

# Road Services Business Reset

*What has been done to respond to the funding crisis?*

Bridges and Roads Task Force  
September 16, 2015

# 2010 - 2015

- \* Focused on core services
- \* Reduced and reorganized staff
- \* Consolidated facilities
- \* Decreased overhead
- \* Leveraged technology
- \* Implemented process improvements
- \* Formed partnerships
- \* Reducing road inventory

# Focus On Core Services

## What We Deliver

1. Prevent & respond to immediate operational life safety and property damage hazards
2. Meet regulatory requirements and standards in cooperation with regulatory agencies
3. Maintain and preserve the network
4. Enhance mobility
5. Address roadway capacity to support growth

## How We Deliver

- Exercise responsible financial stewardship
- Enhance the use of risk assessment in decision making
- Provide responsive customer service and public engagement
- Support the effectiveness of our workforce in a rapidly changing environment

# Focus on Core Services



- \* Reduced contract work
- \* Eliminated less essential services
- \* County Roads

# Staff Reduction and Reorganization



- \* Reduced workforce 45%
- \* Downsized 7 sections to 3
- \* Realigned teams
- \* Adjusted classifications
- \* Worked with unions
- \* Adjusted schedules
- \* Providing critical training

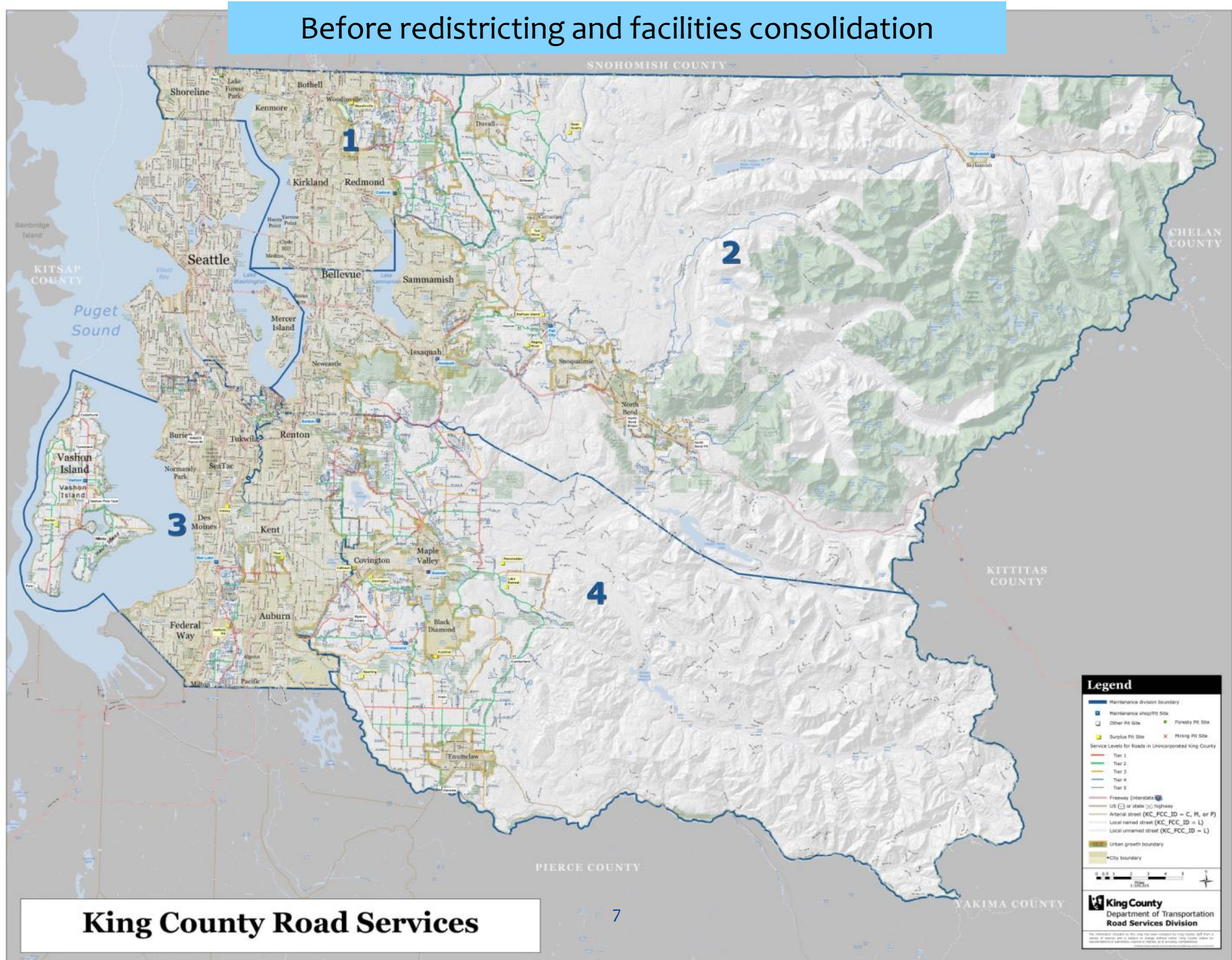
# Maintenance Facility Consolidation

- \* Facility Master Plan
- \* New service boundaries
- \* Closed 3 facilities
- \* Reduced energy consumption
- \* Improving facilities to better deliver service





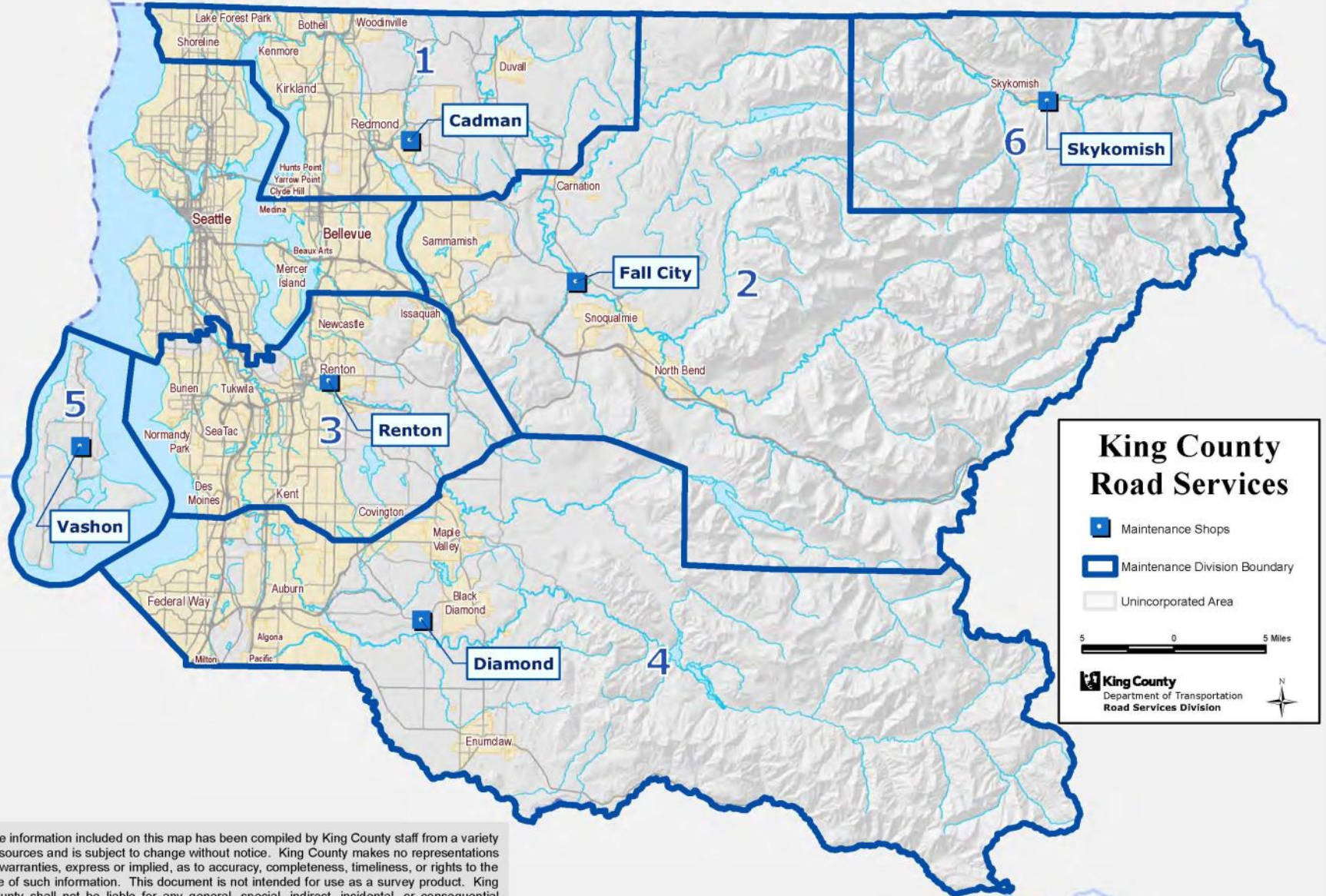
# Before redistricting and facilities consolidation



**King County Road Services**



# After redistricting and facilities consolidation



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# Decreased Overhead

- \* Consolidated office space
- \* Reduced fleet by 20%
- \* Reduced computers, phones, etc.
- \* Converting street lighting to LED
- \* Selling surplus properties



# Leveraged Technology



- \* Asset management
- \* Automated vehicle location
- \* Standardized software

# Process Improvements



- \* Data collection
- \* Permit consolidation
- \* Traffic counts
- \* Road closures alerts

# Partnerships

- \* Street waste
- \* Snow and ice
- \* Regional drainage
- \* Shared facilities





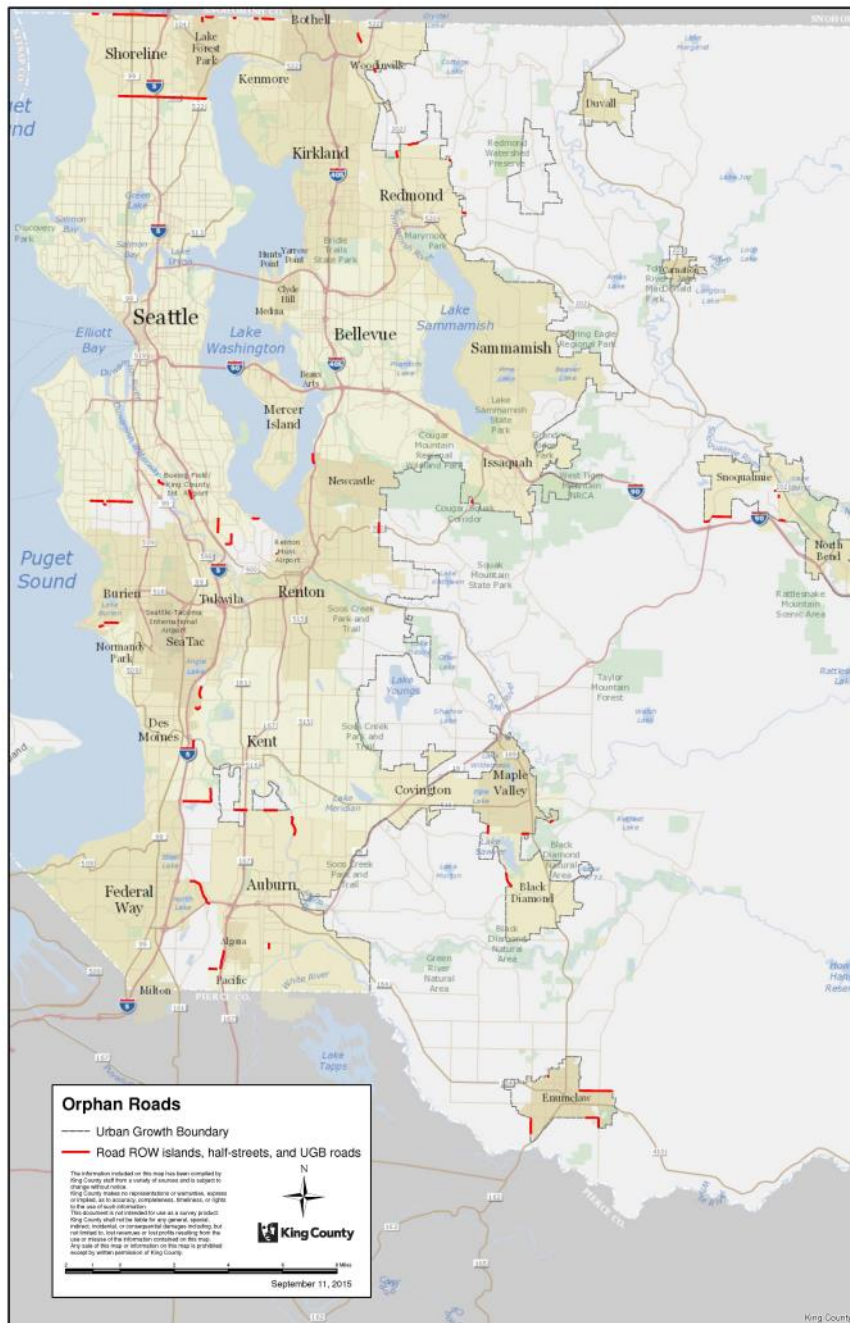
# Reducing Road Inventory

- \* Transfer orphaned road segments
- \* Vacating rights of way
- \* Limiting new roads



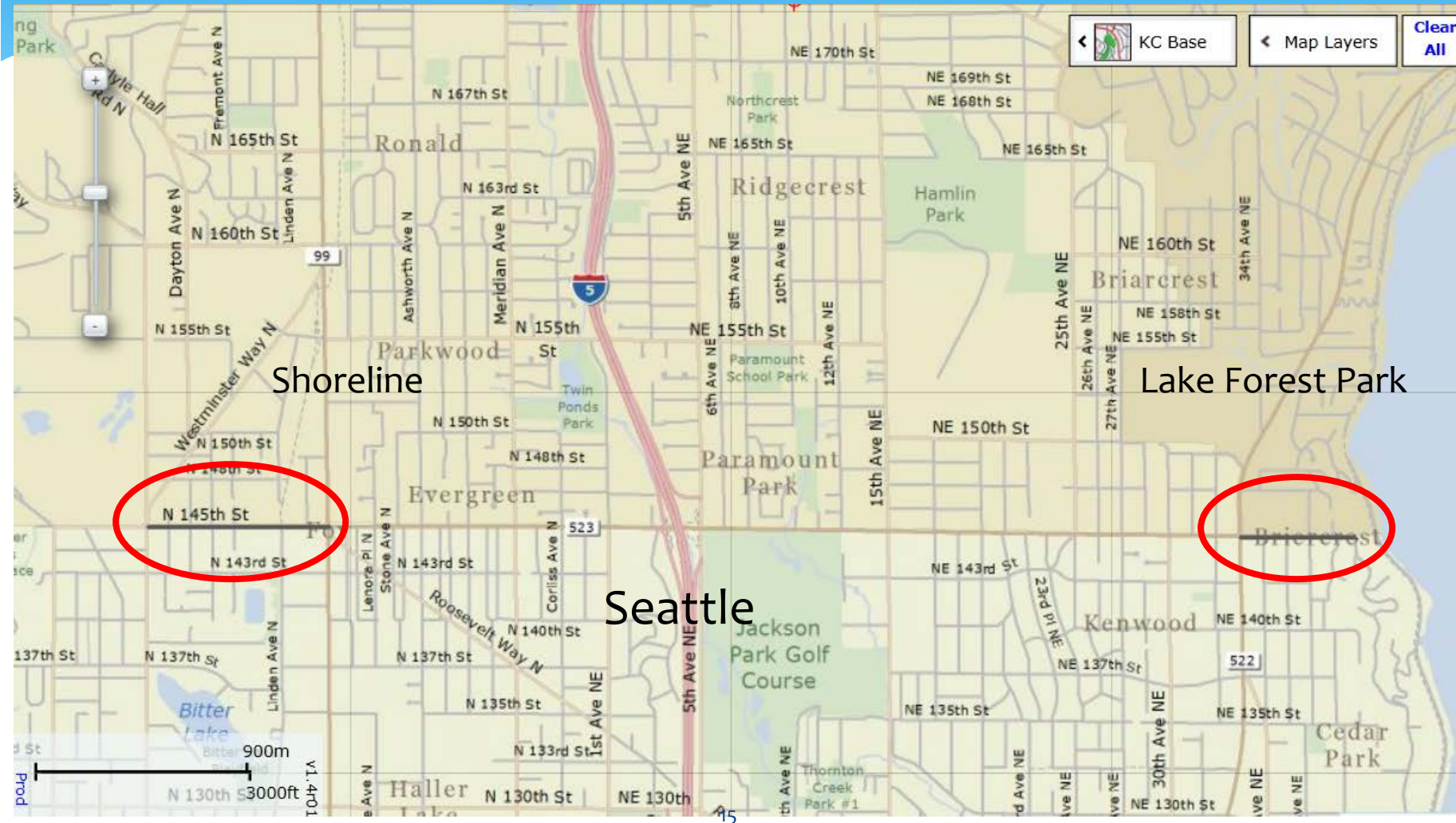
# Orphan Roads

- Over 65 segments
- 21 cities

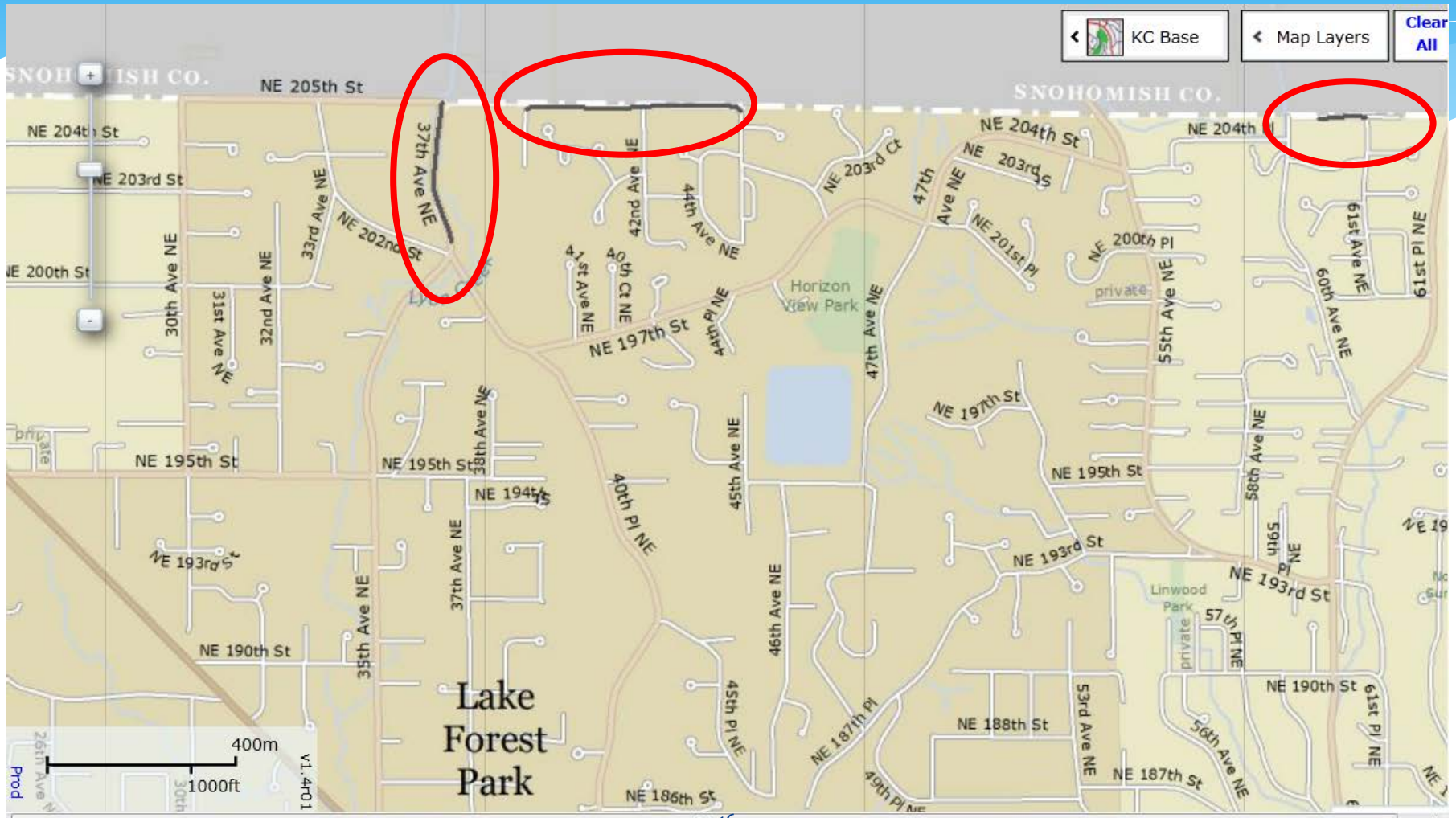




# Seattle - N 145<sup>th</sup> St. Half Street Segments



# Lake Forest Park - Orphaned Road & County Line Half Streets





# Next Steps

- \* Create cross training opportunities with labor
- \* Increase use of Lean
- \* Increase productivity through mobile technology
- \* Facility projects that create more efficient services