

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C051
Project Name:	Madison Street Bus Rapid Transit
Current Project Stage:	Stage 3: Design

Project Summary

This project is a full-featured bus rapid transit project on Madison Street from 1st Avenue in downtown to Martin Luther King Jr. Way East, in Madison Valley. The purpose of the project is to improve transit capacity, travel time, reliability, connectivity, comfort, visibility and legibility in the Madison corridor, while also making related improvements to pedestrian and bicycle access as well as the streetscape and public realm. In so doing, the project would improve overall mobility in a dense and rapidly developing corridor that spans diverse neighborhood districts from Center City to First Hill, Capitol Hill, the Central Area, and east to Madison Valley.



		2018			
		Q1	Q2	Q3	Q4
Project Risk Profile and Mitigation Plan	Risk Status:	NA	●	NA	●

Timeline for securing FTA funding is uncertain. SDOT is in close collaboration with FTA. Funding partnerships with other agencies (Sound Transit) are also in negotiation.

Other risks include:

- Diesel Hybrid buses not available to start service. This could result in up to 180 day delay. We are mitigating by coordinating with King County Metro and the City Attorney's Office (to review the fleet procurement contract).
- FTA approval of the NEPA Re-evaluation is still a risk. Without approval, the project as scoped cannot move forward. We will have more information in Spring/Summer of 2019.

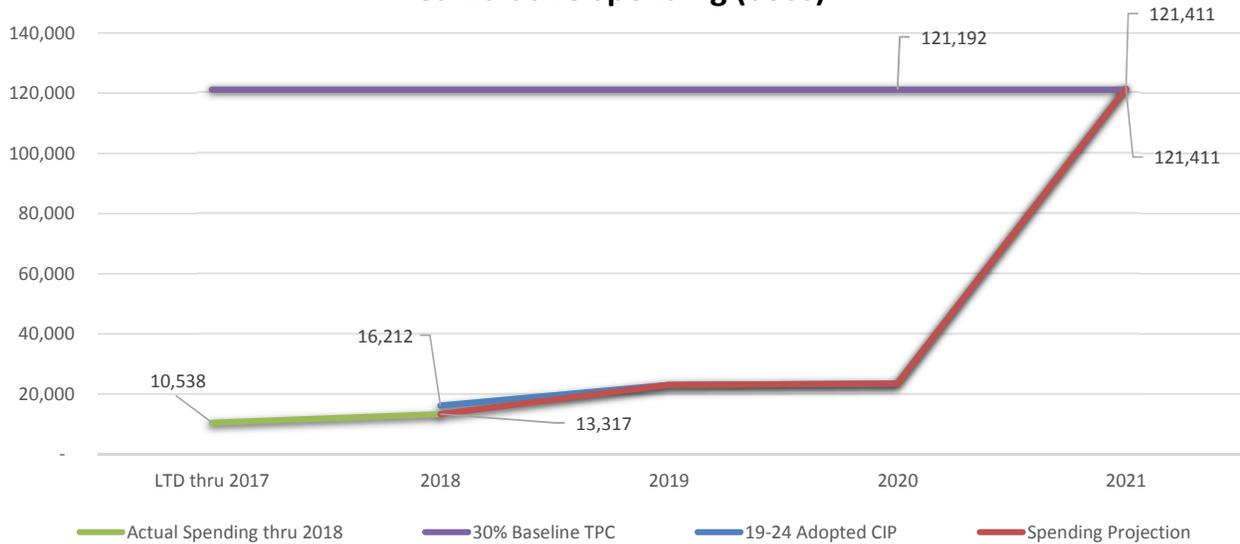
BUDGET SUMMARY

(000s):	LTD thru		2018				Total
	2017	Revised	2019	2020	2021	2022	
30% Baseline TPC							121,192
19-24 Adopted CIP	10,538	5,674	6,868	451	97,880	-	121,411
Actual Spending thru 2018	10,538	2,779					13,317
Spending Projection	10,538	2,779	9,763	451	97,880	-	121,411

Projection Variance (Over/(Under))

-

Cumulative Spending (000s)



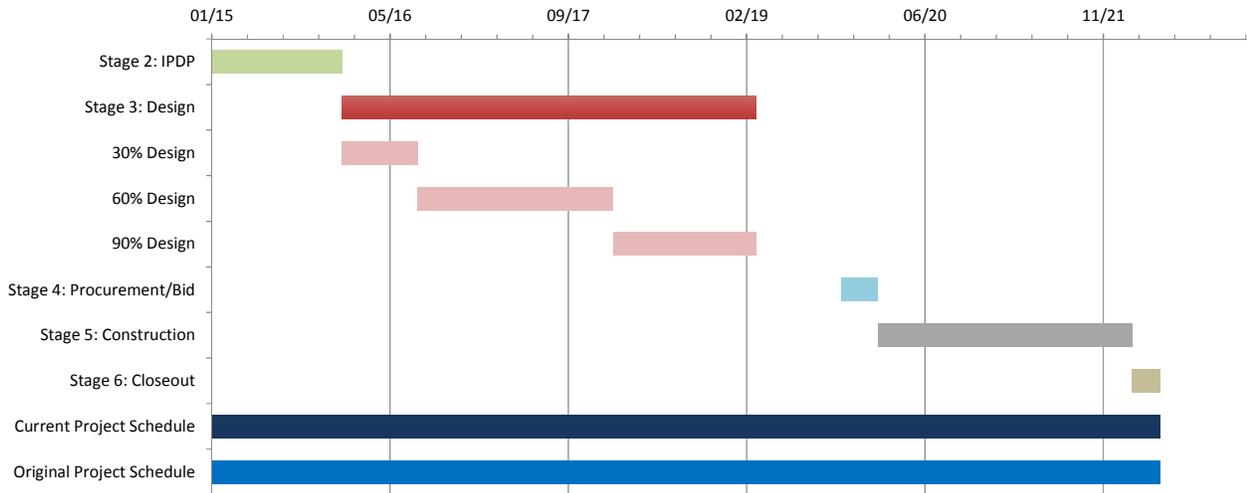
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

Per the Move Seattle Workplan, the current spending plan is \$121.4 million. Currently, this is the total cost estimate of the project. The project will reach the 90% design milestone in Spring/Summer of 2019.

PROJECT SCHEDULE

Start: 1/4/2015

End: 4/18/2022 (Projected)



Explain Schedule Variance

Note: The Original Schedule reflects the Approved schedule as of December 2018.

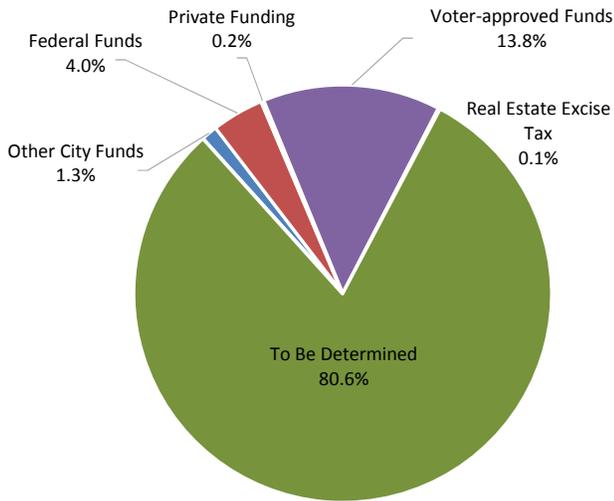
The schedule was delayed in 2018 due to the trolley fleet manufacturer no longer able to supply that coach type.

PROJECT FUNDING BY SOURCE (000s)

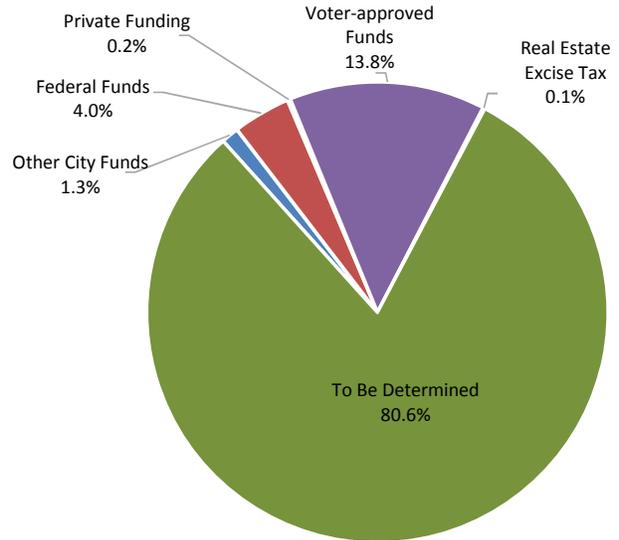
Adopted CIP Funding: \$ 121,411

Projected Funding: \$ 121,411

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
Other City Funds	1,521	1,521	-
Federal Funds	4,900	4,900	-
Private Funding	250	250	-
Voter-approved Funds	16,710	16,710	-
Real Estate Excise Tax	150	150	-
To Be Determined	97,880	97,880	-
Total	\$ 121,411	\$ 121,411	\$ -

Action Plan to Address Funding Gap (if applicable)

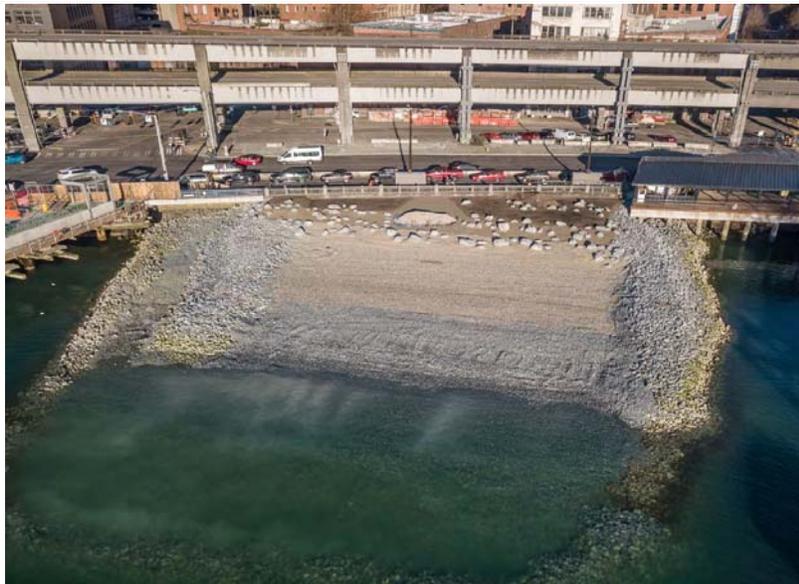
SDOT is anticipating a Federal Small Starts grant and reimbursable MOAs with King County Metro and Sound Transit. Our leverage funds that have been identified but not yet secured include \$58.4M from federal funds, \$2.5M state grants, \$3.5M from King County, and \$28.5M from Sound Transit. The remaining TBD will be updated as part of the 2020 Budget process. We will also reflect the new funding plan as part of the next Monitoring Report.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C066
Project Name:	Alaskan Way Viaduct Replacement
Current Project Stage:	Stage 5: Construction

Project Summary

The Alaskan Way Viaduct Replacement Program currently includes SDOT support of WSDOT's-led program. Current projects underway include the SR-99 Bored Tunnel and connections, South Access Surface Streets, Viaduct Demolition, Battery Street Tunnel Decommissioning, and North Surface Streets. This CIP also includes funding for the Habitat Beach project, which is being delivered by the Waterfront Pier 62 Rebuild construction contract. The below information is pertinent to the Habitat Beach project only.



Project Risk Profile and Mitigation Plan

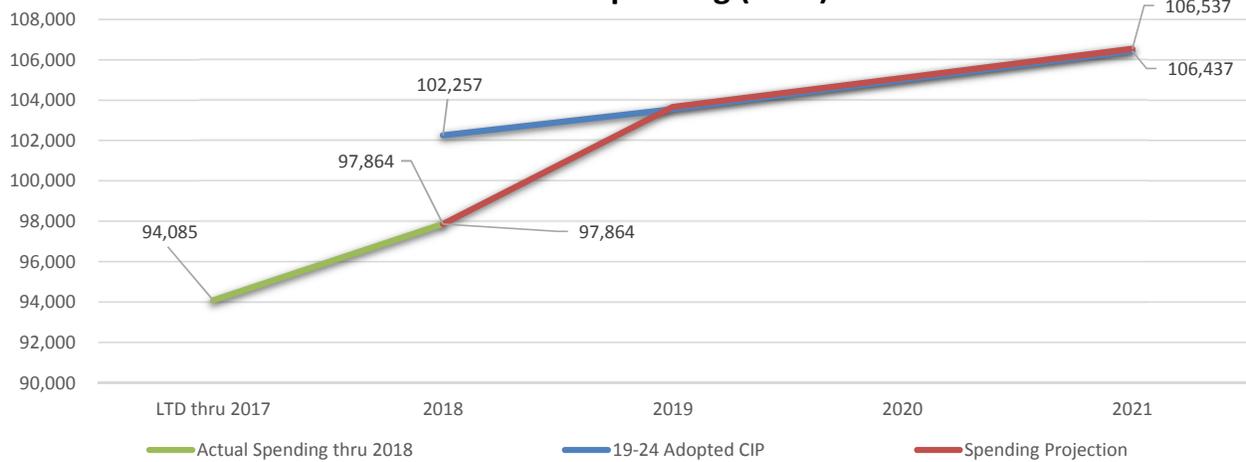
Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

There are no major risks to the Habitat Beach project.

BUDGET SUMMARY

(000s):	LTD thru						Total
	2017	2018	2019	2020	2021	2022	
30% Baseline TPC							-
19-24 Adopted CIP	94,085	8,172	1,300	1,440	1,440	-	106,437
Actual Spending thru 2018	94,085	3,780					97,864
Spending Projection	94,085	3,780	5,792	1,440	1,440	-	106,537
Projection Variance (Over/(Under))							100

Cumulative Spending (000s)



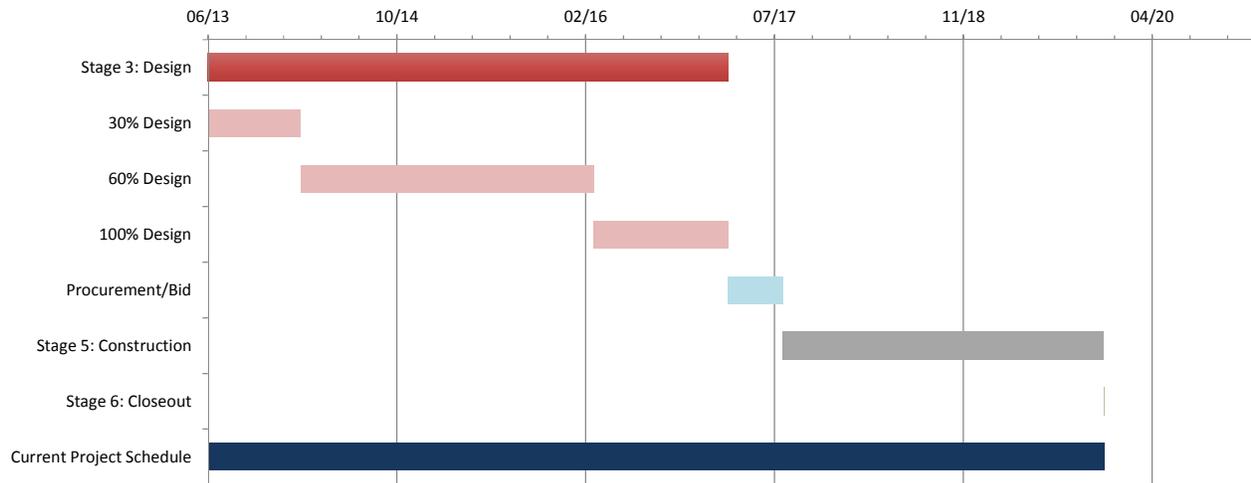
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

This report reflects spending on the Habitat Beach project, so the difference is primarily related to adding these funds to the CIP. This program includes life to date costs from the Central Waterfront, Seawall, and WSDOT-reimbursable costs associated with the Alaskan Way Viaduct Replacement Program. Because of the long history on this project, no original baseline total project cost is provided.

PROJECT SCHEDULE

Start: 6/1/2013

End: 11/30/2019 (Projected)



Explain Schedule Variance

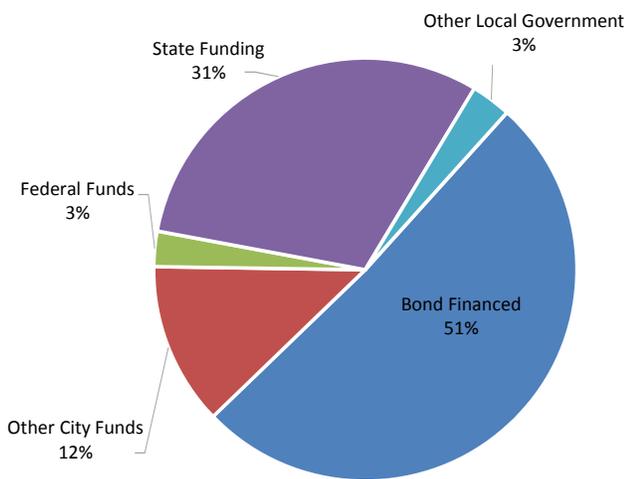
The above schedule reflects the work of the Habitat Beach project. The beach is 95% complete. The landscaping will not be planted until Fall 2019. Otherwise, we need to install a concrete pad at the future entrance, install a few signs, and complete a few punch list items. Depending on landscaping, we are targeting 4Q 2019 for Closeout (assuming late November to be conservative).

PROJECT FUNDING BY SOURCE (000s)

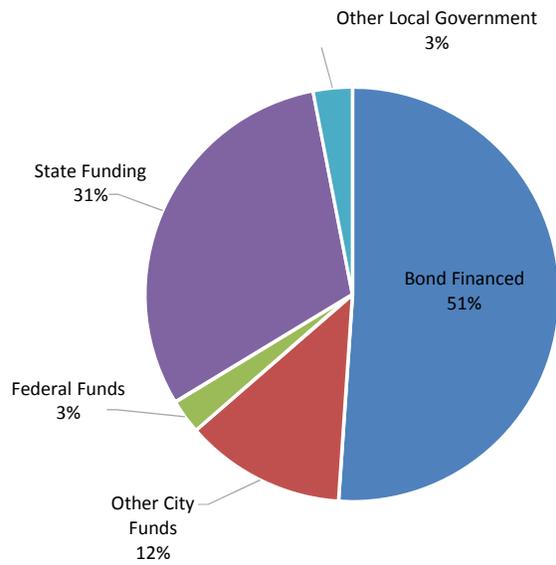
Adopted CIP Funding: \$ 106,437

Projected Funding: \$ 106,537

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
Bond Financed	54,234	54,234	-
Other City Funds	13,223	13,323	100
Federal Funds	2,861	2,861	-
State Funding	32,555	32,555	-
Other Local Government	3,235	3,235	-
Voter-approved Funds	-	-	-
Total	\$106,108	\$106,208	\$ 100

Action Plan to Address Funding Gap (if applicable)

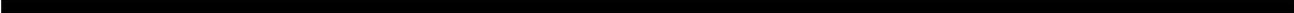
The Habitat Beach budget is \$5.325M and there is no funding gap. The additional \$100k is for reimbursable work and will be included in legislation this spring/summer.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C037
Project Name:	23rd Avenue Corridor Improvements
Current Project Stage:	Stage 5: Construction

Project Summary

This three-phase project significantly modifies the cross section of 23rd Avenue to a Complete Street and improves safety and mobility for people who drive, walk, bike and take transit. Phase 2 is from S Jackson St to Rainier Ave S and will extend the reconfiguration of 23rd Ave from four lanes to three wider lanes, one lane in each direction with a center-turn lane, south from S Jackson St to S Massachusetts St. Phase 3 implements transit stop improvements between E Roanoke Street to E John Street.



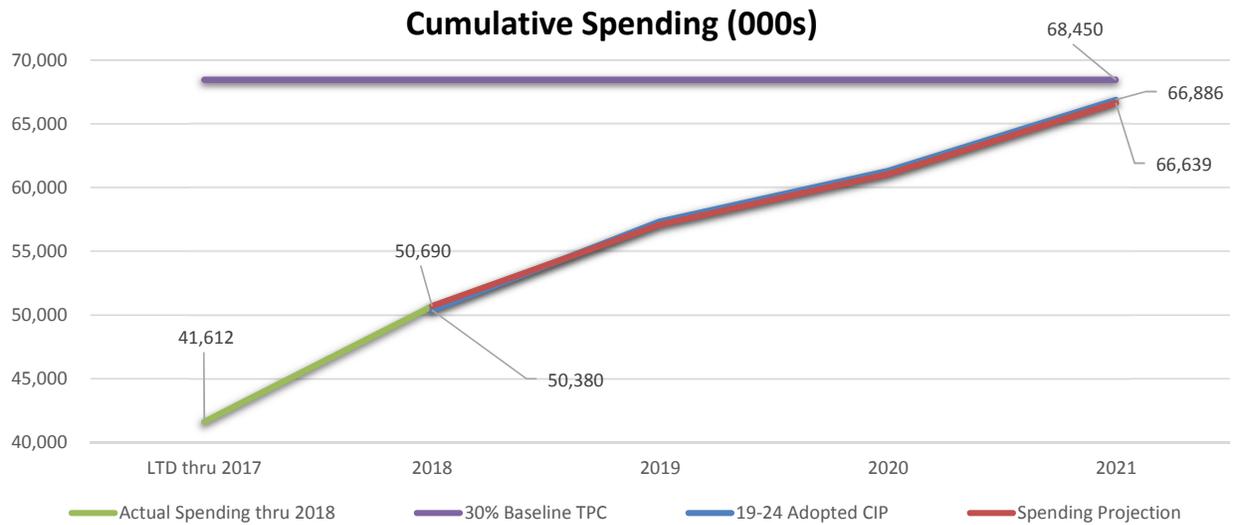
		2018			
		Q1	Q2	Q3	Q4
Project Risk Profile and Mitigation Plan	Risk Status:	NA	●	NA	●

There are no major risks for Phases 2 and 3. Phase 2 will be complete in August 2019.



BUDGET SUMMARY

(000s):	LTD thru		2018				Total
	2017	Revised	2019	2020	2021	2022	
30% Baseline TPC							68,450
19-24 Adopted CIP	41,612	8,768	6,941	3,986	5,580	-	66,886
Actual Spending thru 2018	41,612	9,078					50,690
Spending Projection	41,612	9,078	6,383	3,986	5,580	-	66,639
Projection Variance (Over/(Under))							(247)



Variance Explanation - Adopted CIP Budget to Projection (if applicable)

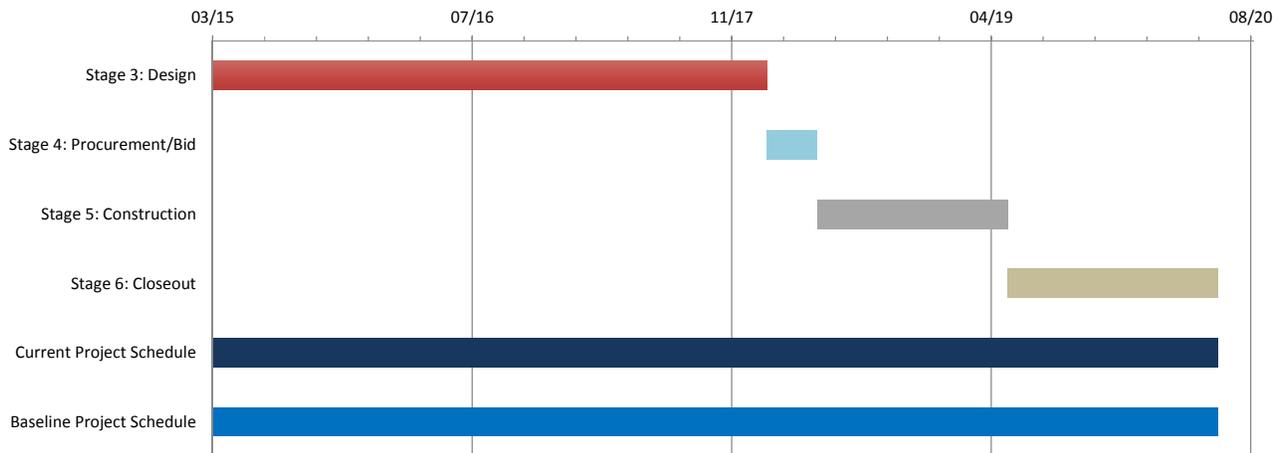
No variance expected at this time.

PROJECT SCHEDULE

Phase 2 - Start: 3/6/2015

End: 6/25/2020 (Projected)

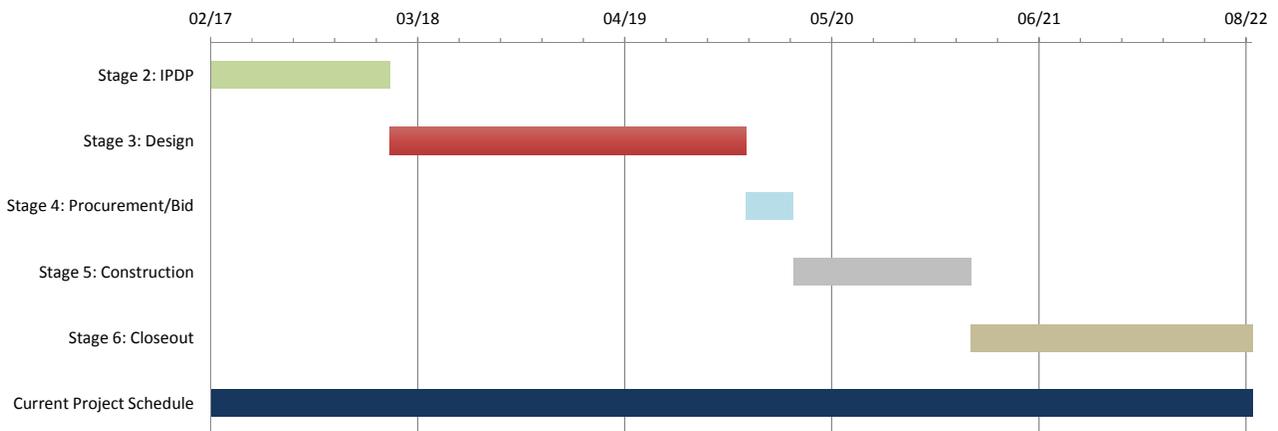
Phase 2 - South Jackson to Rainier Ave S.



Phase 3 - Start: 2/11/2017

End: 8/23/2022 (Projected)

Phase 3 - East Roanoke to East John St.



Explain Schedule Variance

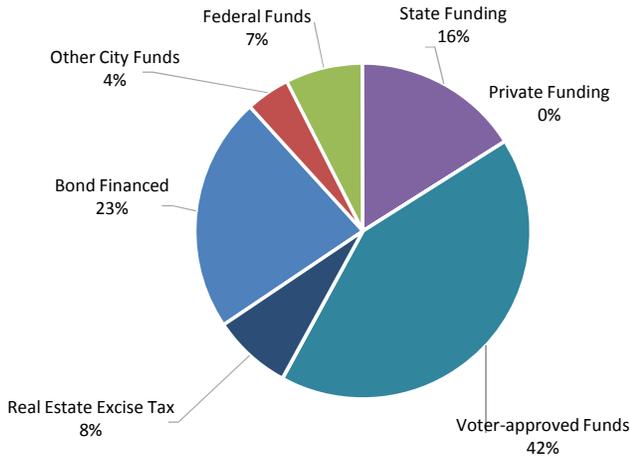
The Phase 3 schedule was delayed getting 30% design started due to aligning the scope of work with the funding available. Construction remains on track for 2020. Phase 2 will be completed in August 2019 and the most recent delay was due to pole procurement. Phase 2 will be complete in Q2 2019.

PROJECT FUNDING BY SOURCE (000s)

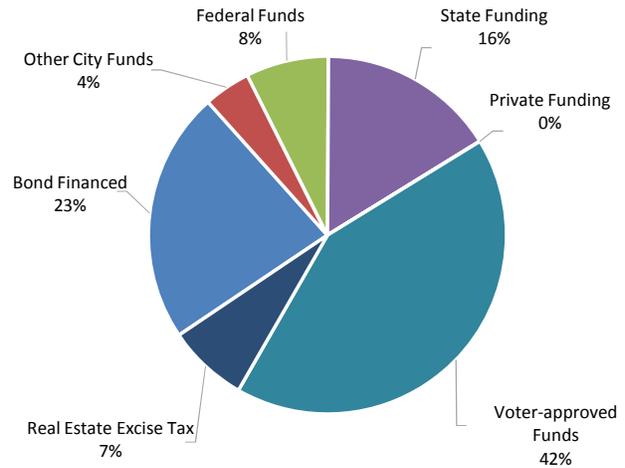
Adopted CIP Funding: \$ 66,886

Projected Funding: \$ 66,639

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
Bond Financed	15,200	15,200	-
Other City Funds	2,831	2,831	-
Federal Funds	4,990	4,990	-
State Funding	10,735	10,735	-
Private Funding	5	5	-
Voter-approved Funds	28,035	28,035	-
Real Estate Excise Tax	5,091	4,844	(247)
Total	\$ 66,886	\$ 66,639	\$ (247)

Action Plan to Address Funding Gap (if applicable)

Transfer to fully fund Canton Nord project prior to closeout. SDOT will submit legislation in early 2019.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C030
Project Name:	Northgate Bridge and Cycle Track
Current Project Stage:	Stage 4: Procurement/Bid

Project Summary

This project constructs a new pedestrian and bike bridge over I-5 in Northgate to improve connections between the east and west sides of the community and to maximize the use of transit facilities, including the King County Transit Center and the future Sound Transit Link light rail station. It also will construct a two-way Protected Bike Lane along the west side of 1st Ave NE between NE 92nd and 103rd St, and provide a multi-use path for pedestrians and bikes along the east side of 1st Ave NE between NE 103rd St and NE Northgate Way.



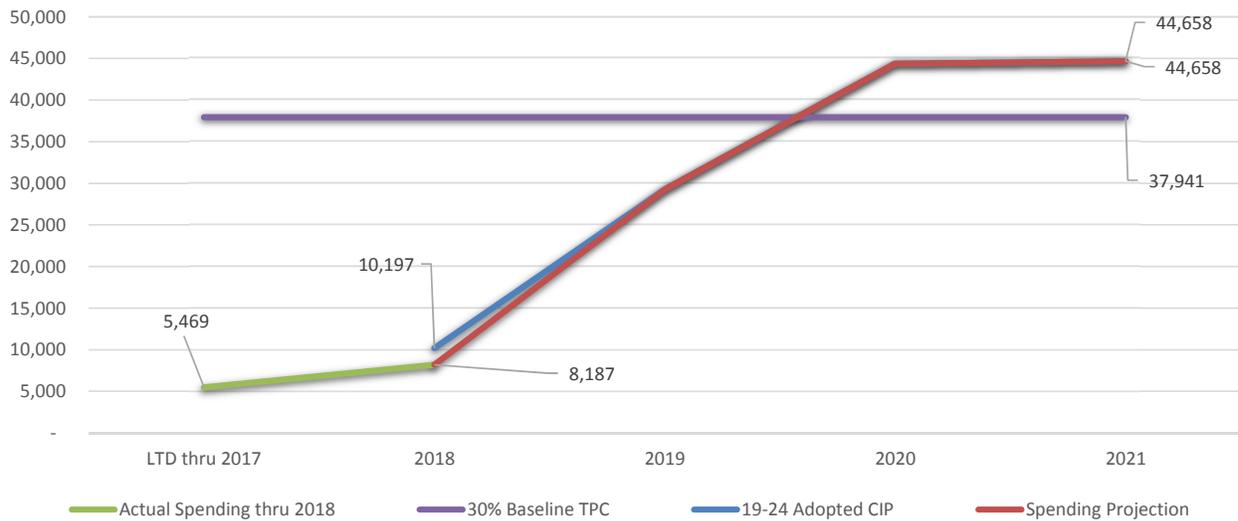
Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

The project needs to obtain environmental permits and finalize all ROW prior to Notice to Proceed (NTP), which is estimated to be 8/19. We continue to keep communications open with the permitting agencies to keep permits on track. ROW work for the college is being finalized for signatures. We continue communications with WSDOT for the ROW permit and make work related to this a top priority.

BUDGET SUMMARY

(000s):	LTD thru		2018				Total
	2017	Revised	2019	2020	2021	2022	
30% Baseline TPC							37,941
19-24 Adopted CIP	5,469	4,728	19,044	15,117	300	-	44,658
Actual Spending thru 2018	5,469	2,718					8,187
Spending Projection	5,469	2,718	21,054	15,117	300	-	44,658
Projection Variance (Over/(Under))							-

Cumulative Spending (000s)



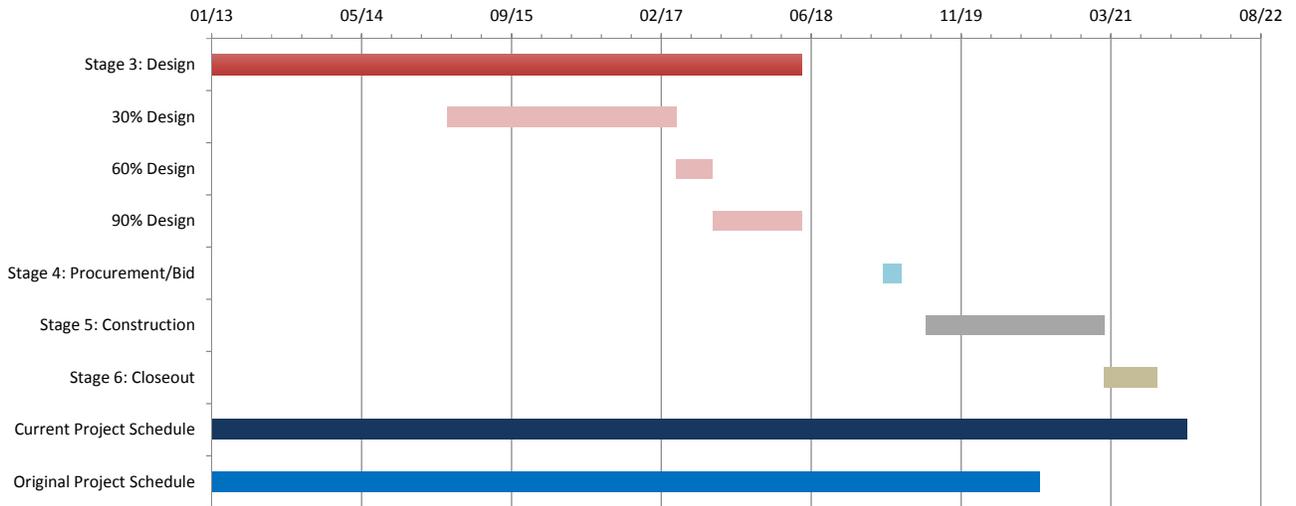
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

We are not adjusting the cost estimate at this time. This project has gone to Advertisement and we expect bids back by the end of March, which will be reflected in the Q1 or Q2 2019 CIP Monitoring report. See the "Funding by Source" page for more information on anticipated funding needs.

PROJECT SCHEDULE

Start: 1/1/2013

End: 11/30/2021 (Projected)



Explain Schedule Variance

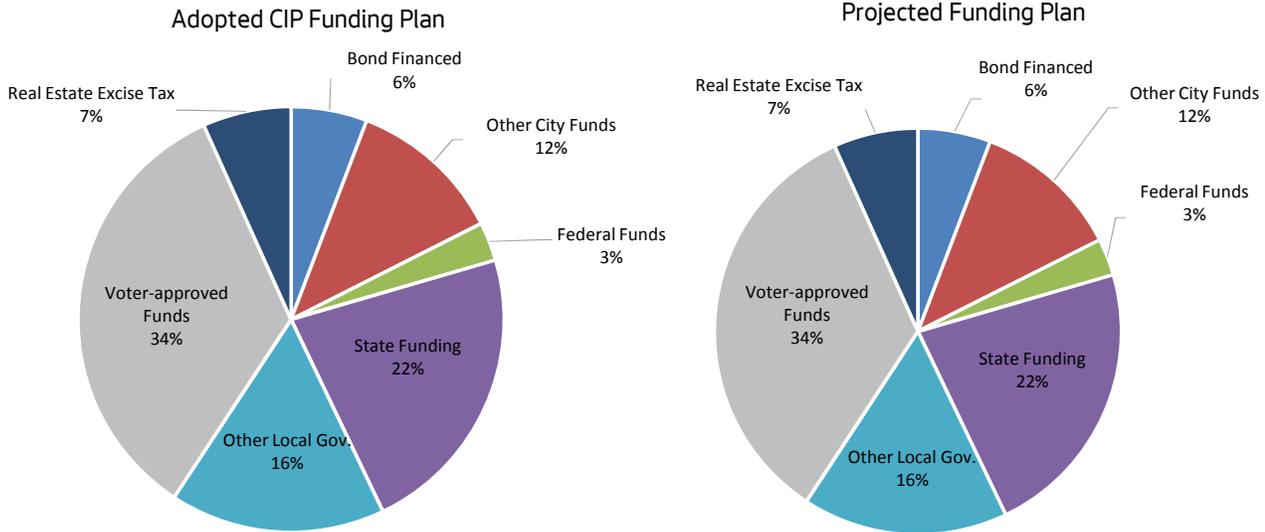
Note: Original schedule reflects Approved Schedule as of June 2018.

The project encountered multiple issues while obtaining Environmental permitting and meeting WSDOT's permit conditions that led to multiple design changes. The project is on schedule to be complete prior to the opening of the Northgate Sound Transit Light Rail Station.

PROJECT FUNDING BY SOURCE (000s)

Adopted CIP Funding: \$ 44,658

Projected Funding: \$ 44,658



Funding Variance	Adopted	Projection	Δ
Bond Financed	2,580	2,580	-
Other City Funds	5,265	5,265	-
Federal Funds	1,313	1,313	-
State Funding	10,000	10,000	-
Other Local Gov.	7,300	7,300	-
Voter-approved Funds	15,200	15,200	-
Real Estate Excise Tax	3,000	3,000	-
Total	\$ 44,658	\$ 44,658	\$ -

Action Plan to Address Funding Gap (if applicable)

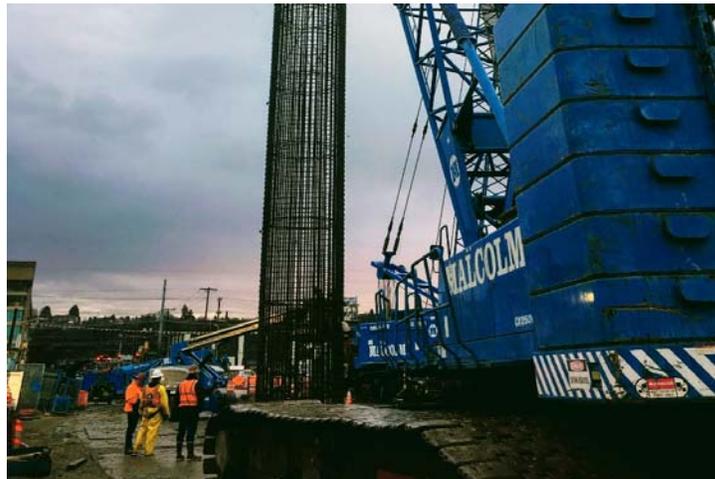
SDOT anticipates needing \$1 million more for design phase costs and \$1.5-\$3.5 million for culvert mitigation. The full extent of the project budget needs will be known in Q2. The plan is to address any funding gap internally with funds from the Bridge Rehab CIP.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C028
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.



		2018			
		Q1	Q2	Q3	Q4
Project Risk Profile and Mitigation Plan	Risk Status:	●	●	NA	●

One of the main risks at this time is coordination with other projects working around the railroad tracks. The Waterfront Program has a lot of work near the railroad, which could cause conflicts between the two projects. The two project teams will coordinate with the railroad to avoid schedule delays.

The project is carrying an atypical construction contingency percentage of 25% (or \$8.4M) due to the size and complexity of this project. At this time, no adjustment to the total project budget is recommended.



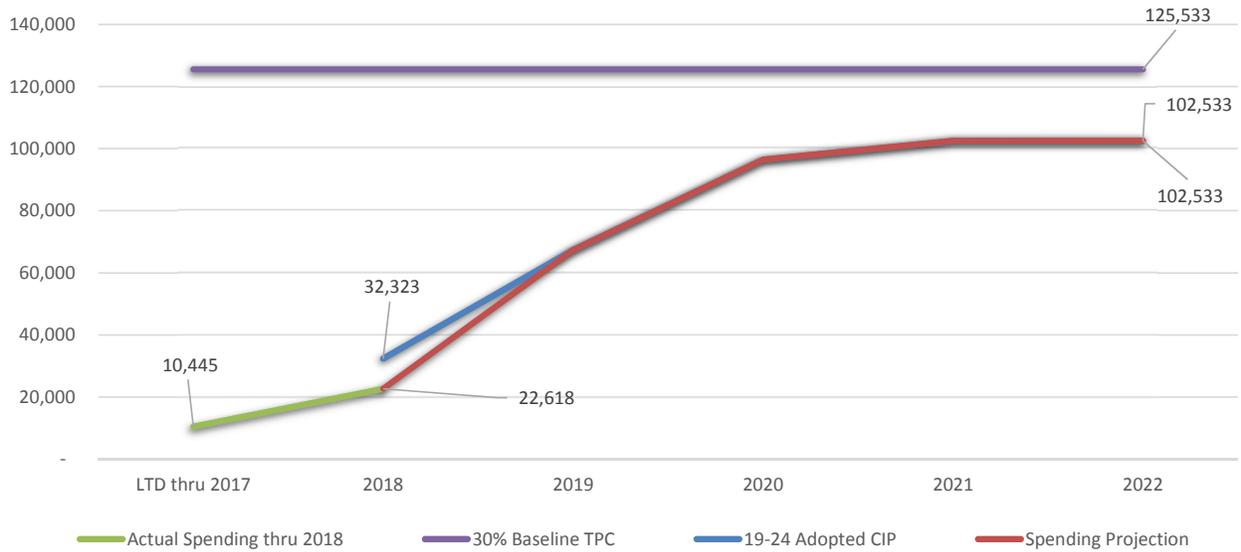
BUDGET SUMMARY

(000s):	LTD thru	2018	2019	2020	2021	2022	Total
	2017	Revised					
30% Baseline TPC							125,533
19-24 Adopted CIP	10,445	21,878	35,052	29,099	6,039	20	102,533
Actual Spending thru 2018	10,445	12,173					22,618
Spending Projection	10,445	12,173	44,756	29,099	6,039	20	102,533

Projection Variance (Over/(Under))

-

Cumulative Spending (000s)



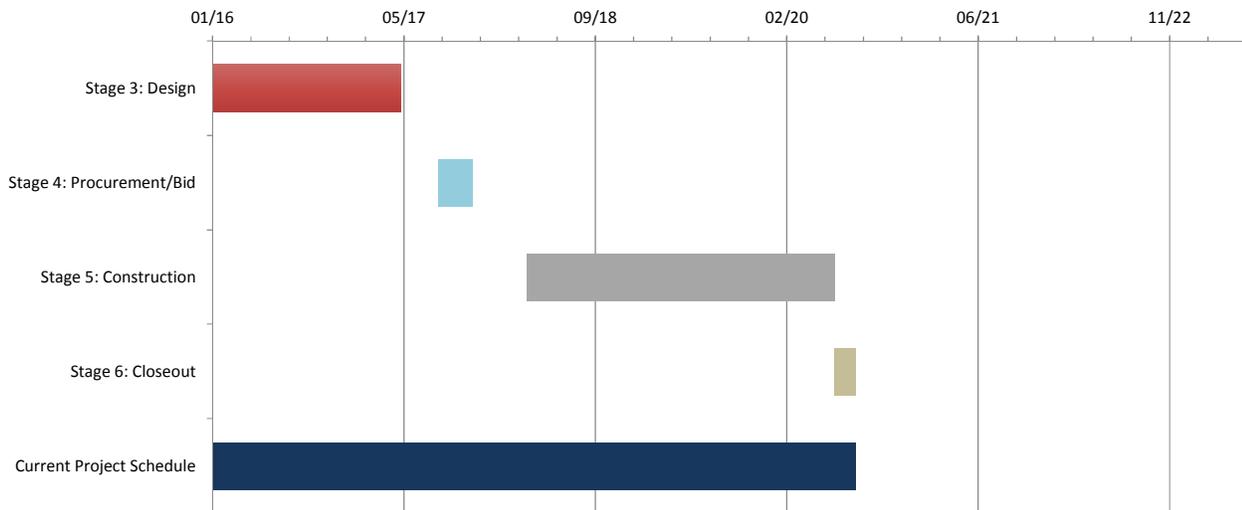
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

SDOT does not anticipate a total project cost variance at this time.

PROJECT SCHEDULE

Start: 1/4/2016

End: 8/11/2020 (Projected)



Explain Schedule Variance

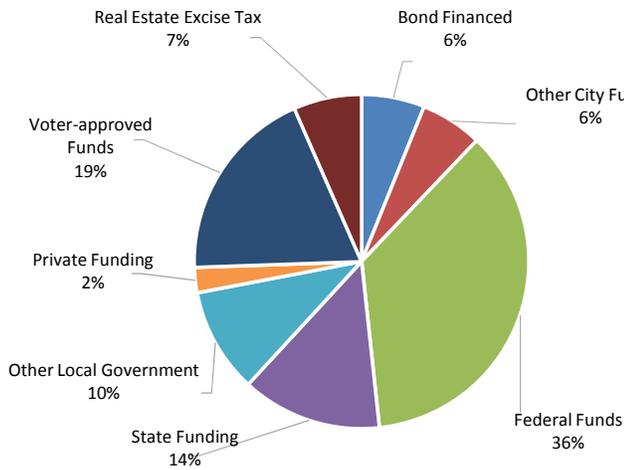
Substantial Completion is slightly delayed due to: 1) Advertisement was extended by one week. 2) Award of the contract took 3 weeks longer than normal due to issues with contractor bonds. 3) A 5-week delay in the delivery of the watermain. Watermain relocation is critical path and required prior to shaft installation. 4) Work platform design issues. The contractor is required to build a work platform over two existing large sewer lines. The City rejected the contractor's platform design. This extended the design approval process and now requires the contractor to procure materials they did not expect to need. 5) Operators union strike. The strike delayed the project nearly 3 weeks as the contractor was unable to install the watermain, which is critical path as previously mentioned.

PROJECT FUNDING BY SOURCE (000s)

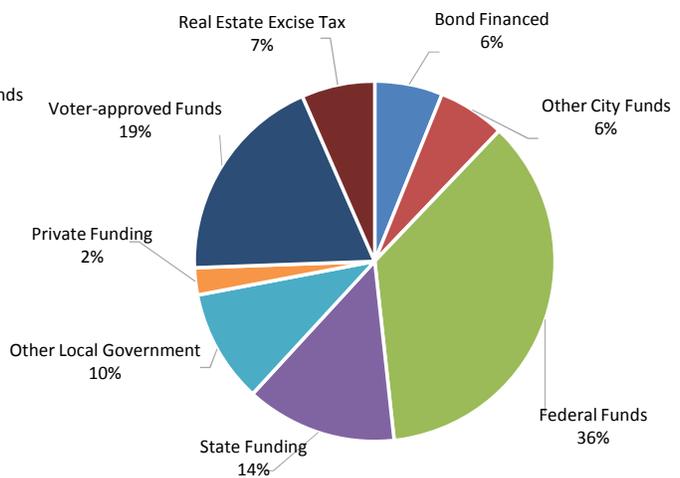
Adopted CIP Funding: \$ 102,533

Projected Funding: \$ 102,533

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
Bond Financed	6,263	6,263	-
Other City Funds	6,150	6,150	-
Federal Funds	37,100	37,100	-
State Funding	13,900	13,900	-
Other Local Government	10,400	10,400	-
Private Funding	2,500	2,500	-
Voter-approved Funds	19,470	19,470	-
Real Estate Excise Tax	6,750	6,750	-
Total	\$102,533	\$102,533	\$ -

Action Plan to Address Funding Gap (if applicable)

We do not foresee any issues with the federal grant or funding for this project. We are evaluating all of our funding sources to determine which sources we will ultimately use for the project.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C042
Project Name:	Delridge Multimodal Corridor
Current Project Stage:	Stage 3: Design

Project Summary

This project improves pavement conditions, enhances safety, and improves traffic operation for all modes. The project will add transit lanes and improve transit speed and reliability. It includes protected bike lanes, sidewalk improvements, and amenities for walkers and transit riders along the corridor. It will streamline traffic operations and improve multimodal connections between transit, freight, pedestrians, and general-purpose vehicles.



		2018			
		Q1	Q2	Q3	Q4
Project Risk Profile and Mitigation Plan	Risk Status:	NA	●	NA	●

Additional curb ramps are likely required compared to the 10% design. This will have a cascading impact on paving, drainage and survey requirements and costs. The team is refining the designs during 60% Design and preparing associated documentation.

Unplanned stormwater infrastructure was added to the Delridge corridor project to meet Seattle Stormwater Code during 30% design due to planned roadway reconstruction. SDOT and SPU are discussing the scope, cost and schedule for this work (i.e. could an alternative compliance agreement avoid the impact on Delridge and mitigate the schedule impacts?).

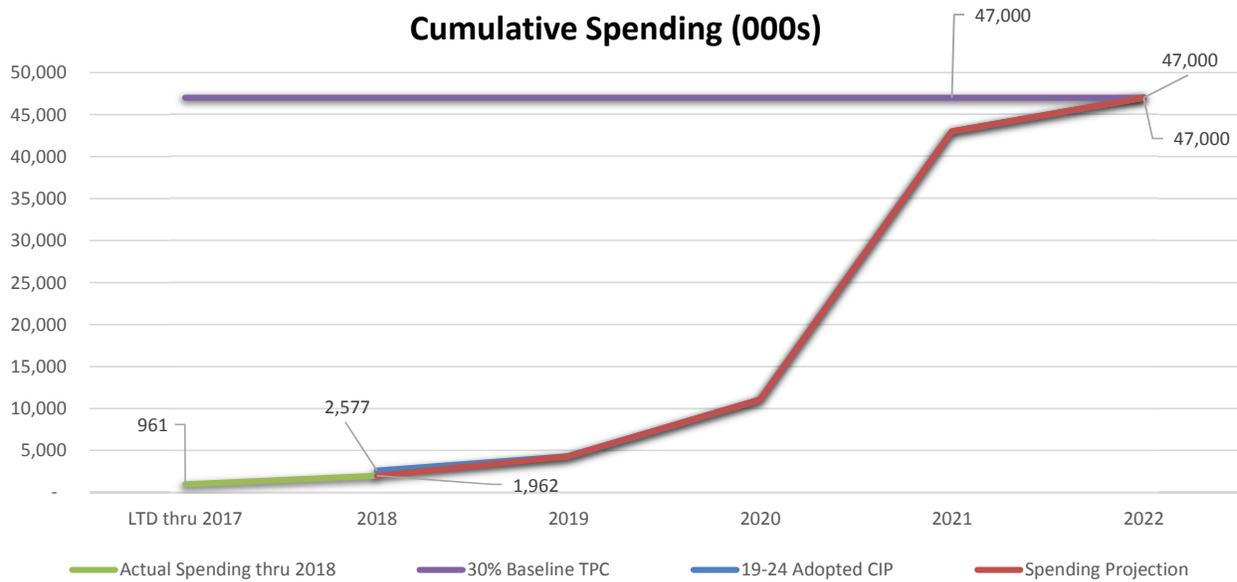
This project was presented to Council in March 2019 to lift the proviso and allow SDOT to move past 30% Design. After this meeting, SDOT will baseline the total cost estimate and schedule. Council also plans to create a second proviso for SDOT to report back prior to going to Advertisement. Council advised SDOT to take public input on the project throughout the final design phase.

BUDGET SUMMARY

(000s):	LTD thru		2018				Total
	2017	Revised	2019	2020	2021	2022	
30% Baseline TPC							47,000
19-24 Adopted CIP	961	1,616	1,731	6,740	31,953	4,000	47,000
Actual Spending thru 2018	961	1,001					1,962
Spending Projection	961	1,001	2,345	6,740	31,953	4,000	47,000

Projection Variance (Over/(Under))

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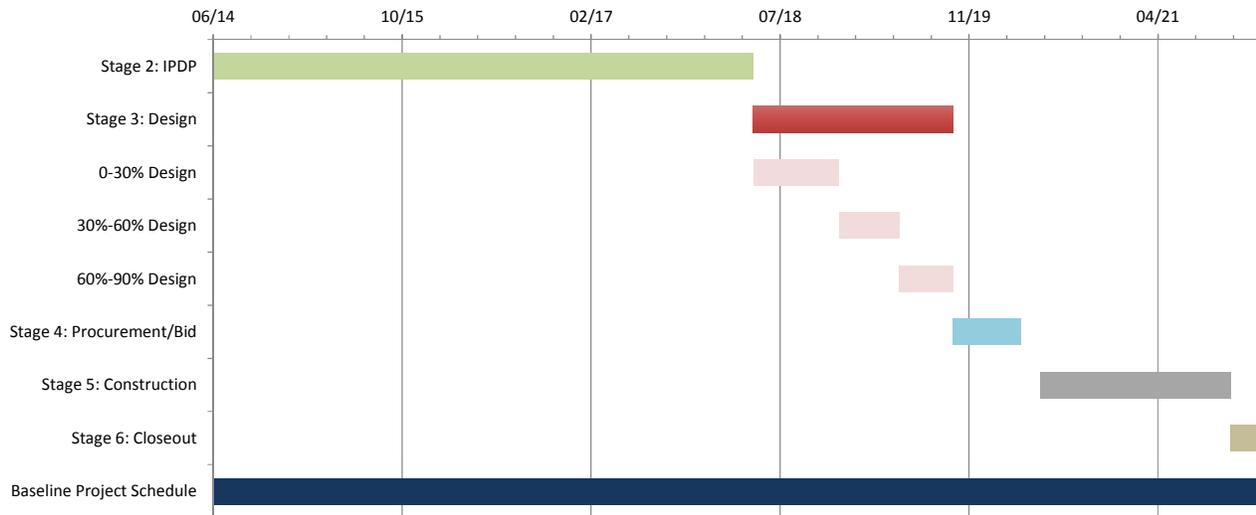
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

Based on the Council meeting in March to lift the proviso, the project will be formally baselined at 30% Design in mid-March 2019. The Cost Estimate will be \$72.3M, of which \$33.8M will be from the Delridge CIP. The remaining \$38.5M will be from the AAC CIP. We will adjust the CIP as part of the 2020 Budget process and reflect the new spending plan as part of the next Monitoring Report.

PROJECT SCHEDULE

Start: 6/1/2014

End: 12/30/2021 (Projected)



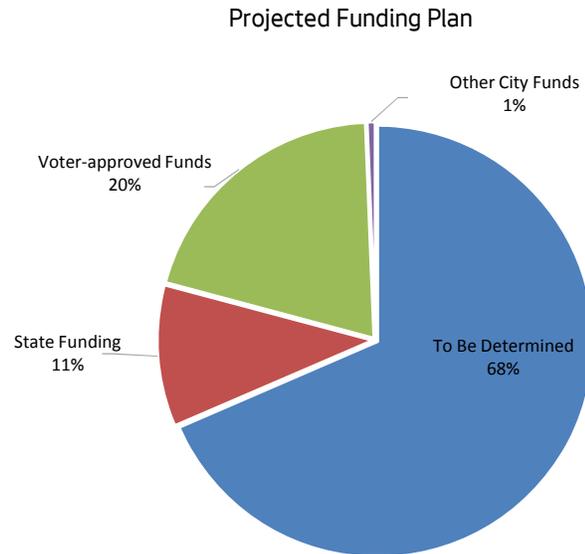
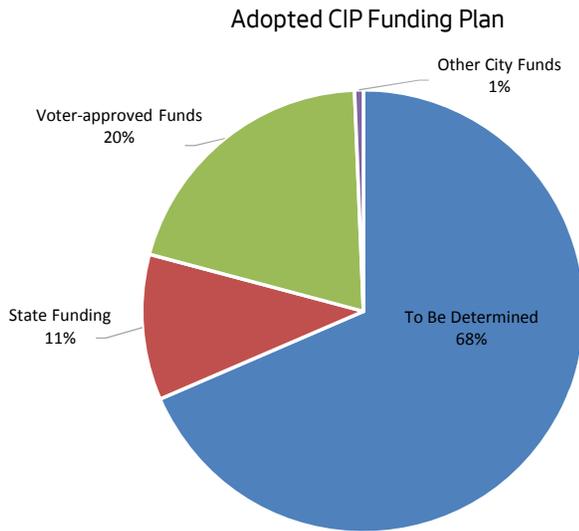
Explain Schedule Variance

The reason for delay is due primarily to coordinating with SPU on drainage scope/cost. The current Ad Date is Q1 2020 and Substantial Completion in Q4 2021.

PROJECT FUNDING BY SOURCE (000s)

Adopted CIP Funding: \$ 47,000

Projected Funding: \$ 47,000



Funding Variance	Adopted	Projection	Δ
To Be Determined	32,200	32,200	-
State Funding	5,000	5,000	-
Voter-approved Funds	9,500	9,500	-
Other City Funds	300	300	-
Total	\$ 47,000	\$ 47,000	\$ -

Action Plan to Address Funding Gap (if applicable)

Based on the Council meeting in March to lift the proviso, the project will be formally baselined at 30% Design in mid-March 2019. The Cost Estimate will be \$72.3M, of which \$33.8M will be from the Delridge CIP. The remaining \$38.5M will be from the AAC CIP. We will adjust the CIP as part of the 2020 Budget process and reflect the new funding plan as part of the next Monitoring Report. However, the current assumption is that the \$33.8 million from the Delridge CIP is fully funded and includes \$10 million from a State grant, \$9.8 million from Move Seattle, and \$14 million from King County Metro.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C072
Project Name:	Alaskan Way Main Corridor
Current Project Stage:	Stage 4: Procurement/Bid

Project Summary

Following the completion of the SR 99 Tunnel and the demolition and deconstruction of the Alaskan Way Viaduct by WSDOT, this project will rebuild the Alaskan Way/Elliott Way surface street, construct the Waterfront Promenade, and improve four key connections to Alaskan Way/Elliott Way, namely, Seneca Street, Columbia Street, the Lenora Street Pedestrian Bridge, and the Marion Street Pedestrian Bridge. Also under this project, the Washington Street Pergola is being restored (completion anticipated in 1st Quarter 2019) and two strategic early works projects, a 13.8kV Transmission Line Relocation and the Harborscapes Building Demolition, were completed (4th Quarter 2018). During the 4th Quarter 2018, the Main Corridor contract (PW#2018-085) was advertised for bids. Bids were opened on March 6th, 2019. We anticipate beginning Stage 5 : Construction to commence in the 3rd Quarter 2019.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

The overall risk for this project is in the low range, however, risks in several areas are rated as medium.

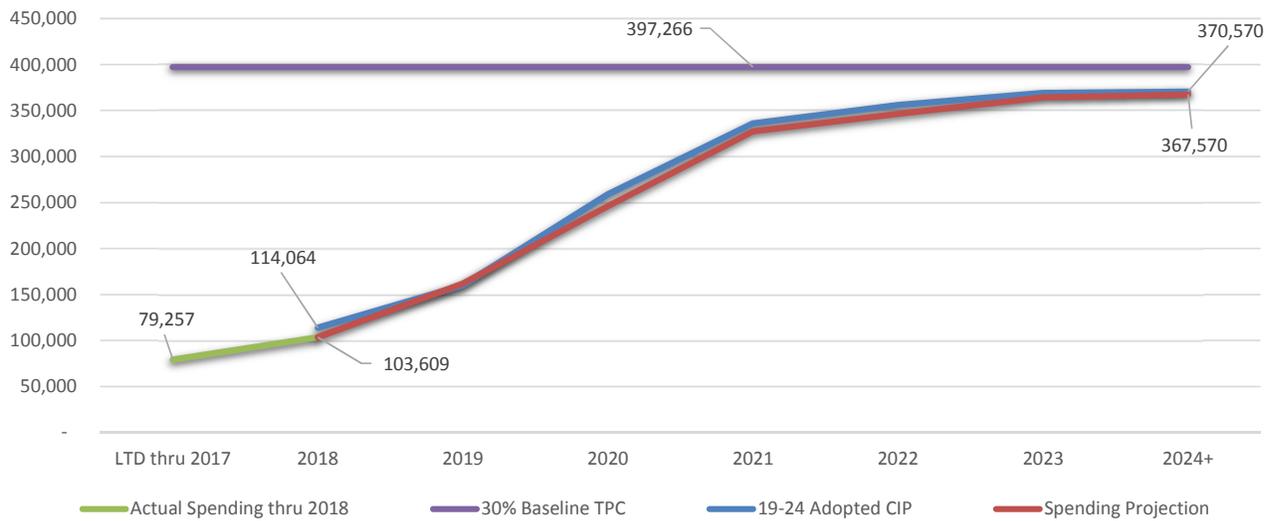
The budget and political risks were rated medium based on the uncertainty (as of Q4 2018) on the formation of the Waterfront Local Improvement District to help fund the Promenade. With the formation of the LID in January 2019, these risks will likely reduce in Q1 2019. The main budget risk that remains as of Q1 2019 is related to the actual bids received, which are currently under review. If bids come in above the Engineer’s Estimate, OWCP will need to determine how to best address this together with the departments and WSDOT.

Coordination risks rated as medium due to the highly complex coordination required between the Main Corridor project and the State’s projects. OWCP is working closely with WSDOT, SDOT, King County and other partner agencies to ensure construction is well coordinated.

BUDGET SUMMARY

(000s):	LTD thru		2018					Total
	2017	Revised	2019	2020	2021	2022	2023+	
30% Baseline TPC								397,266
19-24 Adopted CIP	79,257	34,807	45,975	98,883	77,060	20,120	14,468	370,570
Actual Spending thru 2018	79,257	24,352						103,609
Spending Projection	79,257	24,352	58,431	83,840	81,264	19,120	21,307	367,570
Projection Variance (Over/(Under))								(3,000)

Cumulative Spending (000s)



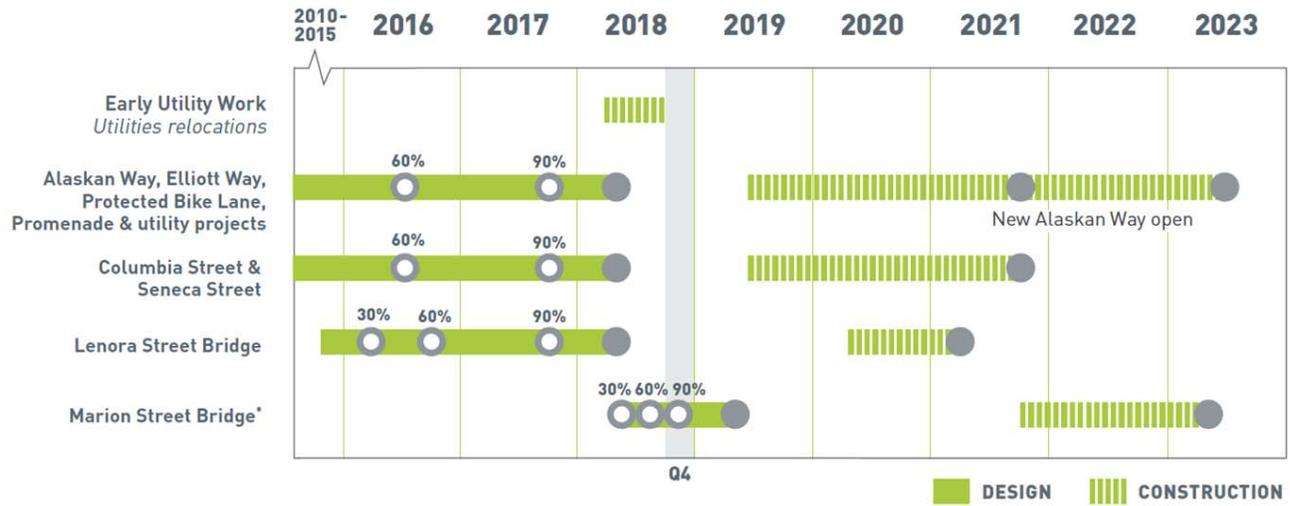
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

The \$3 million variance between the adopted CIP budget and the projected spending relate to a \$5M reduction in scope on the Promenade together with an increase of approximately \$2M in reimbursable funding from WSDOT. The reduction in scope was agreed to as part of the negotiations with property owners on the formation of the LID. The LID was formed by City Council in January 2019. The yearly spending and funding sources have been adjusted to account for the agreed LID amount. (See Project by Funding Source page for funding strategy).

PROJECT SCHEDULE

Start: 1/1/2010

End: 12/31/2023 (Projected)



Explain Schedule Variance

The Main Corridor (Alaskan Way/Elliott Way/Promenade/Columbia/Seneca/Lenora) was advertised for bids in Q4 2018. Construction is anticipated to commence in early Q3 2019. This schedule is dependent upon WSDOT's timing for demolition of the Alaskan Way Viaduct. Demolition has been delayed by WSDOT by three months. Formation of the LID was also delayed by about two months. Office of the Waterfront is evaluating how these delays will impact the Waterfront schedule. Any revisions will be seen in the Q1 report.

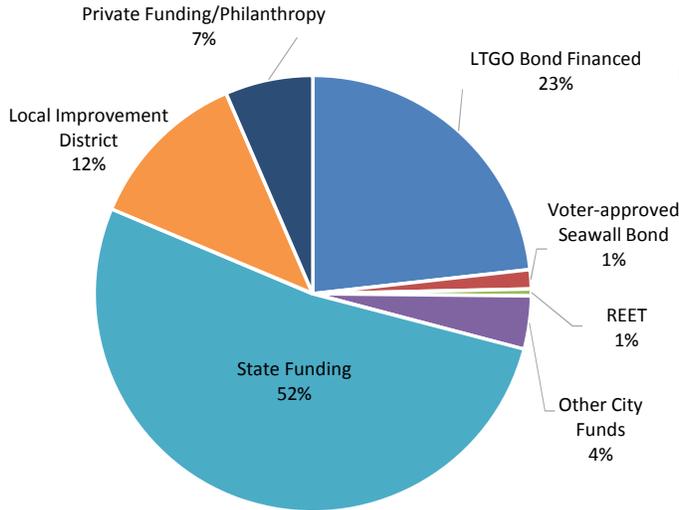
The Marion Street Bridge project, which is a joint project between the City and State, reached the 90% milestone in Q4 2018. The 100% milestone is expected to be reached in Q1 2019. It has not yet been determined whether SDOT or WSDOT will lead construction of the Marion Street Bridge project. Bridge footings will be installed as part of the Main Corridor project starting construction in Q3 2019. However, actual bridge construction will likely not start until Q3 2021 because it is dependent upon coordination with WSF Colman Dock Replacement Project construction schedule, as well as the Main Corridor contractor completing enough work on Alaskan Way to allow room for Marion Street Bridge construction to occur.

PROJECT FUNDING BY SOURCE (000s)

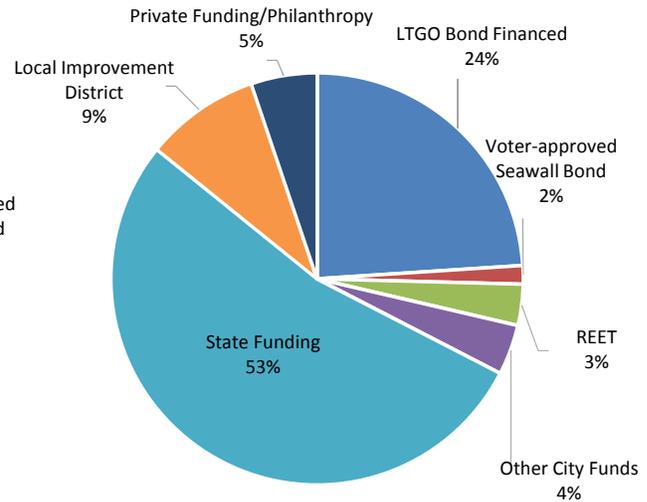
Adopted CIP Funding: \$ 370,570

Projected Funding: \$ 367,570

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
LTGO Bond Financed	86,102	88,102	2,000
Voter-approved Seawall Bond	5,297	5,297	-
REET	1,870	11,870	10,000
Other City Funds	14,551	14,551	-
State Funding	193,607	195,607	2,000
Local Improvement District	45,100	33,101	(11,999)
Private Funding/Philanthropy	24,043	19,042	(5,001)
Total	\$370,570	\$367,570	\$ (3,000)

Action Plan to Address Funding Gap (if applicable)

There are no funding gaps for this project. The increase in REET financing in this project is related to the decrease in funding from the LID. The LID had been anticipated to contribute \$200 million to the Waterfront Program. The final formation of the LID, which was approved by council in January 2019 was for \$160 million. The increase in state funding reflects additional money secured for completing design work. Depending on if the State or City manages the construction of the Marion Street Bridge, the level of State funding could be further increased. The decrease in Philanthropy funding relates to realigning the funding plan, with the anticipated availability of philanthropic donations. While the philanthropic funding is decreasing on the Main Corridor CIP, it is increasing on the Overlook Walk and East-West Connections CIP.

The change in funding is being formalized through a OWCP budget ordinance to be submitted in Q2 2019.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-TR-C073
Project Name:	Overlook Walk and East-West Connections Project
Current Project Stage:	Stage 3: Design

Project Summary

This project improves connections along east-west streets including: Bell Street, Union Street, Pike Street, Pine Street, Main Street, Washington Street, and Railroad Way. It also includes Overlook Walk, which would provide a pedestrian oriented connection between the waterfront, the Aquarium and Pike Place Market with ADA access, views, and public open spaces. In Q4 2018 Hoffman Construction was identified as the GC/CM for the Overlook Walk. Contracting with Hoffman and progressing the Overlook Walk design beyond the current 30% milestone has been pending formation of the LID. Also in Q4 2018 MIG SVR was identified and contracted for the design of the Pioneer Square improvements. The Union Street Pedestrian Bridge design has resumed and is currently working on a 60% design submittal.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

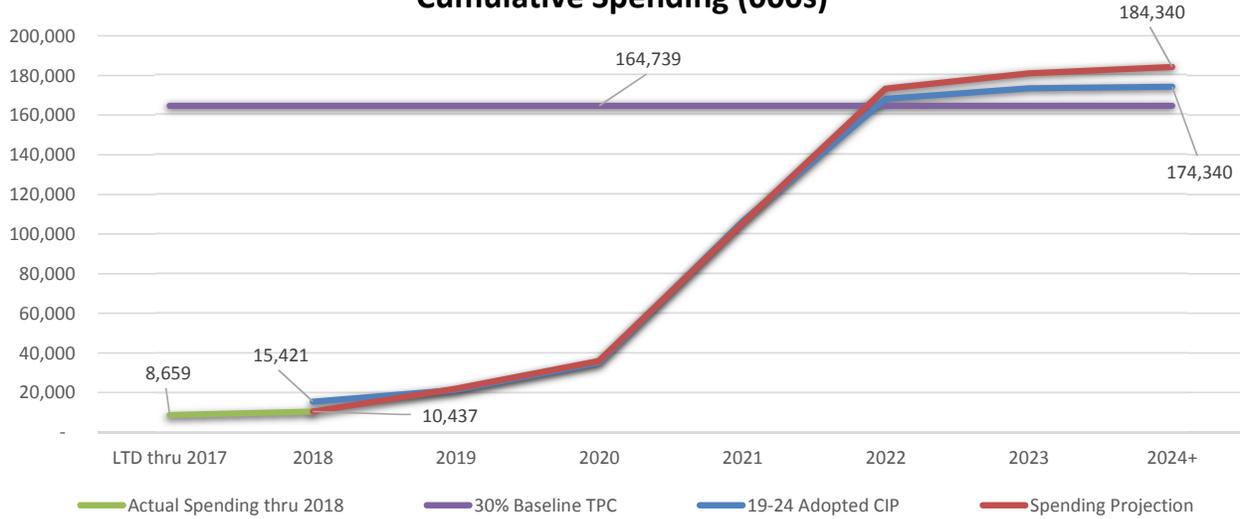
As of Q4 2018 all of the Overlook Walk and East West Connections risk categories were rated as medium/high due to the uncertainty regarding the formation of the Waterfront Local Improvement District. With the formation of the LID in January 2019, some of these are likely to reduce in Q1 2019.

OWCP is working to manage scope within specific budget targets for the Overlook Walk, Pike-Pine Improvements and Pioneer Square Streets projects and work with communities to manage expectations based on the available funding. We are also working closely with SDOT, WSDOT and all partner agencies to ensure construction progresses smoothly.

BUDGET SUMMARY

(000s):	LTD thru		2018					2023+	Total
	2017	Revised	2019	2020	2021	2022			
30% Baseline TPC								164,739	
19-24 Adopted CIP	8,659	6,762	5,995	13,728	70,965	62,138	6,093	174,340	
Actual Spending thru 2018	8,659	1,778						10,437	
Spending Projection	8,659	1,778	11,479	14,088	69,285	68,098	10,953	184,340	
Projection Variance (Over/(Under))								10,000	

Cumulative Spending (000s)



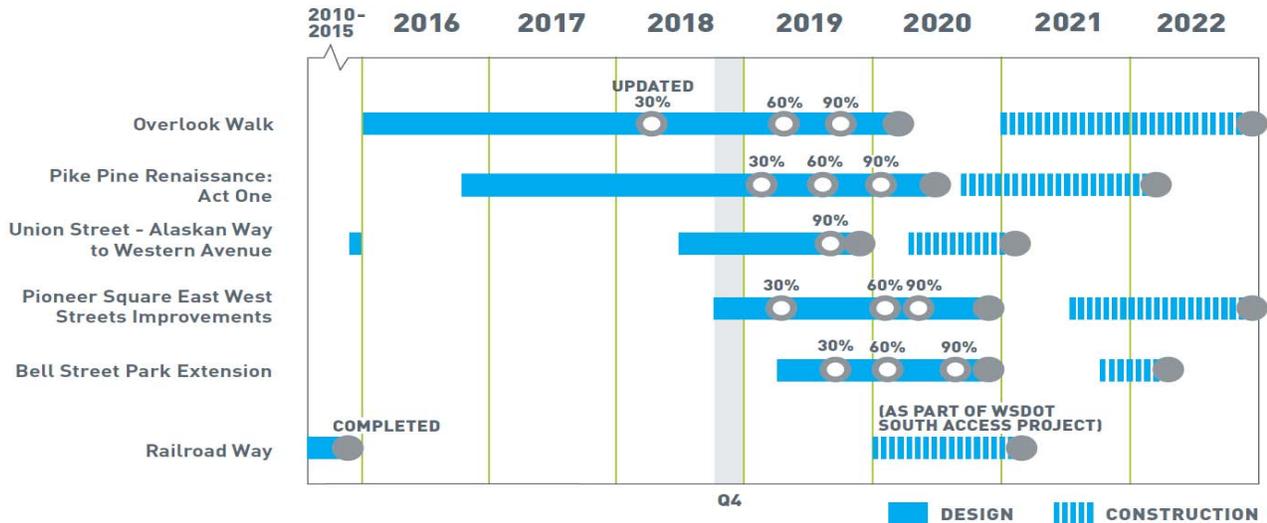
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

The \$10 million variance relates to an increase of \$10 million in funding from a public benefit contribution from the Washington State Convention Center. This additional funding will be used to augment the Pike/Pine corridor improvements. (See Project by Funding Source page for funding strategy).

PROJECT SCHEDULE

Start: 1/1/2010

End: 12/31/2022 (Projected)



Explain Schedule Variance

In Q2 of 2018, Overlook Walk reached the 30% design milestone and received approval to use a GC/CM delivery method for construction. In Q3 of 2018 the project will begin the process of procuring a general contractor to assist throughout the remaining design phase.

The Pike Pine Renaissance: Act One project has been working with the community to develop conceptual plans and identify a preferred option. The project is expected to transition from Stage 2 to Stage 3 in Q4 2018.

The Union Street Pedestrian Connection project was restarted in Q2 of 2018, and is expected to reach the 90% milestone in Q4 2019.

Due to delays in LID formation and WSDOT's Viaduct Demolition contract, the Office of the Waterfront is reviewing project schedules and may make changes to project start and end dates.

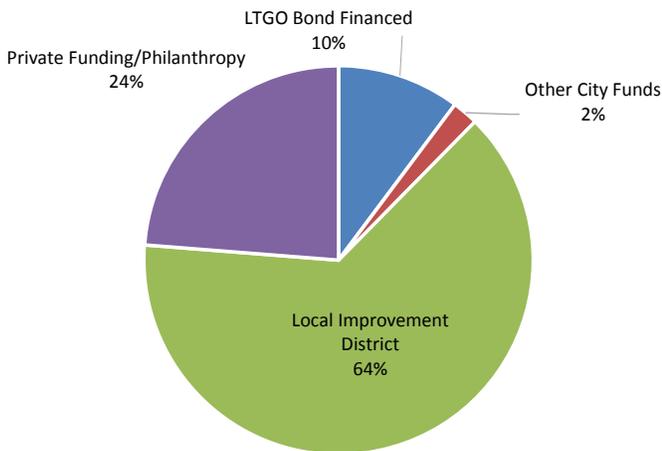
The Pioneer Square Street Improvement project is currently in Stage 2 and is working to procure a consultant design team to begin developing conceptual plans.

PROJECT FUNDING BY SOURCE (000s)

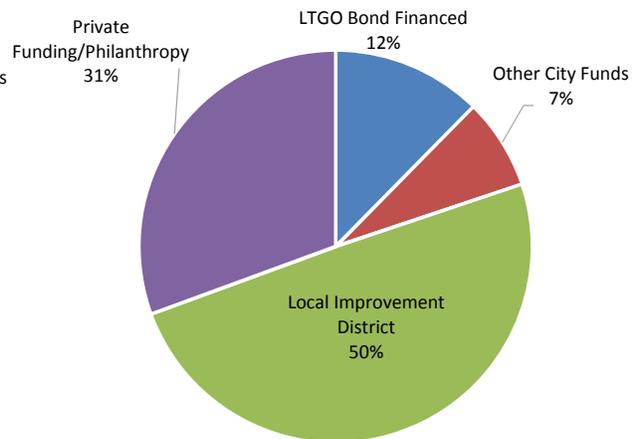
Adopted CIP Funding: \$ 174,340

Projected Funding: \$ 184,340

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
LTGO Bond Financed	17,805	22,805	5,000
Other City Funds	3,775	13,775	10,000
Local Improvement District	111,380	91,380	(20,000)
Private Funding/Philanthropy	41,380	56,380	15,000
Total	\$174,340	\$184,340	\$ 10,000

Action Plan to Address Funding Gap (if applicable)

The increase in Bond and Philanthropy financing in this project is related to the decrease in funding from the LID. The LID had been anticipated to contribute \$200 million to the Waterfront Program. The final formation of the LID, which was approved by council in January 2019 was for \$160 million. The increase in Other City Funds (Street Vacations) in this project is related to receiving \$10M from the Washington State Convention Center for a public benefit on the Pike/Pine corridor.

The change in funding is being formalized through a OWCP budget ordinance to be submitted in Q1 2019.

PROJECT OVERVIEW

Department:	SDOT
Project ID:	MC-PR-21007
Project Name:	Parks Central Waterfront Piers Rehabilitation
Current Project Stage:	Stage 5: Construction

Project Summary

This project rebuilds two public park facilities on historic piers along the Waterfront at Pier 58 and at Piers 62/63. Pier 58 needs significant access improvements. Pier 62/63 both need a full seismic upgrade to meet current life safety codes. Pier 58 is envisioned as a flexible public recreation and open space. Pier 62/63 is anticipated to be more heavily programmed, with a flexible activity rink, events, and performances. The Department of Parks and Recreation (DPR) owns the piers, but the Office of the Waterfront will lead the rehabilitation.

Construction began on the Pier 62 rebuild in late 2017 and is anticipated to be complete by Q1 2020. Design for Pier 58 will resume in Q1 2019 and will begin with a permitting analysis with DNR for Pier 58 and Pier 63.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

As of Q4 2018 the Budget and Political Risks associated with the Parks Piers CIP were rated as medium due to the uncertainty regarding the formation of the Waterfront Local Improvement District. With the formation of the LID in January 2019, some of these are likely to reduce in Q1 2019.

The risks associated with Pier 62 are currently low as that element is currently proceeding on schedule and within budget.

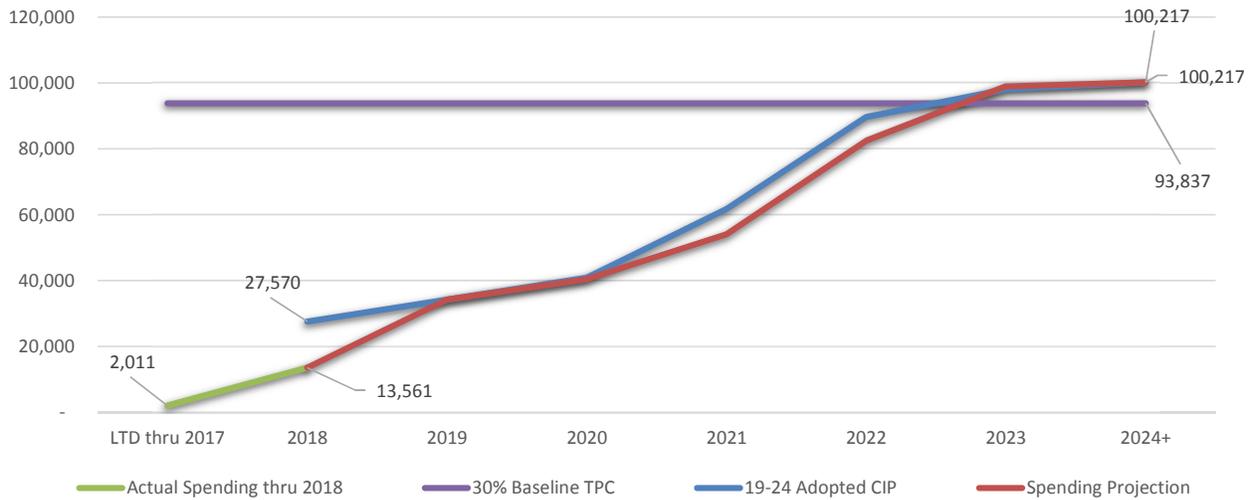
The risks associated with Pier 58 are currently medium as the project is at an early stage of design (30%) and the permit for the work has not been obtained from DNR. Additionally, the access to Pier 58 is currently provided by an easement through the privately owned 57. The OWCP is hiring specialist consultants to develop a permitting strategy for this work and has a good working relationship with the owners of Pier 57.

BUDGET SUMMARY

(000s):	LTD thru 2017	2018 Revised	2019	2020	2021	2022	2023+	Total
30% Baseline TPC								93,837
19-24 Adopted CIP	2,011	25,559	6,632	6,739	20,853	27,845	10,578	100,217
Actual Spending thru 2018	2,011	11,550						13,561
Spending Projection	2,011	11,550	20,641	6,239	13,587	28,422	17,767	100,217

Projection Variance (Over/(Under)) -

Cumulative Spending (000s)



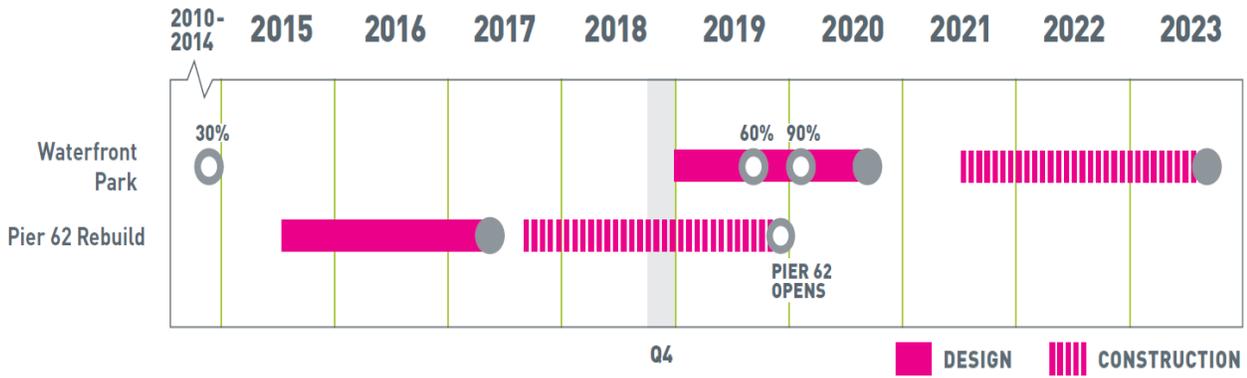
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

There is no funding variance for this project. Adjustments to the funding sources have been made to address the change in the approved LID amount. (See Project by Funding Source page for funding strategy).

PROJECT SCHEDULE

Start: 1/1/2010

End: 12/31/2023 (Projected)



Explain Schedule Variance

Construction of the Pier 62 Rebuild project is underway and is anticipated to be complete in Q1 2020.

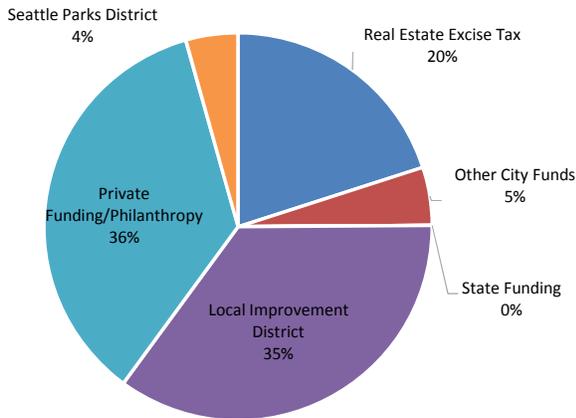
Design for Waterfront Park (Pier 58) is resuming in Q1 2019 and will begin with a permitting analysis for both Pier 58 and Pier 63 with DNR.

PROJECT FUNDING BY SOURCE (000s)

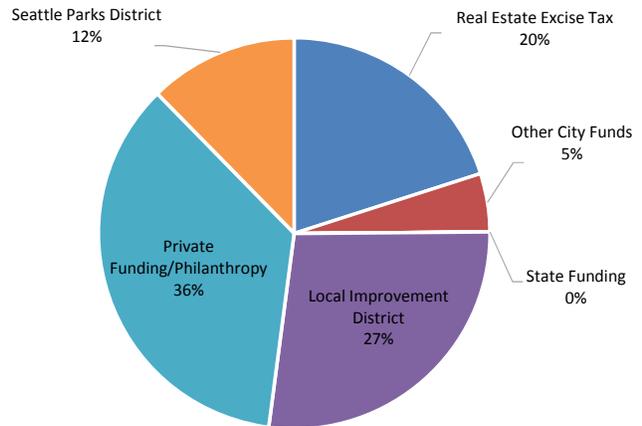
Adopted CIP Funding: \$ 100,217

Projected Funding: \$ 100,217

Adopted CIP Funding Plan



Projected Funding Plan



Funding Variance	Adopted	Projection	Δ
Real Estate Excise Tax	20,087	20,087	-
Other City Funds	4,853	4,853	-
State Funding	-	-	-
Local Improvement District	35,250	27,250	(8,000)
Private Funding/Philanthropy	35,673	35,673	-
Seattle Parks District	4,354	12,354	8,000
Total	\$ 100,217	\$ 100,217	\$ -

Action Plan to Address Funding Gap (if applicable)

There is no funding gap for this project. The increase in Seattle Park District Funds is related to the decrease in funding from the LID. The LID had been anticipated to contribute \$200 million to the Waterfront Program. The final formation of the LID, which was approved by council in January 2019 was for \$160 million.

The change in funding is being formalized through a OWCP budget ordinance to be submitted in Q2 2019.

PROJECT OVERVIEW

Department:	SPU
Project ID:	MC-SU-C3614
Project Name:	Ship Canal Water Quality Project
Current Project Stage:	Stage 5: Construction

Project Summary

The Ship Canal Water Quality Project (SCWQP) is a joint project between SPU and King County Department of Natural Resources and Parks (DNRP) that will provide offline storage with a 2.7 mile long, 29 million gallon, deep storage tunnel constructed between the Ballard and Wallingford Combined Sewer Overflow (CSO) areas, on the north side of the Ship Canal. Both agencies are under Federal Consent Decrees to bring seven CSO outfalls (5 SPU and 2 DNRP) into compliance by the end of 2025. There are five major sub-projects that range between design and construction stages.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

There are no substantial risk changes in the last report in 2Q18. The project’s overall risk indicator is yellow as the risk assessment includes several items with the potential to alter scope, schedule, and budget, including:

- 1) Potential for bids to come in higher than the Engineer’s Estimate at the Storage Tunnel construction bid opening in May or a bid protest after the bids are opened,
- 2) Coordination of construction with Burke-Gilman Trail Missing Link and utility relocations by SCL and PSE,
- 3) unknown underground conditions creating delays and claims such as utilities, contamination, and obstructions.

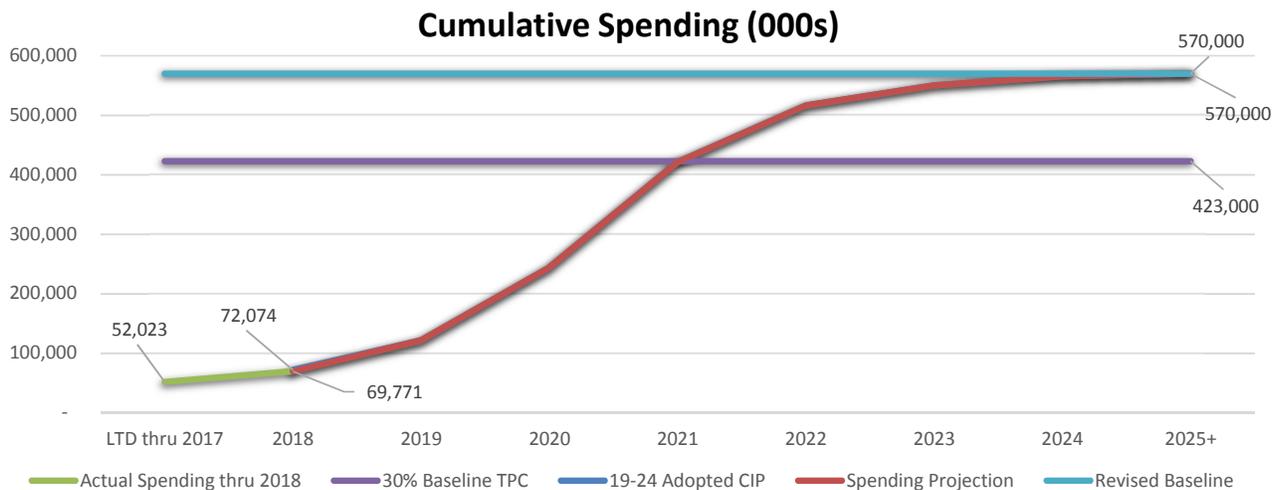
The team has taken measures to reduce the probability of bids coming in higher than expected and a bid protest, including extensive outreach to the contracting community for two years, review of the plans and specifications and cost estimate by outside experts, coordinating best practices and lessons learned with our partners at King County and sending out the draft contract documents for an Industry Review in 2018. In addition, the team is working closely with stakeholders such as SDOT, SCL, and PSE to coordinate work, obtaining independent data and input on steel price trends and forecasts, and reviewing the current design documents with our new construction management consultant to address risks and reduce risk of contractor claims.

BUDGET SUMMARY

(000s):	LTD thru		2019	2020	2021	2022	2023+	Total
	2017	2018 Revised						
30% Baseline TPC								423,000
Revised Baseline TPC								570,000
19-24 Adopted CIP	52,023	20,051	49,888	122,369	176,636	95,690	53,343	570,000
Actual Spending thru 2018	52,023	17,748						69,771
Spending Projection	52,023	17,748	52,191	122,369	176,636	95,690	53,343	570,000

Projection Variance (Over/(Under))

-



Variance Explanation - Adopted CIP Budget to Projection (if applicable)

Estimated project costs have increased by about \$30 million since the Adopted Budget in the Fall of 2017. In May 2018, the SCWQP team completed a comprehensive 12-month long cost review and reconciliation process which was performed by a national cost estimating experts to evaluate the overall program cost. The work included evaluating the technical feasibility of the project, the project schedule, risks, uncertainty and cash flow. The Total Project Cost Projection is based on this work and is currently \$570 million with a 70% confidence which means that there is a 70% chance costs will be at or below the estimated cost and a 30% chance the estimated cost will be exceeded. The majority of this cost increase was due to regional construction market conditions and a better understanding of the uncertainties in the project.

Note: The Total Project Cost Projection has not changed, but the confidence has increased from 65% to 70% since May 2018, due to the elimination of some project scope and including the savings as project reserves. The 2019 Spending Plan is currenting being updated and the 2019 Q1 report will reflect the revised plan.

PROJECT SCHEDULE

Start: 3/1/2014

End: 12/31/2026 (Projected)



Ship Canal Water Quality Project



Explain Schedule Variance

The SCWQP is a program comprised of 5 individual construction projects which are shown above. The City's consent decree requires that the overall SCWQP facility is operational by 12/31/2025 which is the red line above. The project is projecting to meet this deadline in 11/2024 almost 14 months before the deadline. The first Project - Ballard Early Work, is currently in construction and the Storage Tunnel project will enter construction in 2019. The tunnel construction contract is scheduled to be awarded in June 2019 with physical construction from November 2019 through June 2023. Physical construction of the Pump Station construction is scheduled for October 2022 through August 2024.

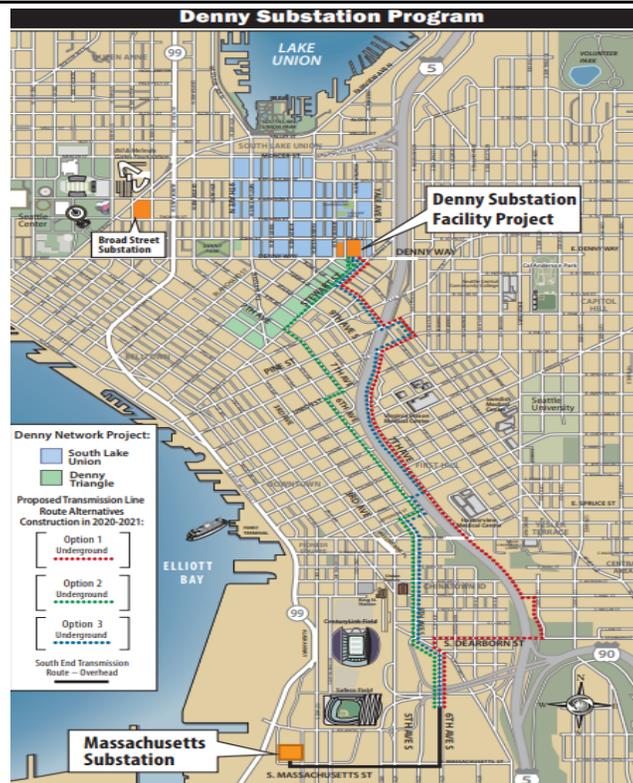
SCWQP scope includes 1 year of facility monitoring & optimization following official declaration of construction completion, which will occur at the regulatory deadline of 12/31/2025.

PROJECT OVERVIEW

Department:	SCL
Project ID:	MC-CL-YT7125
Project Name:	Denny Substation Transmission Lines
Current Project Stage:	Stage 3: Design

Project Summary

This is a two stage project. The first stage is tapping the East Pine to Broad transmission line and connecting to the new Denny Substation. This scope is approximately \$15 million of the Total Project Cost. The remaining budget is to install a new 3rd Transmission line from Mass Sub to the new Denny Sub.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

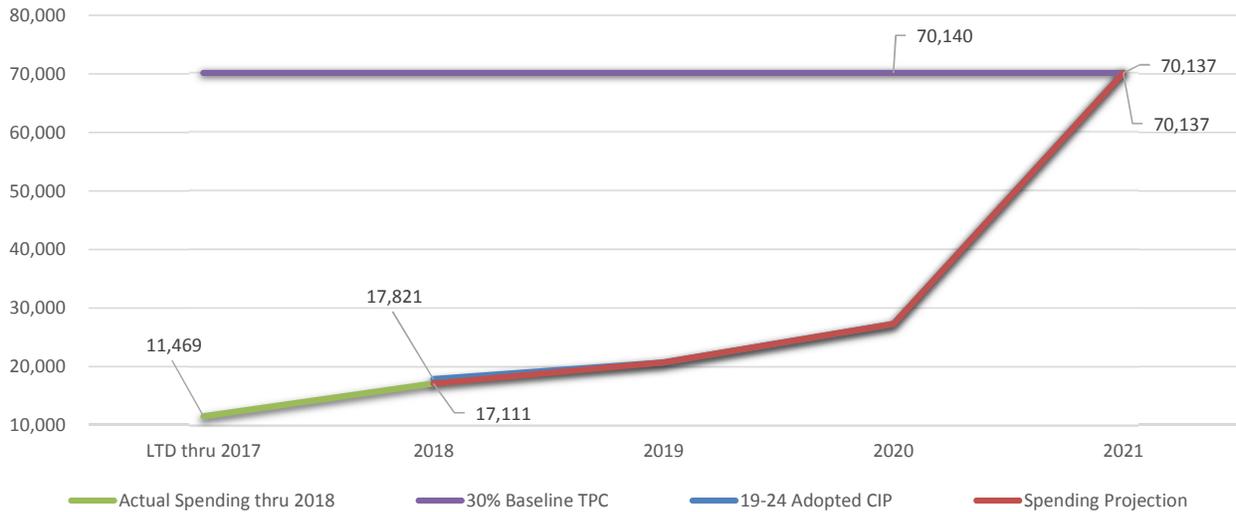
New Transmission lines are inherently risky projects. One of the largest risk items is the budget, as estimates are often done years in advance and construction time impacts are usually unknown. Other risk items include community and political risks, as it's not until these projects file for permits and start construction coordination that the community and political impacts are felt. SCL has done the best estimates possible and hired outside consultants to verify assumptions and validate the estimate. The project was part of the SEPA/EIS process for the Denny Substation Program. A preferred option has been chosen internal to the department. However, final selection of the preferred route and moving to final design and subsequent construction is predicated on application of the City of Seattle RSJI/Racial Equity Tool Kit in coordination with all affected communities along the proposed routes. This will allow the utility to provide an amendment to the Final SEPA/EIS for the Denny Substation Program and proceed with final design and construction.

BUDGET SUMMARY

(000s):	LTD thru		2018					Total
	2017	Revised	2019	2020	2021	2022		
30% Baseline TPC							70,140	
19-24 Adopted CIP	11,469	6,352	2,850	6,594	42,872	-	70,137	
Actual Spending thru 2018	11,469	5,642					17,111	
Spending Projection	11,469	5,642	3,560	6,594	42,872	-	70,137	

Projection Variance (Over/(Under)) -

Cumulative Spending (000s)



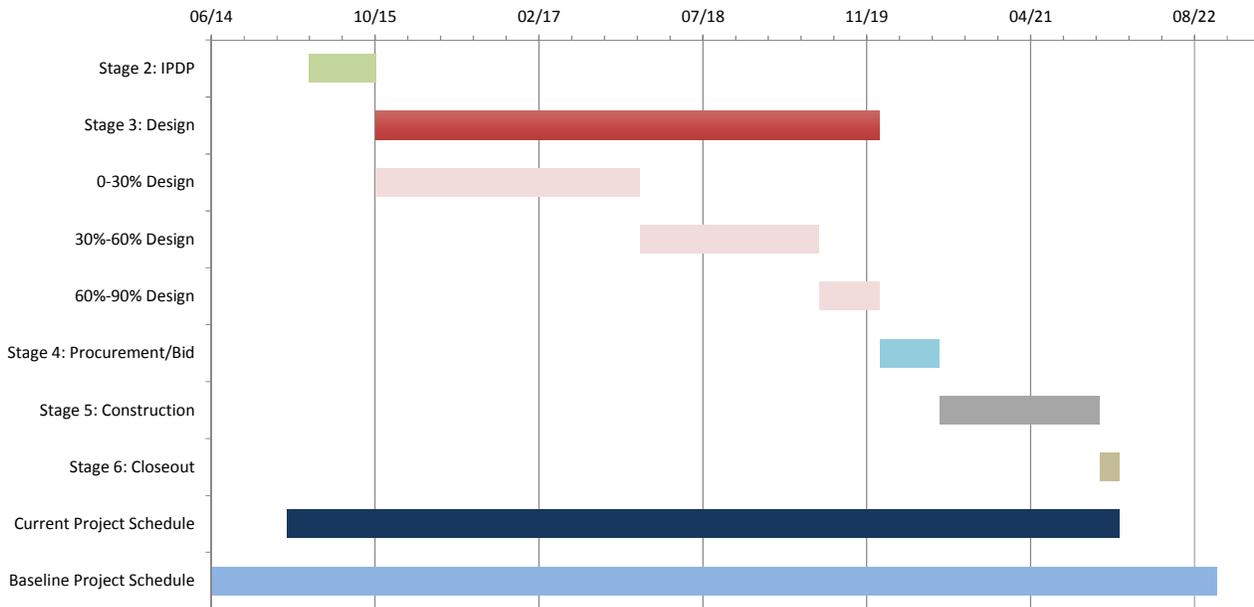
Variance Explanation - Adopted CIP Budget to Projection (if applicable)

No large variance is expected. The DN-MA has indeed achieved a "soft" 30% design milestone as related to the department's internal selection of a preferred route to facilitate coordination efforts with the City of Seattle & Sound Transit projects and private development projects within the project area. However, there is still work remaining with regard to finalizing the SEPA/EIS on route selection. Additionally, the schedule assumptions for the future milestones will need to be updated as these activities have slipped a year with regard to the schedule assumptions stated in this document. We will need to confirm updates to the assumptions with staff as any updates will need to coordinate both budget & schedule going forward.

PROJECT SCHEDULE

Start: 1/16/2015

End: 12/31/2021 (Projected)



Explain Schedule Variance

Phase 1 is substantially complete. Phase 2 has been sited and verified and placeholder permits submitted. This current design is considered at 30%. The remaining design will be completed in 2019. The project will be constructed in 2020 and 2021.

PROJECT OVERVIEW

Department:	SCL
Project ID:	MC-CL-YS7757
Project Name:	Denny Substation Development
Current Project Stage:	Stage 6: Closeout

Project Summary

The new Denny substation and its associated transmission circuits and South Lake Union & Denny Triangle network distribution system provides needed capacity and operational flexibility to deliver highly reliable electrical service to the high-density, high-tech/bio-tech load centers and neighborhoods that make up the north downtown urban centers. Construction for both the network distribution system and the substation facility began in 2016. The utility mission portion of the Denny Substation was energized in May 2018 in the regional transmission grid with the connection of the 115kV circuits between Denny Sub-Broad Sub & Denny Sub-E Pine Sub. Subsequently electrical construction is progressing on the electrical power distribution circuit construction necessary to energize the network distribution system backbone feeders beginning in Q3 2019



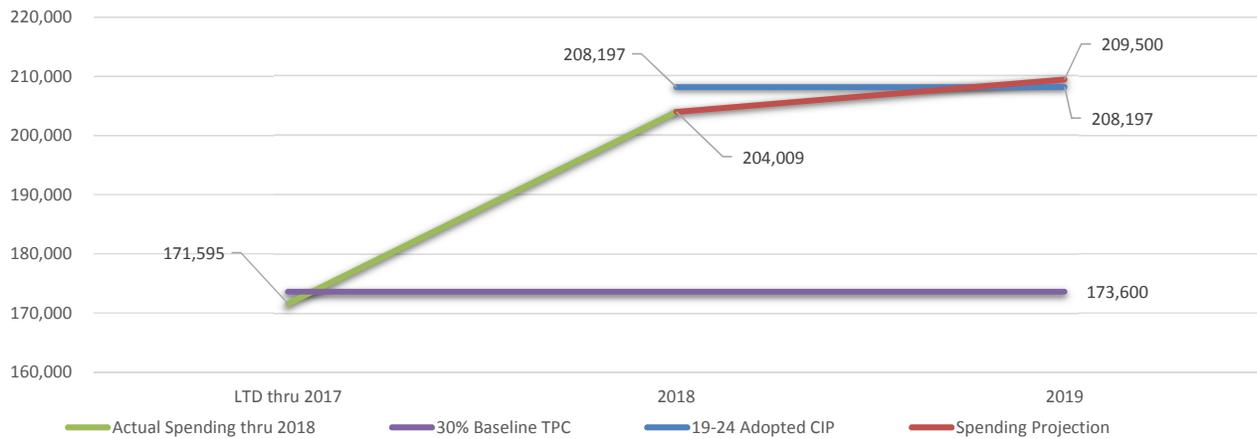
Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

Scope Risk: The construction for the Denny Substation is approximately 98% complete approaching substantial and physical completion early in Q2 2019. **Schedule Risk:** As the project moves towards completion a significant amount of non-conforming work within the project has been identified during the final acceptance inspections. The contractor has demonstrated difficulty in delivering consistent resolution to the rejected non-conforming work. These issues have delayed the contractor’s ability to proceed with commissioning and certification of the systems required for final delivery of project work and securing the final occupancy permit for the publicly accessible part of the facility. As a result, the schedule for completion of the project has moved into early 2019. **Budget Risk:** The project team has been reviewing multiple claim submittals from the contractor against the project and is working to resolve the claims via negotiated change orders. The documentation submittals by the contractor continue to be inconsistent with contract processes which has served to impair the ability of the project team to bring timely resolution to the process. **Coordination Risk:** Coordinating activity impacting the right-of-way with interdepartmental partners. Most risk items have been navigated with only the Re-Channelization of Denny Way and a concrete panel replacement in Stewart Street in coordination with SDOT, still to be completed in Q2 2019. **Mitigation Plan:** The project team has initiated a focused effort on resolving the issues of non-conformance, assisting the contractor with expediting of commissioning, and continues working to resolve any claims via negotiated change orders, and has exercised available contractual mechanisms to continue to communicate expectations to the contractor - including issuing formal contract compliance notices related to the delays. Also, the project team has secured assistance from a Claims Analysis Consultant, Commissioning Agent Consultant, and City Attorney’s office to provide specific review and recommendations in support of resolution to these issues.

BUDGET SUMMARY

(000s):	LTD thru			Total
	2017	2018 Revised	2019	
30% Baseline TPC				173,600
19-24 Adopted CIP	171,595	36,602	-	208,197
Actual Spending thru 2018	171,595	32,414	-	204,009
Spending Projection	171,595	32,414	5,491	209,500
Projection Variance (Over/(Under))				1,303

Cumulative Spending (000s)



Variance Explanation - Adopted CIP Budget to Projection (if applicable)

The Adopted Baseline Budget at completion of 30% design milestone was \$173.6 M. The variance from 30% milestone is due to the following factors: Bids received for the Major Electrical Equipment were higher than the original market survey estimates used in the original adopted budget (\$15.6M); the environmental remediation at the substation site encountered a higher level of contaminated soil than anticipated during budget development and additional resources were required to provide additional analysis for an alternative substation site in the final EIS (\$8.3M); the need to vacate Pontius Ave N between John St & Denny Way required the addition of significant Public Benefits to be added to the Project Cost (\$9.9M); Additional engineering design support was required to evaluate additional EIS analysis, updates to electrical safety requirements, and respond to additional design requirements associated with the Public Benefit requirements (\$1.2M); Restoration of appropriate contingency as the project progressed into the construction stage (\$15M); the projected Allowance For Funds Used During Construction (AFUDC) was increased due to the increased scope and related 7 month schedule extension to the construction schedule (\$3.4M). Additional funding will be required in Q2 2019 for extension of construction management resources including internal labor, additional supporting consultants for claims & commissioning in support of the project schedule, Change Orders negotiated in resolution of previous claims, and Anticipated Change Orders for resolution of unresolved claims. The project team is in the process of final validation of the estimates of this additional funding need.

PROJECT SCHEDULE**Start:** 1/1/2013 **End:** Q2/2019 (Projected)

The Denny Substation project is in Closeout and projected to be complete in 2019.

Explain Schedule Variance

Due to length of project - no Stage 1, 2, and 3 Design milestones are noted as project began with Site Selection/Evaluation/Technical Viability in Q1-2003 with Site Purchase completed in 2009. Pre-Project Development proceeded in increments until design proceeded in 2012 and no confirmed dates for assumptions regarding prior activities are available.

The variances in both Construction and Closeout categories are primarily due to these factors affecting completion dates: Ongoing day to day challenge of managing right-of-way construction coordination within the major traffic corridor on Denny Way, Teamsters strike against Concrete Providers in Q3-2017, Coordination issues and impacts with the (3) Prime Contractors [ABB, Mitsubishi, WALSH] implementing the Major Equipment Installation during Q1 thru Q2-2018 to meet Critical Path energization date of transmission line and major equipment. The schedule variance experienced in Q4 2018 is due to the factors of non-conforming work identified during the final acceptance inspections. The contractor has demonstrated difficulty in delivering consistent resolution to the rejected non-conforming work. These issues have delayed the contractor's ability to proceed with commissioning and certification of the systems required for final delivery of project work and securing the final occupancy permit for the publicly accessible part of the facility. The project team has, and will continue to use the mechanisms provided in the contract to drive the contractor to focus its activity to complete the project as expeditiously as possible. Submitted schedule updates from the contractor now identify Substantial Completion in Q2 2019.

PROJECT OVERVIEW

Department:	SCL
Project ID:	MC-CL-ZT8307
Project Name:	Alaskan Way Viaduct and Seawall Replacement - Utility Relocs
Current Project Stage:	Stage 5: Construction

Project Summary

The purpose of this program is to provide utility protection and relocation support for the Alaskan Way Viaduct and Seawall Replacement Program. The project team is responsible for delivering City Light’s program management work related to the Program. This CIP project supports the following customer-driven projects: Elliott Bay Seawall (EBSP); Waterfront Seattle (WFS); and State Route 99 (SR99), which includes the new Bored Tunnel, Viaduct Demolition, and Battery Street Tunnel decommissioning. Prep work for traffic rerouting was completed in Q4-2018. WFS construction Bid Award and Notice-To-Proceed is expected in Q2-2019. Construction is expected to be complete on the EBSW in Q4-2019. These projects will improve safety, reliability, maneuverability and beauty along and around the length of the Seattle Waterfront.



Project Risk Profile and Mitigation Plan	Risk Status:	2018			
		Q1	Q2	Q3	Q4
		NA	●	NA	●

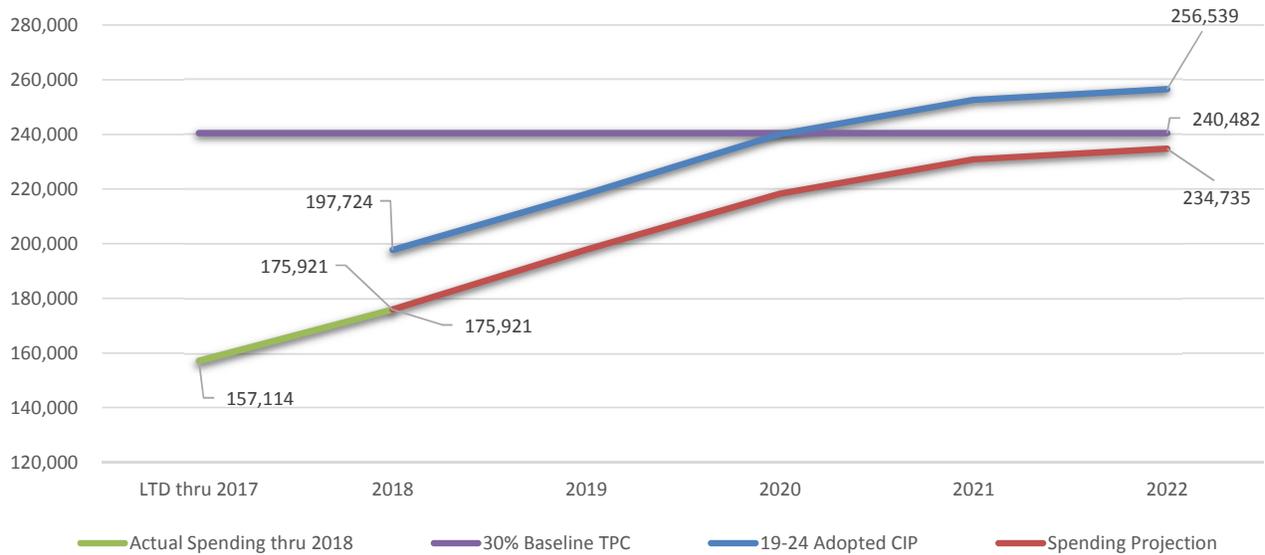
Scope Risk: Waterfront Seattle East-West Connections & Pike Pine Corridor are at 0% design. Any additional costs associated with scope increases related to East-West Connections or Pike/Pine Corridor may have rate impact. **Schedule Risk:** Battery Street Tunnel, Viaduct Demolition, and Waterfront project share interdependent schedules creating some schedule risk. **Budget Risk:** Driven by scope risk associated with Waterfront Seattle & bid price, and site condition uncertainty on Main Corridor portion of WFS. **Coordination Risk:** High level of coordination needed with coordinating internal resources across multiple interdependent project (Battery Street Tunnel, Viaduct Demo, Waterfront Seattle) as well as other SDOT projects such as streetcar. **Community Impact:** Community impacts are driven and managed by WSDOT and SDOT as the lead agencies on the projects within this program. **Mitigation Plan:** Continue to closely work with project partners, identify City Light infrastructure impacts related to scope changes as early as possible.

BUDGET SUMMARY

(000s):	LTD thru 2017	2018 Revised	2019	2020	2021	2022	2023+	Total
30% Baseline TPC								240,482
19-24 Adopted CIP	157,114	40,610	20,423	21,959	12,557	3,876	606	257,145
Actual Spending thru 2018	157,114	18,807						175,921
Spending Projection	157,114	18,807	43,729	20,455	12,557	3,876	607	257,145

Projection Variance (Over)/(Under) -

Cumulative Spending (000s)



Variance Explanation - Adopted CIP Budget to Projection (if applicable)

The primary driver of this variance is related to cost-to-complete increases for the WFS Project based on CH2M's 90% Design Engineers Estimate compared to its original estimate from 2014. The WFS project was originally funded through the 2015-2021 budget process with a total baseline budget of \$53.4 million based on the early estimate. A complete re-baseline of the WFS Project's cost-at-completion estimate increased this number to \$72.5 million, resulting in a projected WFS project shortfall of \$19 million. There is no certainty about the bid prices that will be received from contractors in March. This could escalate the Program costs even higher.

PROJECT SCHEDULE

Start: 2/1/2002

End: 6/30/2023 (Projected)

See Waterfront Program Watchlist Reports for Schedule Information

Explain Schedule Variance

Due to length of project - no 30/60/90 schedule dates available for original schedule. Spending under this project encompasses 10+ distinct subprojects, no single schedule exists for all project. Dates provided are estimate of when City Light began work on SR-99 related planning activities through completion of the Waterfront Seattle project.
