



King County

Ron Sims

King County Executive

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CLERK
KING COUNTY COUNCIL

2007-444

August 20, 2007

The Honorable Larry Gossett
Chair, King County Council
Room 1200
COURTHOUSE

Dear Councilmember Gossett:

I am pleased to transmit for consideration by the King County Council a preferred option for resolving the issue of relocation of the King County Data Center. This proposed legislative package, if approved, will bring to a close the long-standing issue of where to house the Data Center, which is currently located in the Seattle Municipal Tower (SMT). The package includes a letter of intent for a long-term lease of data center space, as well as an appropriation ordinance to fund \$10.9 million for data center infrastructure, \$4.8 million for the first phase of the relocation planning and equipment costs, and \$1.4 million for a project scope reserve to be managed by the Facilities Management Division, the Office of Information and Resource Management, and the Office of Management and Budget. This reserve will be used to address potential scope adjustments separate from the lease tenant improvement budget. The Data Center relocation analysis planned to be completed six months following adoption of the supplemental appropriation ordinance in this transmittal package will yield information necessary to estimate the remaining relocation costs to be proposed in a spring 2008 supplemental budget ordinance. The preliminary estimate of the additional costs is \$3.0 million.

Prior to a decision to move forward with this transmittal, a thorough search was made of available Data Center space in the King County area. Two options emerged as best able to meet King County's space and schedule needs. These options were considered and evaluated by a technical team of Executive Branch staff from the Facilities Management Division (FMD), the Office of Information Resource Management (OIRM), and the Office of Management and Budget (OMB). The recommended option involves lease of, and major tenant improvements to, a building owned by the Sabey Corporation located in south Seattle at 3355 South 120th Place. The Sabey site is the least cost of the two options. The second option considered was lease of a Data Center located at 140 4th Ave North owned by Fisher Plaza. A preliminary lease agreement under this alternative was negotiated; however Fisher has put King County on



The Honorable Larry Gossett

August 20, 2007

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notice that they intend to market the space to other potential tenants. I am forwarding background information on both options for comparative purposes.

The policy considerations associated with evaluating these options were cost, timing, operational impacts, and risk. The lease at the Sabey site clearly represents the least cost option at a cost \$3 million less than Fisher assuming a 30-year lease period. An economic analysis comparing the options is included.

It is important to note that either the Fisher or the Sabey site will meet King County's operational needs. Experts in the field of data center construction were consulted in the evaluation of both sites. After extensive work with OIRM defining data center needs, the consulting firm, Sazan Group, opined that both sites were suitable and could fully meet King County's needs (a copy of the letter is included).

In addition to the lease options enclosed for your consideration, is proposed legislation appropriating to begin implementation of the Council's decision.

As you are aware, resolution of this issue is important. King County currently houses its Data Center in space leased from the City of Seattle in the SMT. As of April 1, 2007, the county is only on a month-to-month holdover status, paying increased rent at 150 percent of the original lease rate. The City has outside leases in privately owned buildings that are scheduled to terminate in the near future and those City functions will be moved into the space currently leased by King County. In addition to the 150 percent rental rate, any extra-ordinary cost to the City due to the data center remaining after March 31, 2008 will result in penalties to the county to pay for added costs the City incurs.

The City is insisting that the King County Data Center must move at the earliest possible date. It is, therefore, imperative that the county acquire other space, such as that proposed in this legislation, to serve as the King County Data Center.

The Current Data Center

The existing King County Data Center in SMT is managed and operated by OIRM. It consists of 11,570 square feet and operates 24 hours a day. Assets at the current Data Center includes approximately 400 servers, network components, an IBM mainframe, and associated equipment. The Data Center staffing consists of 26 people. The current Data Center supports systems for key County operations including:

- ✦ King County web
- ✦ County accounting systems Oracle/IBIS and ARMS general ledger
- ✦ County e-mail system
- ✦ Taxes
- ✦ Payroll
- ✦ Fixed asset tracking
- ✦ Intergovernmental network (IGN)

- ✦ Jail applications (e.g. Inmate Database, Victim Notification, AFIS Name Index, Mug Shot Database, Community Corrections, Booking & Referral System(BARS))
- ✦ Public Transportation tools (e.g. Metro Online, Online Bus Tracker, Rideshare, Trip Planner, SmartCard (ORCA))
- ✦ Courts system tools and applications (e.g. jury selection, electronic court records, Interpreter web)

Data Center Functions Relocation

If the Council approves the lease and a new Data Center location is secured, the county will work with the Sabey staff to select a relocation planning consultant to plan and eventually move the existing Data Center from the SMT following completion of the tenant improvements. The servers used by the Department of Public Health (DPH) and the Department of Community and Human Services (DCHS) will also be moved to the new Data Center location. The servers for these departments were moved to a short-term leased site near the Sabey facility in conjunction with their move from leased space in the Exchange Building and Wells Fargo Center to the New County Office Building (NCOB).

In carrying out this relocation effort, King County will work with a consulting firm with significant experience planning, analyzing, and relocating data centers. This group will work very closely with OIRM, customer agencies, and FMD to successfully plan and execute the move to a new Data Center. The consultant will provide expertise and guidance, and work with King County personnel to ensure industry best practices are followed.

Following completion of this move process, the county will decide whether or not it is operationally and financially advantageous to move the servers from other county agencies to the new Data Center as well. To ensure the viability of this consolidation and co-location option it was important that a new Data Center location have flexibility in terms of space and infrastructure to be able to accommodate the possible long-term consolidation of King County data functions. The Sabey proposal, recommended in the enclosed legislation, provides adequate space and infrastructure to meet the county's current needs. The letter of intent also provides the option to lease additional space at a later date that will allow for future policy decisions regarding server consolidation and co-location.

History of the Data Center relocation efforts

I first highlighted the need to relocate the King County Data Center years ago and there have been a number of attempts to secure a new location for the King County Data Center over the past several years. One of the most promising was the June 2005 proposal to co-locate the Data Center with the King County Elections Division in a building at 1130 Rainier Avenue in Seattle. The total price for the building to house both of those functions would have been \$ 22.8 million. The cost for the Data Center portion of the 1130 Rainier proposal was \$9.6 million. This number included most, but not all of the improvements necessary and some of the move costs. I transmitted legislation authorizing King County to purchase an option to buy 1130 Rainer. The council chose not to enact this legislation. This option was lost to another buyer, resulting in the county ultimately having to acquire separate elections and data center

center facilities. It is noteworthy that, at the time the 1130 Rainier Building was proposed, the market for data center space was "heating up." Even at that time, comparable data center space was considerably more expensive than the 1130 Rainier proposal. Since that time, both lease rates and construction costs have risen considerably in the Seattle area

In addition to resolving the Data Center relocation through acquisition of the 1130 Rainier Building, FMD has previously evaluated the feasibility of constructing a new consolidated elections facility along with space for the Data Center and Criminal Investigation Division of the Sheriff's Office on county-owned property adjacent to the new county garage, known as Goat Hill. I proposed to the council two options for an Elections facility, a combined Goat Hill option and the Earlington Business Center in Renton. The council, through its adoption of Ordinance 15072 chose to consolidate Elections into the Earlington Business Center. As a result, construction of a data center alone on Goat Hill is financially and practically infeasible. At this juncture, construction on Goat Hill or other sites could not be completed in time to accommodate the deadlines for moving the existing Data Center out of the SMT. Due to the high cost of developing Goat Hill for a facility housing only the Data Center and late occupation date, I have eliminated the Goat Hill site as an option for a consolidated Data Center.

Throughout this period, FMD has aggressively and repeatedly searched the market for acquisition or lease of data center space. Unfortunately, such space is in extremely high demand in the Seattle area, and lease and acquisition prices are skyrocketing. Even at high rental rates or acquisition prices, it has been difficult for FMD to enter into competition for limited spaces on the market, given the need for thoughtful and thorough legislative review of proposals. In this "hot" market, building owners can simply rent space to private sector entities with cash on hand and the ability to execute a lease immediately.

Since September of 2005 FMD has pursued and reviewed a number of alternatives for a data center site including:

- 1914 3rd Avenue
- 3101 Western
- 1130 Rainier Ave South
- 1200 3rd Avenue
- Carillon Point
- Intergate East and West
- Eastlake and Roy Building
- Riverfront Technical Park
- Fisher Plaza
- Sabey Data Center
- Fortress Tukwila Data Center

The Recommended Alternative - Sabey Data Center

After a thorough search, the Fisher Plaza and the Sabey Data Center were determined to be the only current options suitable for additional, detailed analysis. Following this analysis and discussions with each landlord, FMD, OMB, and OIRM have determined that the Sabey Data Center site is the best alternative at this time, due primarily to its lower cost.

It should be noted that the discussions with Sabey and Fisher have been fluid and on-going, with several changes having been made to proposals as discussions and legal analysis proceeded. This has made it difficult to quickly finalize financial analysis and reach a conclusion about a recommendation to council. The recommendation herein to proceed with Sabey is based upon the most recent proposals from each prospective landlord.

The bottom line under the current proposals is that the Sabey proposal cost is estimated to be substantially less costly than Fisher over a 10, 20, or 30 year period by \$1 million, \$2.3 million, and \$3 million for the respective potential lease periods. While each lease proposal has a unique cost structure, major factors contributing to Fisher's higher cost include a requirement that payment of rent begin during construction and before beneficial occupancy; construction period interest costs which are to be calculated at an effective annual rate of 10%; and a lease cost structure that includes an electrical infrastructure fee (EIF) that results in a higher net annual space charge than Sabey. A detailed cost comparison is included.

The Sabey Data Center Campus is located at 3355 S 120th Place in Seattle. It is the largest multi-tenant data center and internet campus on the West Coast and houses data centers for Microsoft, Washington Mutual and others. The 75 acre campus includes four office buildings, several flex tech and seven data center buildings located on a basalt outcropping outside of the Seattle Fault zone. Sabey Data Center Five is a highly secure, hardened, mission critical facility offering state of the art power, mechanical, control and monitoring systems, as well as redundant mechanical and electrical systems (see attachment).

Beyond the cost comparisons presented, the Sabey proposal offers greater opportunity for additional savings. There are opportunities at Sabey for phased occupancy of leased space. Under the Fisher proposal, the county would be required to assume a total of over 17,000 square feet immediately upon the occupancy date. The Sabey proposal, however, allows the county to phase into some of the space as the need arises. This will reduce the total lease costs to the county and allow the county the flexibility to lease only as much space as is needed.

The Sabey site has been determined to meet the county's data center needs. FMD consultants have closely analyzed the Sabey site and concluded that it will meet the necessary current and anticipated future technical and space needs to serve as the King County Data Center.

The Sabey site will also provide sufficient space for future consolidation of county data functions should the County choose to do so. The county will initially lease 11,400 square feet, which is sufficient to house the initial data center and office space needs. As described above,

this initial lease will include the existing Data Center operations located in the SMT, as well as the servers and data center infrastructure for DCHS and DPH. At the Sabey site, the county will have the option to later expand its leasehold by an additional 3,114 square feet or more to accommodate any increased consolidation of data functions.

Negotiations with Sabey on the complete lease terms are on-going. Due to time constraints faced at the SMT and the amount of time it has taken to address the changing proposals, the enclosed ordinance seeks approval to negotiate and execute a lease based upon the Letter of Intent (LOI) signed by the county and Sabey. A copy of that LOI is Attachment A to the proposed Letter of Intent ordinance. To provide the council with the most up to date information, copies of drafts of the lease with Sabey will be provided to council staff and legal counsel as the negotiations proceed.

Under the proposal set out in the LOI, Sabey will initially lease 7,745 feet of data center space and 3,729 feet of office space to the county. Sabey will, at its cost, have tenant improvements meeting King County specifications constructed in the leased space prior to occupancy. The county will have the ability to acquire up to at least 3,114 additional square feet for data center use. The term of the lease will be 30 years, with certain rights of the county to terminate earlier if it so decides. Please see the LOI attached to the proposed ordinance for further details on the proposed terms.

Infrastructure and Move Costs In Addition to Tenant Improvements at Sabey Site

The data center relocation project consists of moving the OIRM managed enterprise Data Center from the SMT and the Auxiliary Server Room currently located at the Fortress location near the Sabey Data Center.

Fiber Optic Network: The design of King County Wide Area Network (KC WAN) calls for a highly redundant and highly available service to connect the users of King County data and network services. This service is accomplished by using up to date networking equipment and industry best practices. Redundancy at the core of the KC WAN network is achieved by using multiple fiber paths and multiple fiber pairs between switches and routers. OIRM specifies high count fiber strands for backbone fiber connection based on the new KCWAN network topology utilizing a total gigabit solution for core, distribution and access layers.

The King County Data Center, like all data centers, houses large amounts of data that is remote to the users of that data. The aggregation of the quantity of data and requests for that data requires high bandwidth connections between the Data Center and concentrations of data users. Simplistically, to achieve the goal of connecting the data users with the data they require is the main driver for availability of service. Availability drives the requirement for redundancy. The bandwidth requirement speaks to the speed with which users can access that data. Bandwidth drives the requirement for multiple fibers.

Fiber requirements for a Data Center are calculated based on the data redundancy and bandwidth requirements, potential facility or user requirements, and future growth and

technology advancements. As the fiber has a longer life expectancy than the networking platform, it must be capable of being changed from one networking platform to another. This type of change requires the building of a parallel network for testing, migration, and service redundancy.

The fiber required for the data center at the Sabey site consists of constructing two fiber runs. One path runs from the 7300 building at the King County Airport all the way back to SMT at Fifth Avenue and the Airport Way fiber splice point. A second redundant path needs to be constructed between the Sabey Building 5 via the First and Fourth Avenue South corridors back to King Street Center.

The most cost effective way to achieve the requirements listed above is to use individual fibers from point to point. These "raw" fibers will reduce operating cost over time if adequate fibers are built taking into account the ever-changing nature of networks, technological advances, and the data quantities required by users.

Relocation Consultant: The planning of the move is estimated to cost \$1.1 million including tax and contingency. This partial scope of work includes managing the planning and detailed planning phases. The magnitude and complexity of the anticipated Data Center move is discussed in the document entitled "Understanding the Complexity of Data Center Relocation Planning (Developed for Council Staff) in September 2006". This report included the following list of data center equipment currently at the SMT location but excludes the Finance Department servers recently moved to the SMT and the 110 Public Health and DCHS servers, approximately 30 ancillary devices, 15 racks and corresponding network infrastructure temporarily located in the Fortress short term leased facility:

- ✦ Approximately 299 servers in the data center
- ✦ About 760 ancillary pieces of equipment (monitors, keyboards, power supplies etc.)
- ✦ Over 70 equipment racks combining the data center and tenant racks
- ✦ Legato backup system.
- ✦ Over 200 miles of cable
- ✦ One IBM mainframe and supporting peripheral equipment
- ✦ Approximately 1,000 IBM mainframe tapes
- ✦ 3 Primes machines used by Transit for scheduling bus routes
- ✦ Telecom equipment consisting of 1 PBX and 2 AVT servers
- ✦ There are over 900 different network connections (includes firewalls, routers, I-Net equipment, intrusion detection etc.)
- ✦ Over 100 fiber channel, high speed data, Storage Area Networks (SANs) connections including external connections to other agencies within King County, Qwest, Electric Lightwave, I-Net and the Inter-Governmental Network (IGN).
- ✦ Approximately 9 high count fiber connections to the City of Seattle (SMT), Westin Building, Seattle Police Justice Center, City Hall, I-Net cable connection, King Street Center, King County Courthouse, and UASI video conference.

This is substantially a more complex and costly move than focusing on server relocation alone. More accurate cost information will be developed by the relocation consultant after they have had an opportunity to review the entire scope.

Network Equipment: OIRM Data Center Operations is requesting funds for equipment needed to build out the fundamental facilities and systems that will serve as the core infrastructure for the OIRM managed King County Data Center.

The network racks, cable management equipment and consumables such as power cords, power strips and patch cables outlined in the core infrastructure costs are needed for building the core network backbone located in the main distribution frame (MDF). The MDF room is the network closet containing the main hub.

One of the many challenges facing IT administrators is how to manage systems that are not in close proximity. The solution is installing an IP KVM system that will allow Systems Engineers and LAN Administrators to connect to servers remotely over the Internet. This will allow for increased response times to server outages and configuration changes. With this ability, the need to travel to the Data Center will be diminished greatly saving both time and money while still allowing for hands-on access.

KC WAN is designed to provide a high speed, highly available 3 tiered network using the industry best practices for network design. This design using access layer switches uses clusters of smaller switches with high bandwidth connections to feed rows of cabinets. The cluster configuration allows redundancy in the cabinets so one switch failure will not take out a cabinet. Scaling is done by adding additional smaller switches as cabinets are added.

The industry standard for data center is 10GB per second. Currently we have the ability for 1GB per second traffic. Our Data Center was developed before 10GB was available or recommended. As business needs grow, so does the requirement for additional network technology and bandwidth.

Components of this Legislative Package

The enclosed legislative package is composed of the following:

- 1) An ordinance approving the negotiation and execution of a lease with Sabey based upon the attached letter of intent; and
- 2) An appropriation ordinance to provide sufficient funds for:
 - Tenant Improvements to install the necessary infrastructure and office space at the Sabey site.
 - FMD and OIRM project staffing through March 2008.
 - Fiber installation and temporary fiber lease costs
 - Relocation Planning Consultant for the preliminary planning and detailed planning

- Nine months of lease payment in 2008 beginning in April
- Auxiliary Room Equipment (DPH and DCHS interim server location)

Spring 2008 Legislative Package

Following completion of the Relocation Planning Consultant scope of work approximately six months after council approval of this legislative package, the council will be provided a project update. The consultant scope of work will include the development of a schedule and move budget that will include but is not limited to the following:

- Consultant's move cost including the physical move of equipment,
- the redundant temporary leased equipment necessary to ensure uninterrupted data center service during the move process, and
- the OIRM and other county resources necessary to support the move process to be administered by the consultant.

A planning level estimate of costs to be proposed in a spring 2008 supplemental has been estimated to be approximately \$3 million. However, this preliminary estimate will be replaced with the relocation planning consultant budget available at the end of the planning and detailed planning phase.

Supplemental Budget Financing

The Data Center tenant improvement infrastructure costs and relocation costs will be debt financed with a 10 year repayment period. Debt will be issued in late 2008 to terminate reliance on interim financing. The first payment will be scheduled in 2009 and beginning in 2009 the OIRM rates will include this debt payment amount. Approximately 40% of the debt payment obligation will be charged to the Current Expense fund according to the Data Center cost allocation model. This share of the debt will consume a portion of the remaining Current Expense fund debt capacity.

Recommendation

As indicated by the proposed ordinances, I recommend moving forward with the Sabey proposal. The Sabey proposal meets the county's current and future data center needs at the least cost of the options currently available.

The Honorable Larry Gossett

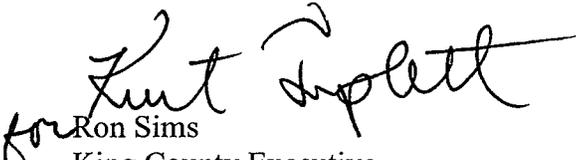
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I encourage your support of the enclosed legislation. If you have any questions regarding the lease proposal, please contact Kathy Brown, FMD Director, at 206-296-0631. If you have any questions regarding Data Center operational requirements, please call David Martinez, CIO, Office of Information and Resource Management, at 206-263-7887.

I certify that funds are available.

Sincerely,


for Ron Sims
King County Executive

Enclosures

cc: King County Councilmembers

ATTN: Ross Baker, Chief of Staff

Nancy Glaser, Policy Staff Director

Anne Noris, Clerk of the Council

Bob Cowan, Director, Office of Management and Budget (OMB)

Sid Bender, Capital Budget Supervisor, OMB

Jim Buck, County Administrative Officer Designee, Department of Executive Services (DES)

Kathy Brown, Director, Facilities Management Division (FMD), DES

Noel Treat, Deputy Director, FMD DES

Bob Thompson, Leasing Supervisor, Real Estate Services, FMD, DES

David Martinez, CIO, Office of Information Resource Management

FISCAL NOTE

Ordinance/Motion No. 2007-XXXX

Title: Supplemental Appropriation - Data Center Relocation - Sabey Letter of Intent and corresponding proposed appropriation ordinance

Affected Agency and/or Agencies: Facilities Management Division and Office of Information Resource Management

Note Prepared By: Bobbie Faucette

Note Reviewed By: Sid Bender

Impact of the above legislation on the fiscal affairs of King County is estimated to be:

Revenue:

Fund/Agency/Projects	Fund Code	Revenue Source	2007	2008	2009	2010
395657 - Data Center Specifications/Relocation (Bldg Repair/Replacem	3951	Interfund Borrowing	17,070,572	2,964,586		
Bond Proceed Replacement of Interfund Borrowing reliance	3951	Bond Proceeds			20,035,158	
TOTAL			17,070,572	2,964,586	20,035,158	

Expenditures:

Fund/Agency	Fund Code	Department Code	2007	2008	2009	2010
395657 - Data Center Specifications/Relocation (Bldg Repair/Replacem	3951	605	17,070,572	2,964,586		
General Obligation Debt Payments (10 Yr Repay; beg. 2009)	8400	0465			2,594,645	2,594,645
TOTAL			17,070,572	2,964,586	2,594,645	2,594,645

Expenditures by Category

	2007	2008	2009	2010
Salaries & Benefits				
Supplies and Services				
Capital Outlay	17,070,572	2,964,586	2,594,645	2,594,645
TOTAL	17,070,572	2,964,586	2,594,645	2,594,645

Assumptions:

Note: The \$2,964,586 amount shown above in 2008 is a preliminary estimate to be re-calculated based on consultant move planning to be completed by March 2008. The re-calculated budget will be proposed in a supplemental budget request in the spring of 2008.

Note: The net increase in the lease costs of the Sabey site (i.e. the fiscal effect) cannot be calculated until the terms of the lease extension at the SMT are known. The current lease rate at the SMT is \$457,939. The first year lease at the Sabey location is \$689,842. The remaining fiscal effect yet to be determined is the length of time the SMT lease and the Sabey lease will overlap as the move transition occurs. This dual lease time period will be estimated following the completion of the move consultant body of work in the spring of 2008.

Summary of Economics of Alternatives

Fisher Current Proposal

TI allowance	\$11,211,736		<u>including base O&M</u>
Fiber Hookup Allowance	\$440,000	10 years	\$2,798,789 <i>per year equivalent</i>
Construction Period Extra costs	\$741,945	20 years	\$2,193,292
Annual EIF	\$607,848	30 years	\$1,987,224
RSF=	17,177	NPV 30 years	\$29,700,000
<i>data</i>	11,847		
<i>office</i>	5,330		

Sabey thru Phase 2 Estimate

TI allowance	\$11,000,000		<u>including base O&M</u>
TI Contingency	\$774,000		
Fiber Hookup Allowance	\$3,119,293	10	\$2,651,938 <i>per year equivalent</i>
	(none in addition to above)	20	\$1,990,992
RSF=	14,588	30	\$1,780,443
<i>data</i>	10,859	NPV 30 years	\$26,600,000
<i>office</i>	3,729		

Fisher Hypothetical Phase 1

TI allowance	\$9,216,736		include O&M
Fiber Hookup Allowance	\$440,000	10 years	\$2,259,848
Construction Period Extra costs	\$682,990	20 years	\$1,774,540
Annual EIF	\$270,786	30 years	\$1,616,339
RSF=	17,177	NPV 30 years	\$24,100,000
<i>data</i>	11,847		
<i>office</i>	17,177		

Sabey 6.07 proposal (Phase 1)

TI allowance	\$7,000,000		<u>including base O&M</u>
TI Contingency	\$774,000		
Fiber Hookup Allowance	\$3,119,293	10	1,956,696
	(none in addition to above)	20	1,468,604
RSF=	11,474	30	1,313,289
<i>data</i>	7,745	NPV 30 years	\$19,600,000
<i>office</i>	3,729		

Sazän
Group
Inc.

July 3, 2007

David Millar, Capital Projects Manager
Capital Project Planning and Development
King County Facilities Management Division
Department of Executive Services, ADM-ES-0320
500 Fourth Avenue, Suite 320
Seattle, WA 98104-23337

Project: King County Data Center Consolidation and Relocation
Sazän Group Project No. 298-0720

Subject: Sazän Group Letter Dated June 1, 2007
"Sabey Data Center LOI Review Comments
Intergate site, Seattle"

Dear David:

I am sending this letter as a follow up to our letter of June 1, 2007, "Sabey Data Center LOI Review Comments, Intergate site, Seattle".

Given the limited information provided in Sabey's LOI, the intent of our June 1, 2007, letter was to identify the following:

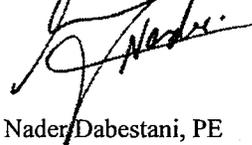
1. Potential areas of concern needing further clarification from Sabey.
2. Items designed and or planned for at the Fisher Plaza that might not be included or accounted for in the Sabey proposal.

We have had several meetings reviewing these items with both FMD and OIRM personnel. We determined that from a purely engineering and technical perspective, both Sabey and Fisher Plaza can be altered to accommodate programmatic requirements of King County included in King County Data Center Design criteria dated February 16, 2007. However, several of the items identified in our June 1 letter have cost implications, which should be included in King County's financial modeling.

Please feel free to contact me if you need clarification or additional information.

Sincerely,

Sazän Group, Inc.



Nader Dabestani, PE
Principal

720 Olive Way
Suite 1525
Seattle, WA 98101
Tel (206) 267-1700
Fax (206) 267-1701

