 | \$1,217,666 | (\$62,766) | 5% | 95 | \$1,097,155 | \$1,217,666 | (\$120,511) | 10% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$122,131 | \$13,872 | \$130,000 | Closure | 100 | \$130,000 | \$129,003 | (\$997) | 7% | 95 | \$123,500 | \$129,003 | (\$5,503) | 12% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$121,564 | \$6,641 | \$119,320 | Closure | 100 | \$119,320 | \$128,205 | (\$8,885) | 8% | 95 | \$122,544 | \$128,205 | (\$5,661) | 3% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$44,057 | \$4,388 | \$67,719 | Construction | 90 | \$42,492 | \$48,445 | (\$5,953) | 21% | 60 | \$48,311 | \$48,445 | (\$134) | 9% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$544,930 | \$4,988 | \$642,990 | Final Design | 30 | \$1,000,000 | \$50,830 | (\$949,170) | 18% | 15 | \$65,204 | \$50,830 | (\$14,374) | 3% |
| 342199 | 99M6/99 MGR Detention Building HVAC Improvements | \$206,756 | \$0 | \$180,000 | Construction | 90 | \$168,339 | \$206,756 | (\$38,417) | 20% | 60 | \$112,189 | \$206,756 | (\$94,567) | 50% |

30-60-10 Performance Targets by Phase

| Account | Description | Phase | Start | End | Estimate | Actual | Variance | % | Start | End | Estimate | Actual | Variance | % |
|---------|---|-------|-----------|-----------|----------|--------|----------|-----------|---------|---------|----------|--------|----------|---|
| 343272 | MIRCO-Net Communications & Security | 30 | 6/21/99 | 8/1/93 | 539,506 | 81,798 | 26% | 310,649 | 81,798 | 228,857 | 11% | | | |
| 343280 | Yacht Building Flooring | 30 | 131,206 | 439,923 | 307,947 | 70% | 65,988 | 439,923 | 173,935 | 88% | | | | |
| 343286 | Yacht Service Communication & Security | 30 | 948,407 | 643,480 | 304,922 | 10% | 474,201 | 643,480 | 169,280 | 5% | | | | |
| 343288 | KCCF Window Washing Equip | 30 | 78,545 | 92,712 | 134,559 | 6% | 39,077 | 92,712 | 53,636 | 21% | | | | |
| 343290 | KCCF Precision Electrical Service and Distribution | 30 | 14,006 | 20,234 | 15,826 | -12% | 7,204 | 20,234 | 13,030 | 27% | | | | |
| 343291 | Admin Bldg Pedestrian Parking | 90 | 150,751 | 175,611 | 25,139 | 15% | 100,501 | 175,611 | 75,110 | -15% | | | | |
| 343297 | Pre-Existing Fire Alarm Systems | 30 | 88,220 | 20,411 | 47,809 | 21% | 34,110 | 20,411 | 13,699 | 6% | | | | |
| 343299 | Pre-Existing Fire Alarm Systems and Instrumentation | 90 | 140,940 | 177,373 | 13,567 | 9% | 93,960 | 177,373 | 83,413 | -21% | | | | |
| 343298 | Pre-Existing Fire Alarm Systems | 30 | 4,753 | 14,178 | 19,924 | 70% | 2,127 | 14,178 | 12,051 | 85% | | | | |
| 343285 | Pre-Existing Marine Valley Fleet Serv & Distrib | 100 | 96,536 | 114,742 | 118,208 | 19% | 91,709 | 114,742 | 173,033 | 24% | | | | |
| 344500 | Pre-Existing Testing & Balancing | 30 | 21,537 | 1,407 | 20,133 | 28% | 10,768 | 1,407 | 9,361 | 13% | | | | |
| 344505 | Facets Warehouse Fire Alarm System | 30 | 46,500 | 24,269 | 22,231 | 14% | 23,250 | 24,269 | 1,019 | 1% | | | | |
| 344513 | KCCF Curbside Washers | 30 | 15,000 | 2,225 | 12,775 | 28% | 7,500 | 2,225 | 5,275 | 11% | | | | |
| 344515 | KCCF Orientation Bldg Merit | 100 | 31,991 | 23,475 | 8,516 | 27% | 30,321 | 23,475 | 6,847 | 22% | | | | |
| 344517 | KCCF Orientation Floor Finishes | 90 | 126,991 | 42,791 | 84,200 | 66% | 120,641 | 42,791 | 77,850 | 61% | | | | |
| 344518 | KCCF Phase 3 ESCO | 90 | 345,907 | 368,130 | 23,224 | 6% | 230,605 | 368,130 | 138,526 | 36% | | | | |
| 344528 | Youth Sprinkler Test Serv & Distrib | 90 | 20,063 | 19,051 | 1,012 | 5% | 13,375 | 19,051 | 5,676 | 25% | | | | |
| 344534 | Rooming D.C. New paint | 90 | 137,862 | 113,324 | 19,538 | 13% | 88,974 | 113,324 | 24,350 | 17% | | | | |
| 344544 | KCCF Exterior Wall Finishes | 30 | 122,414 | 112,021 | 60,342 | 10% | 86,202 | 112,021 | 25,819 | 5% | | | | |
| 344545 | KCCF Stage Lighting | 90 | 84,600 | 93,999 | 9,399 | 10% | 56,000 | 93,999 | 37,999 | 40% | | | | |
| 344578 | KCCF Orientation Other Electrical Systems | 30 | 60,000 | 21,393 | 38,217 | 19% | 30,000 | 21,393 | 8,217 | 4% | | | | |
| 344579 | KCCF Orient Elec Serv & Distrib | 30 | 21,600 | 26,181 | 14,561 | 6% | 10,800 | 26,181 | 15,381 | 21% | | | | |
| 344581 | Recreational Range Ballistic Amenities | 30 | 125,196 | 129,948 | 14,752 | 1% | 62,598 | 129,948 | 67,350 | 16% | | | | |
| 344583 | Yacht Building Domestic Water Distribution | 100 | 100,000 | 94,637 | 5,363 | 5% | 95,000 | 94,637 | 363 | 0% | | | | |
| 344593 | Youth Sprinkler Distribution Systems | 90 | 343,448 | 261,712 | 80,237 | 21% | 228,955 | 261,712 | 32,757 | 9% | | | | |
| 344596 | KCCF Curbside other Equip | 30 | 23,463 | 27,047 | 13,584 | 5% | 11,232 | 27,047 | 15,815 | 20% | | | | |
| 344602 | KCCF Interior Doors | 90 | 618,759 | 101,467 | 517,292 | 75% | 412,006 | 101,467 | 311,239 | 45% | | | | |
| 344623 | KCCF Electrical Service and Distribution | 30 | 23,400 | 13,600 | 10,800 | 14% | 11,700 | 13,600 | 1,900 | 1% | | | | |
| 344624 | KCCF Site Development | 90 | 138,600 | 118,602 | 19,998 | 13% | 92,400 | 118,602 | 26,202 | 17% | | | | |
| 344662 | MIRCO Central Plant Chillers Upgrade | 90 | 528,747 | 447,617 | 81,131 | 14% | 352,288 | 447,617 | 95,329 | 16% | | | | |
| 344682 | Youth Sprinkler Interior Doors | 30 | 9,000 | 19,868 | 10,868 | 30% | 4,500 | 19,868 | 15,368 | 51% | | | | |
| 344686 | Youth Sprinkler Fire Alarm | 90 | 182,929 | 127,731 | 57,197 | 28% | 121,924 | 127,731 | 5,807 | 7% | | | | |
| 344696 | Orbita Parking for Overlay | 30 | 160,077 | 125,520 | 34,557 | 6% | 80,038 | 125,520 | 45,482 | 9% | | | | |
| 344697 | Remont P.H. Site Lights | 100 | 55,000 | 31,887 | 20,113 | 37% | 52,750 | 31,887 | 20,863 | 32% | | | | |
| 344698 | Remont Center P.H. Site Lights | 100 | 22,815 | 22,815 | 0 | 0% | 22,815 | 22,815 | 0 | 0% | | | | |
| 344699 | KCCF Orientation System | 30 | 49,828 | 46,522 | 3,306 | 7% | 46,522 | 46,522 | 0 | 0% | | | | |
| 344702 | Countdown Distribution Survey | 30 | 242,825 | 470,299 | 227,474 | 28% | 121,412 | 470,299 | 348,887 | 43% | | | | |
| 344704 | Countdown Budget Preparation | 30 | 90,093 | 320,266 | 170,643 | 17% | 45,046 | 320,266 | 275,220 | 92% | | | | |
| 344709 | MIRCO Phase 2 ESCO | 90 | 176,501 | 270,223 | 93,722 | 47% | 113,667 | 270,223 | 156,556 | 72% | | | | |
| 344730 | DC Stadium Terminal and Package Units | 90 | 1,364,654 | 1,401,675 | 37,021 | 2% | 909,769 | 1,401,675 | 491,906 | 32% | | | | |

30-60-10 Performance Targets by Phase

| Item ID | Description | Phase | Start | End | Target | Actual | Variance | Notes |
|---------|---|-------|---------|----------|--------|--------|----------|-------|
| 344734 | KCFC Floor finishes | 30 | 10/1/11 | 12/31/11 | 65% | 75% | 10% | |
| 344737 | Pipe/NDISC Exterior Structural | 30 | 10/1/11 | 12/31/11 | 62% | 77% | 15% | |
| 344749 | Repairs Final Phase Design | 60 | 10/1/11 | 12/31/11 | 19% | 11% | -8% | |
| 344752 | MRC Design - Bldg Informa Exhaust Upgrade | 30 | 10/1/11 | 12/31/11 | 4% | -11% | -15% | |
| 344752 | Rest. Building Sprinklers | 90 | 10/1/11 | 12/31/11 | 89% | -20% | -115% | |
| 344758 | MRC Phase 3 ESCO | 30 | 10/1/11 | 12/31/11 | 5% | 20% | 15% | |
| 344758 | Black River Backflow Preventer | 100 | 10/1/11 | 12/31/11 | 60% | 75% | 15% | |
| 344763 | Greenoak floor finishes/level & 1st fl. Public | 100 | 10/1/11 | 12/31/11 | 38% | 33% | -5% | |
| 344765 | Countertop Elevator Doors | 30 | 10/1/11 | 12/31/11 | 27% | 12% | -15% | |
| 344766 | Countertop Communications & Security (APC, Durssi) | 100 | 10/1/11 | 12/31/11 | 81% | 76% | -5% | |
| 344778 | Kent Animal Shelter Misc. Repairs | 30 | 10/1/11 | 12/31/11 | 25% | 10% | -15% | |
| 344781 | Grass Pad Rainfall (Sewer) R/C-Courts Domestic Waste Distribution | 100 | 10/1/11 | 12/31/11 | 57% | 52% | -5% | |
| 344803 | R/C Courts Other Elect (Gen cooling plant) | 40 | 10/1/11 | 12/31/11 | 22% | 7% | -15% | |
| 344804 | R/C-Courts (light & froof) Vestib Building Air Handler | 100 | 10/1/11 | 12/31/11 | 41% | 36% | -5% | |
| 344806 | Replace call center space Youth Spruce Destr Systems (Mtl 2) | 100 | 10/1/11 | 12/31/11 | 0% | -5% | -5% | |
| 344807 | OC Sprinkle Roof coverings (gutter) | 30 | 10/1/11 | 12/31/11 | 70% | 65% | -5% | |
| 344808 | Youth Service Ext. Wall finishes | 30 | 10/1/11 | 12/31/11 | 24% | 9% | -15% | |
| 344810 | KCFC Work Release HVAC (EXCO) | 30 | 10/1/11 | 12/31/11 | 16% | 6% | -10% | |

* Notes: Model (a) - target at end of phase
 Planning, Design - 30%
 Construction - 90%
 Closeout - 100%
 Model (b) - target at middle of phase:
 Design - 15% (mid point of design 30%)
 Construction - 60% (mid point of construction 60%)
 Closeout - 85% (mid point of closeout 10%)