

# Information for the Post Industrial Public Sector

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WASHINGTON STATE TRANSPORTATION COMMISSION

MARCH 17, 2014

# Overview

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King County is the 13<sup>th</sup> largest county in the nation.

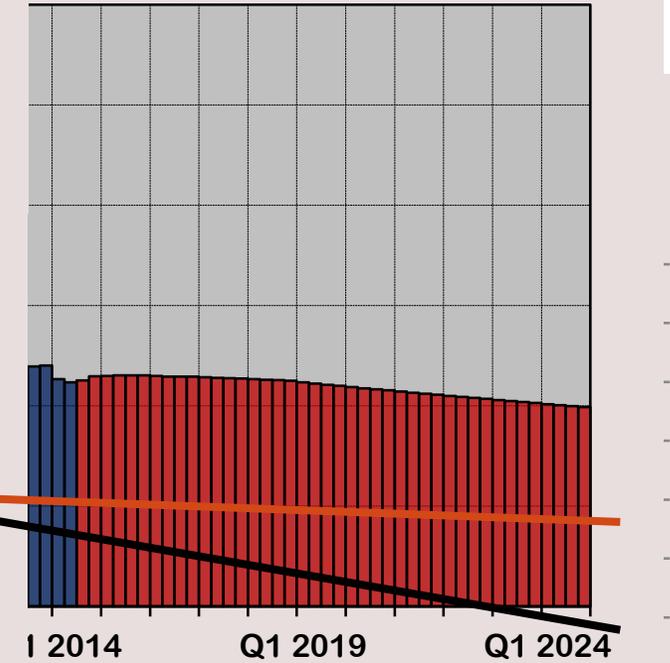
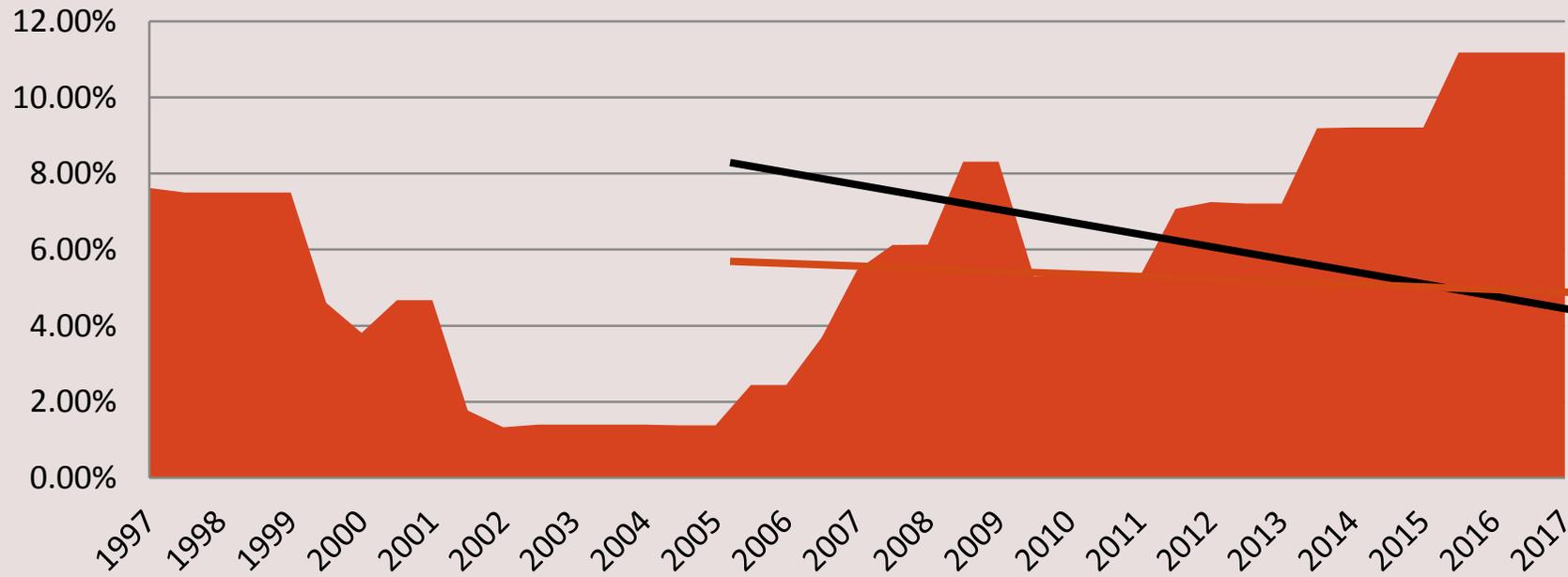
King County is a \$5 billion organization.

King County has 13,000 employees and 55 lines of business.

And – We're Challenged!

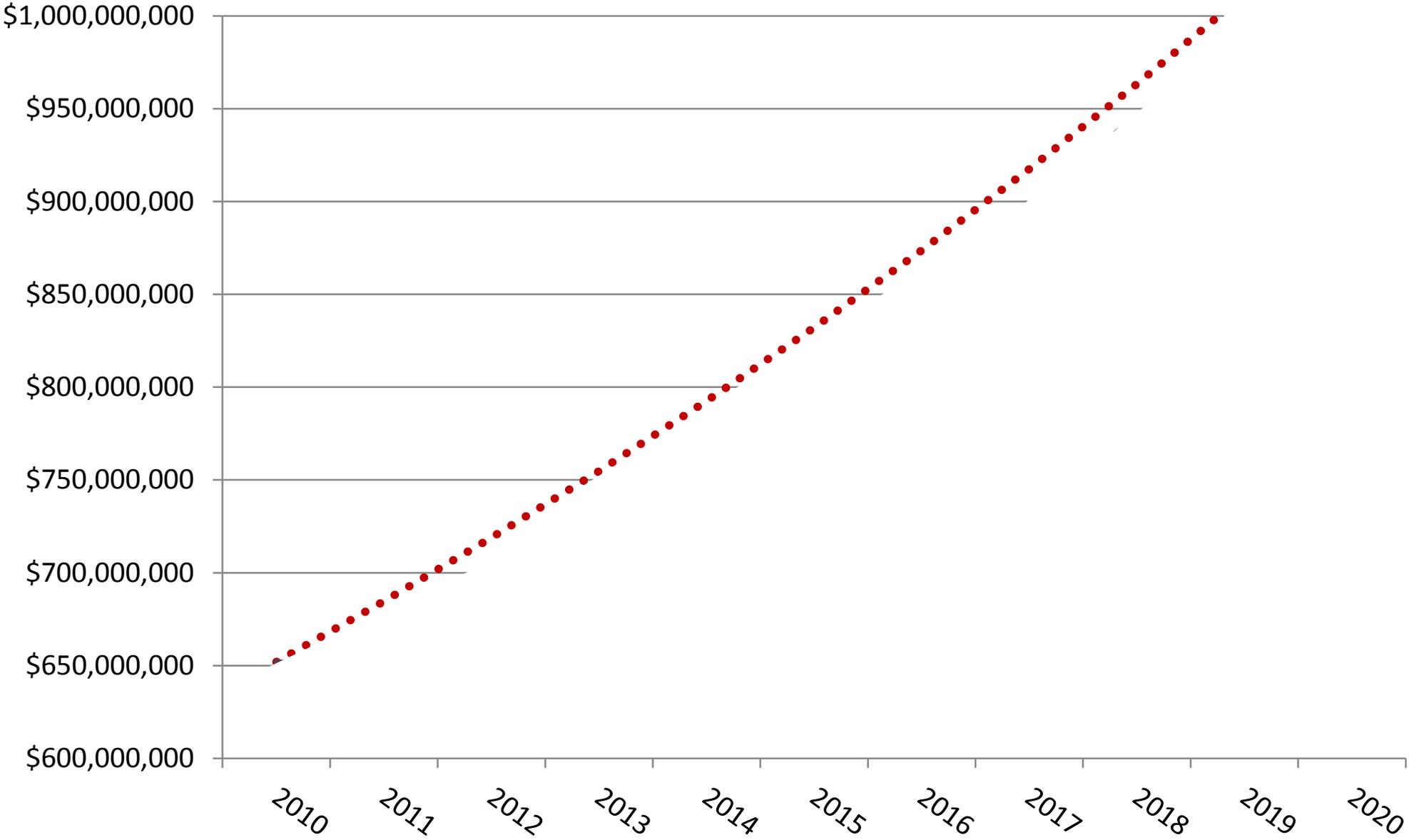
# Employer Contribution Rates – A Legacy

is Declining



Q1 2014 Q1 2019 Q1 2024

# Impact of the Reduction in the General Fund Expenditure Growth Rate



- Expenditure Growth at 5%
- Actual Budgets with 3.3% Growth Moving Forward
- Revenue Estimates at 2.5% Growth

# Problem Statement

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Community **needs and expectations** are rapidly changing and becoming more complex while King County's fiscal **resources** are constrained.

King County struggles to **use tax dollars** as efficiently as possible and to **communicate** to the public how we use those tax dollars to respond to their needs.

King County does not use **evidence-based decision making** systematically to strategically improve community conditions.

**Our employees** bring tremendous skills, knowledge, and passion that are **not fully used** to drive greater effectiveness and efficiency in our programs and services.

# Best-Run Government

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Whether it's an easier commute, cleaner environment, or fair justice system for all, King County's 13,000 employees are committed to providing the highest quality, most affordable, and most responsive government services to our more than 2 million residents.

## **Our goals:**

**To listen,**

**To learn,**

**To deliver,**

**To become the nation's best-run government.**

# Shingo

# House

Create Value for the Customer

- Measure what Matters
- Align Behavior with Performance
- Identify Cause & Effect Relationships

Results

- Create Constancy of Purpose
- Think Systematically

## Enterprise Alignment



- See Reality
- Focus on Long Term
- Align Systems
- Standardize Daily Management

- Focus on Process
- Flow & Pull Value
- Quality at Source
- Seek Perfection

## Continuous Process Improvement

- Stabilize/Standardize Process
- Rely Facts and Data
- Focus on Value Stream/Gemba
- Keep it Simple and Visual
- No defects/Eliminate Waste

- Lead with Humility
- Respect Every Individual

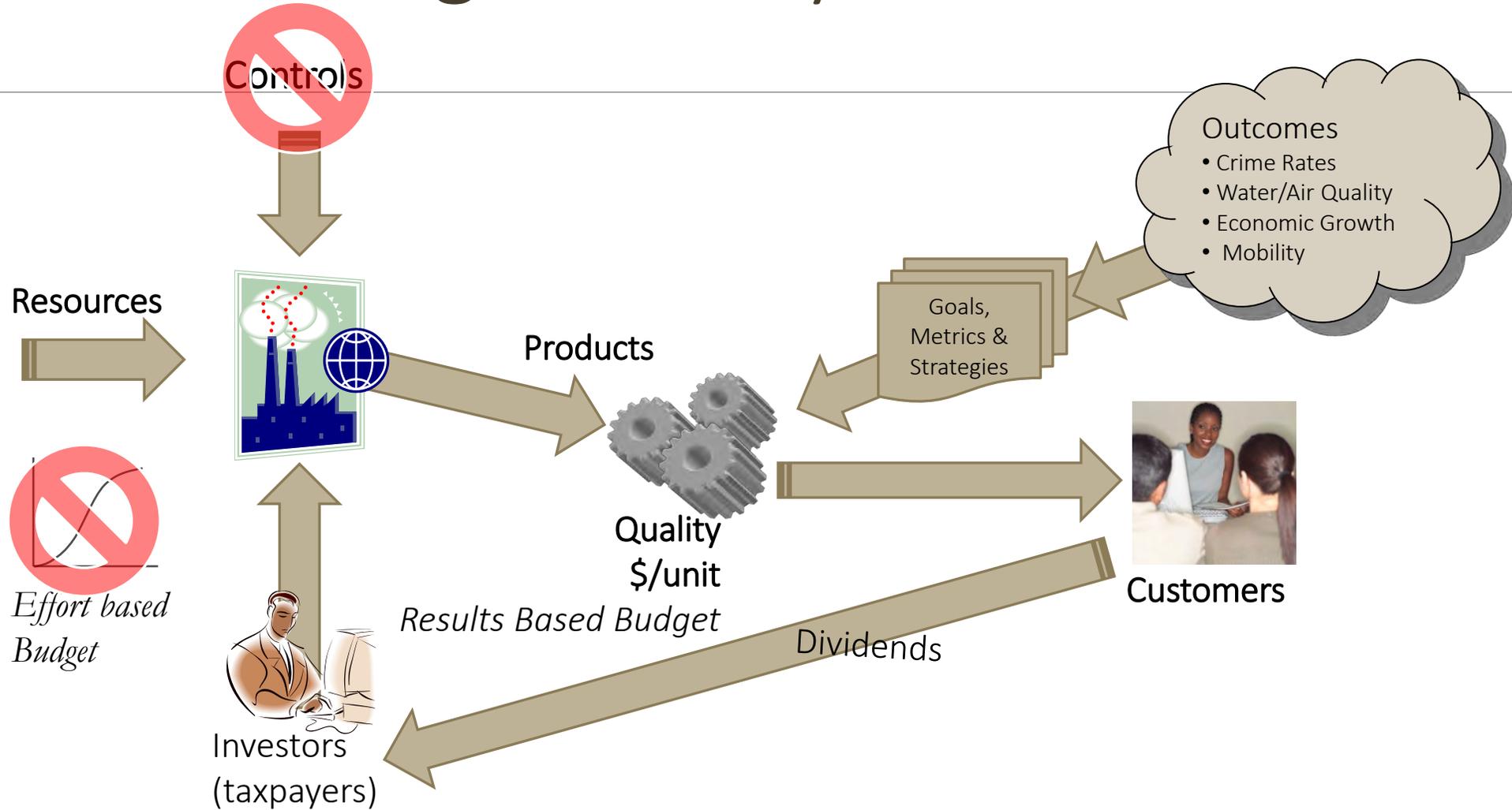
## Cultural Enablers

- Assure a Safe Environment
- Develop People
- Empower and Involve Everyone

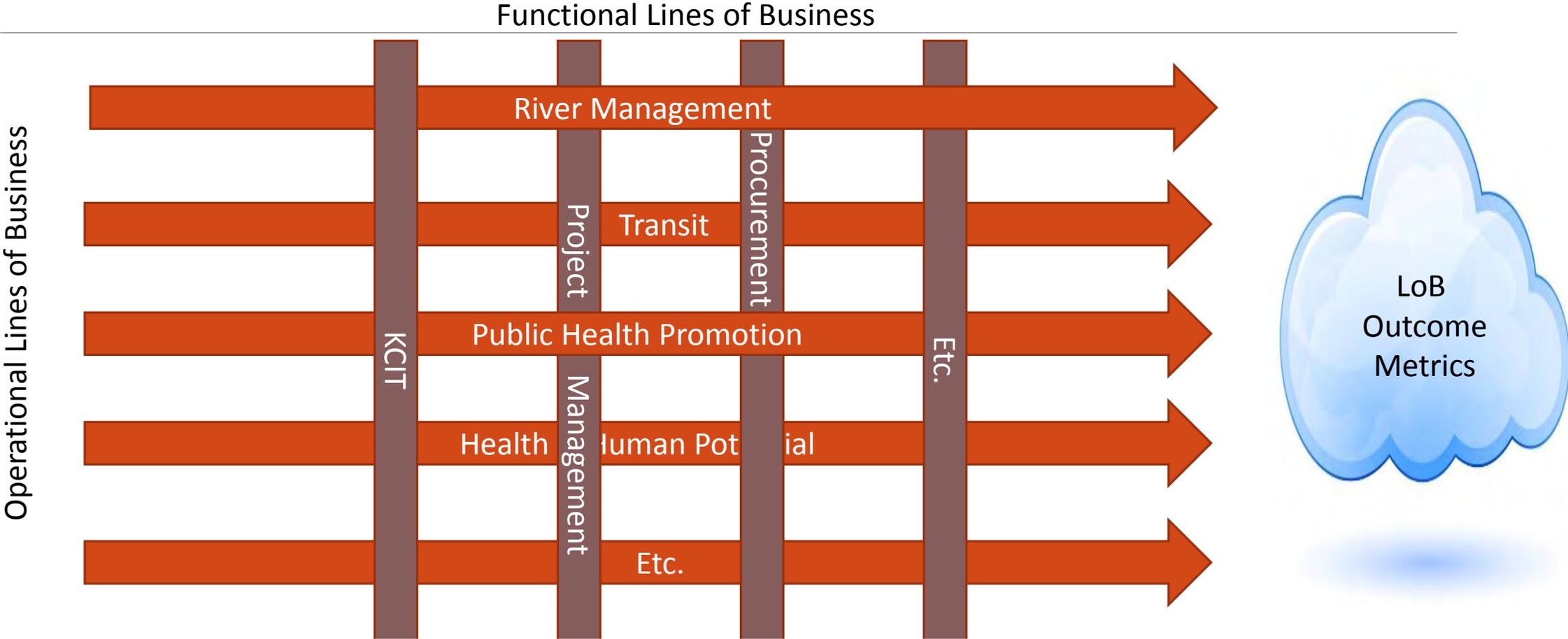
GUIDING PRINCIPLES

SUPPORTING CONCEPTS

# One Management System



# Operations v. Functions





# Public Transportation

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## Purpose

Provide public transit services to improve regional mobility and quality of life in King County.

## Outcomes

- Improve customer and employee safety and security
- Increase access to public transportation products and services
- Increase public transportation market share throughout King County, and in centers and areas of concentrated economic activity
- Reduce environmental footprint (normalized against service growth)

## Product Families

- Bus Trips
- Passenger Ferry Trips
- Rail/Streetcar Trips
- Paratransit Trips
- Vanpool Trips

# Product Family Metrics

## Outcome

Increase ridership



## Metric

Average weekday transit boardings

## Target

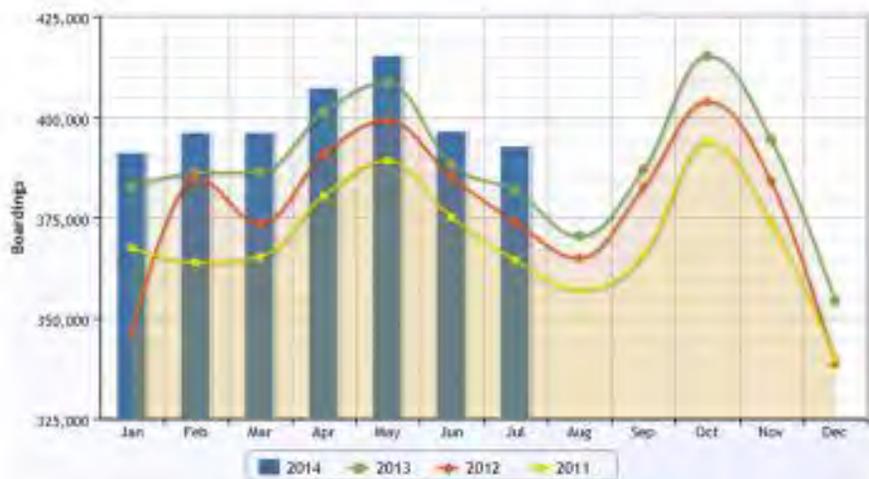
None established

## Actual

July 2014 - 392,906

## Variance

N/A



## Comments

- Average weekday transit boardings represent an indicator of trends in transit ridership on Metro buses.
- A boarding is an "unlinked passenger trip," which counts a passenger each time they board a bus.
- These are based on samples of trips measured by automatic passenger counters (preliminary, and revised as more data become available).

## Planned Countermeasures

- Establish monthly targets based on historic data and current services trends

## Product Family

Bus Trips

## Metric

Weekday on-time bus performance

## Product



QCDSM

Q & D

## Target

80%

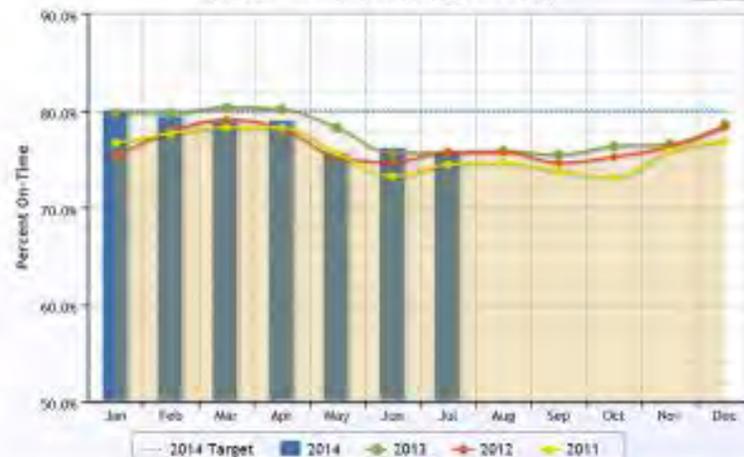
## Actual

Jul 14 - 76% on-time

## Variance

-4%

Bus On-Time Performance, Weekday



## Comments

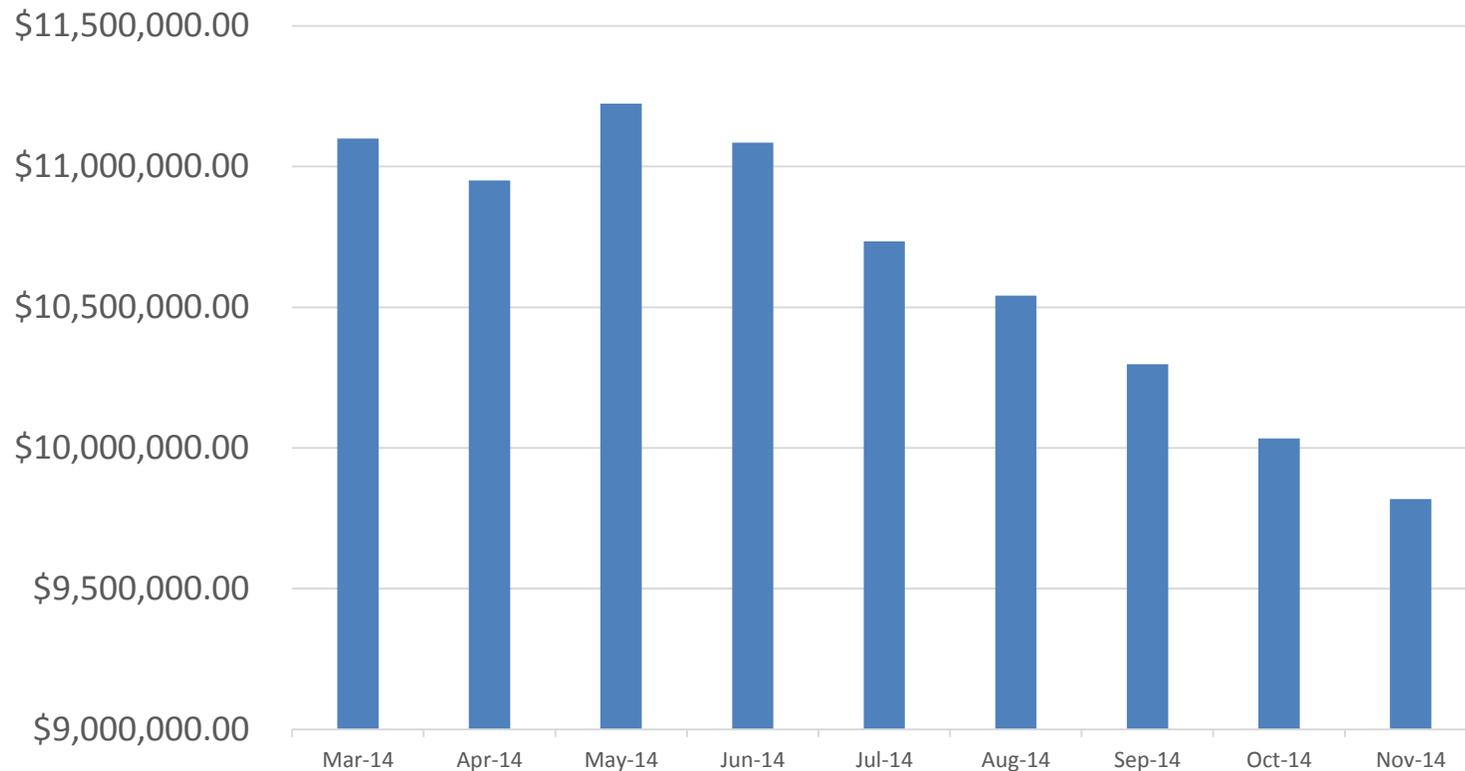
- On-time performance is a measure of service reliability.
- A bus is considered on-time if it is between 1 minute early and 5 minutes late.
- On-time performance is measured for each trip, using 1,119 timepoints throughout the system.

## Planned Countermeasures

- Reevaluating current target
- Developing action plan to improve on-time bus performance

# Spare Parts Inventory for Buses

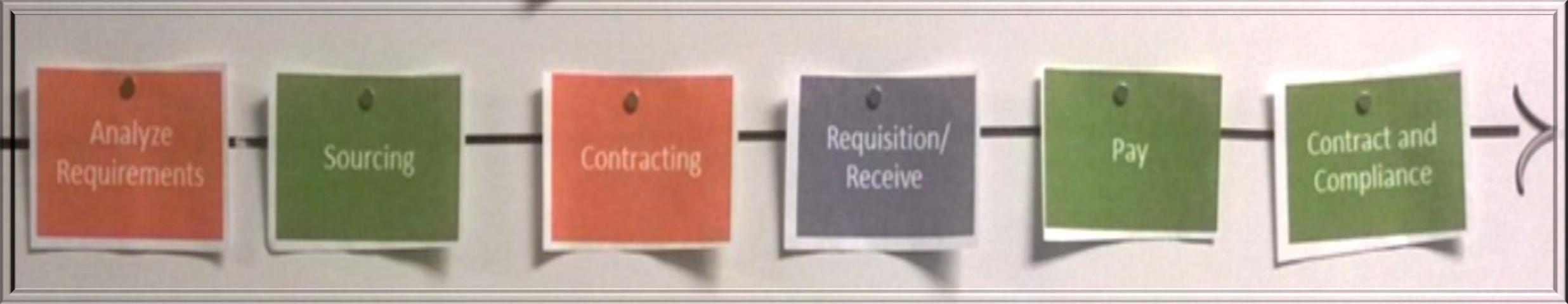
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**Monthly Inventory Following Lean Initiative**

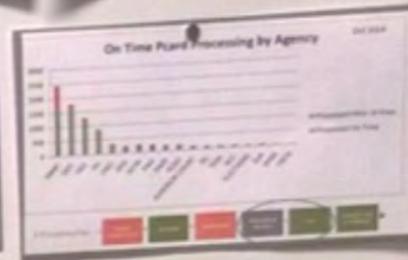
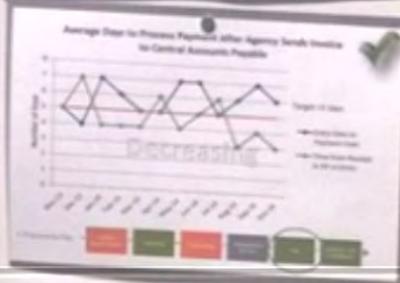
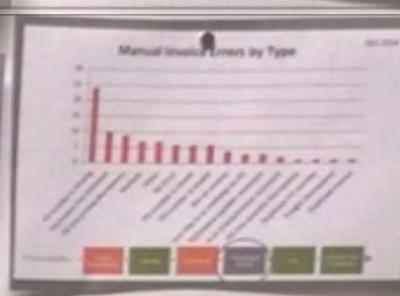
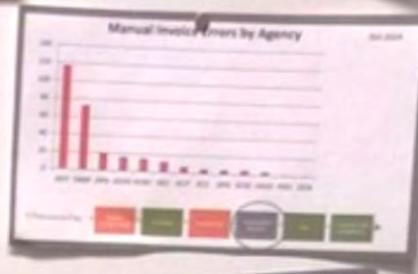
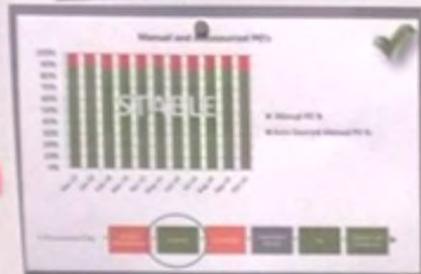
# FBOD Operations

## King County Finance Value Streams



Quality

Delivery



Time to Retire

Delivery

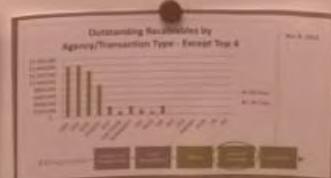
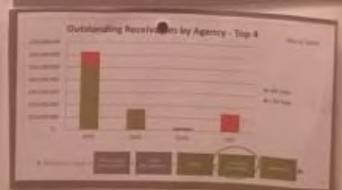
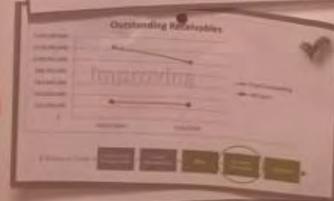
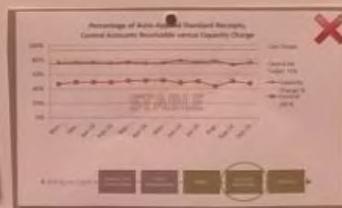
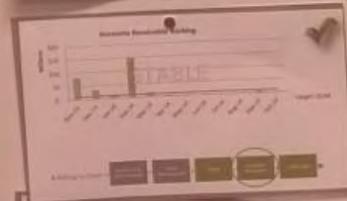
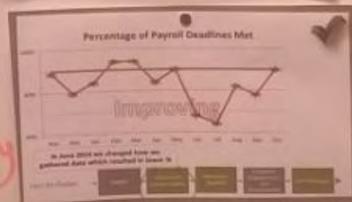
Billing to Cash

Quality

Delivery

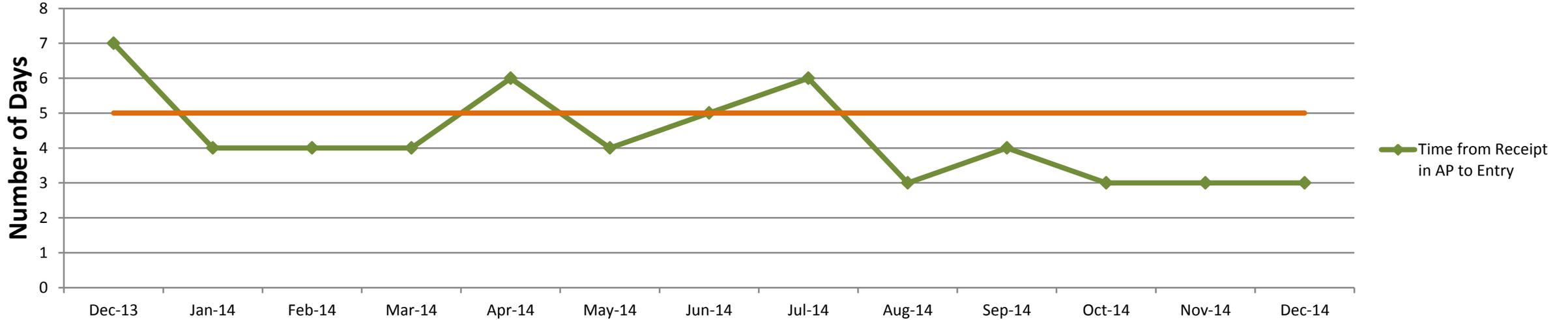
Process

Quality

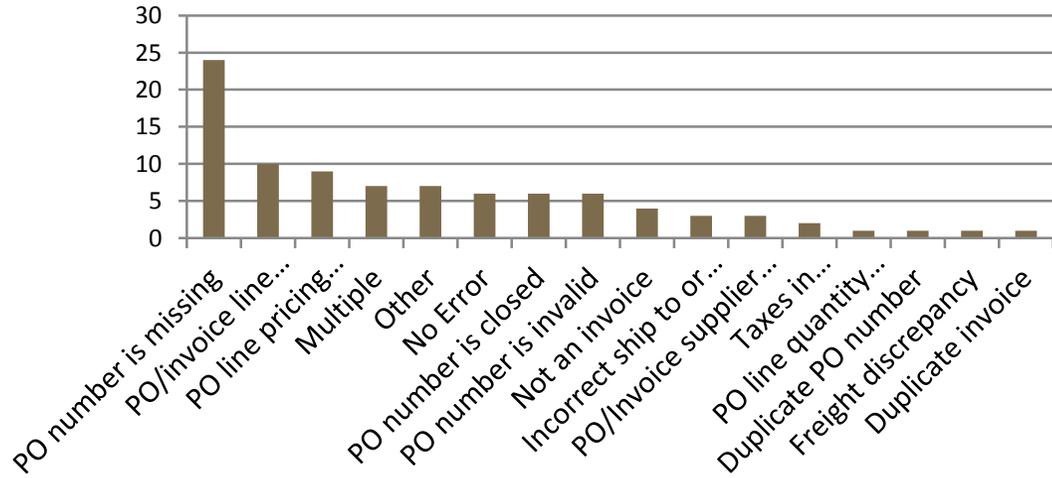


for each core process  
 in each of our value  
 streams.  
 By Department!

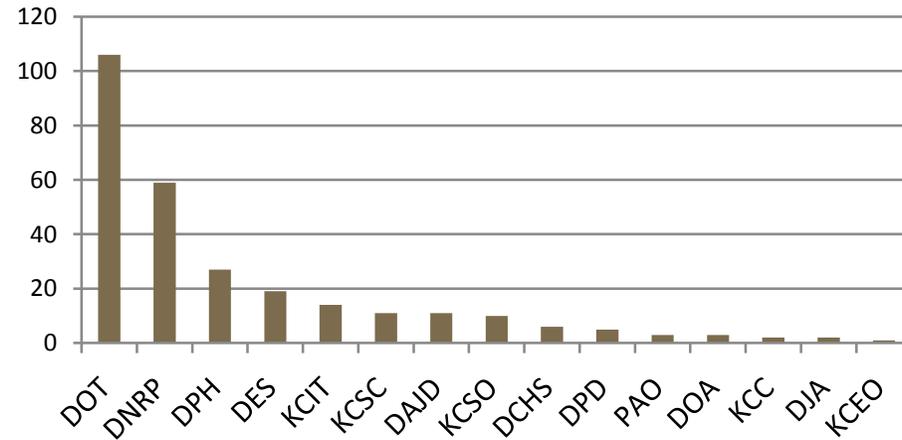
# Average Days to Process Payment After Agency Sends Invoice to Central Accounts Payable



## Manual Invoice Errors by Type

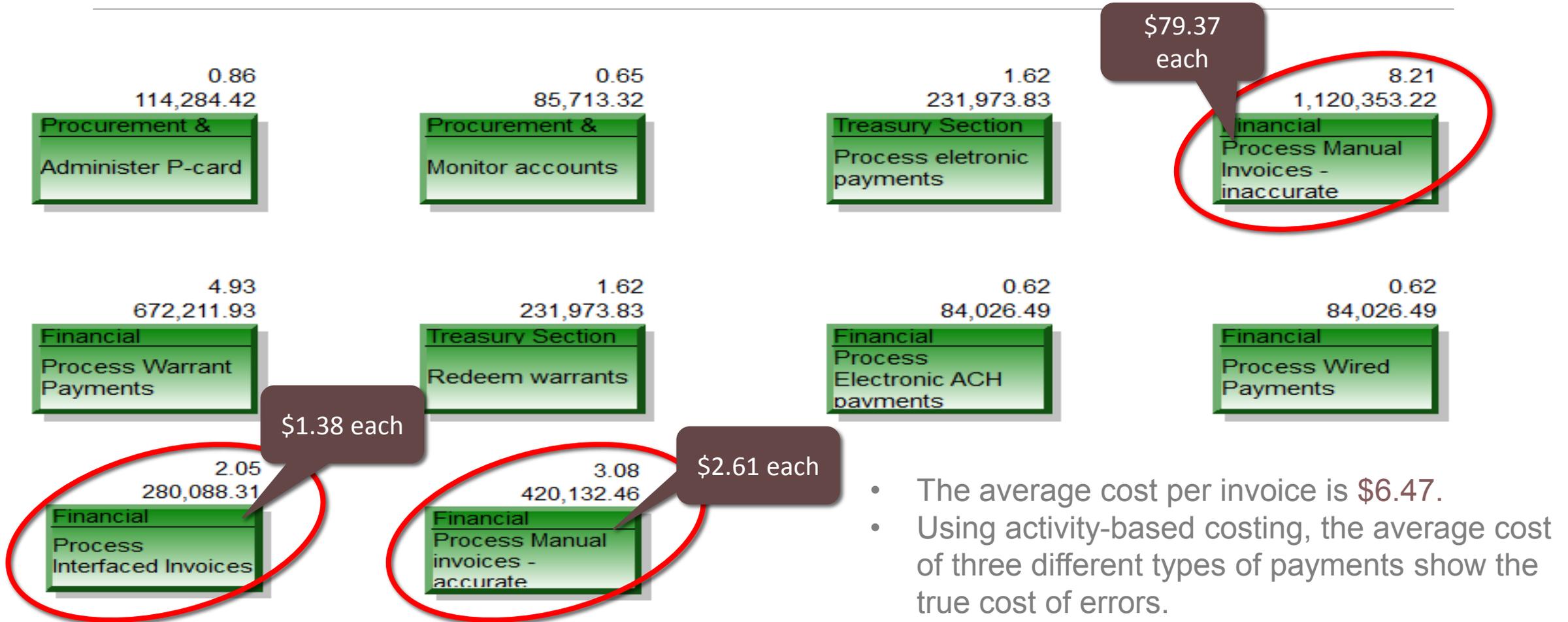


## Manual Invoice Errors by Agency



# Why This Matters

## Activity-Based Costing



# Efficiency

## Design and Construction Contracts

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- Significantly reduced cycle time on design and construction contracts

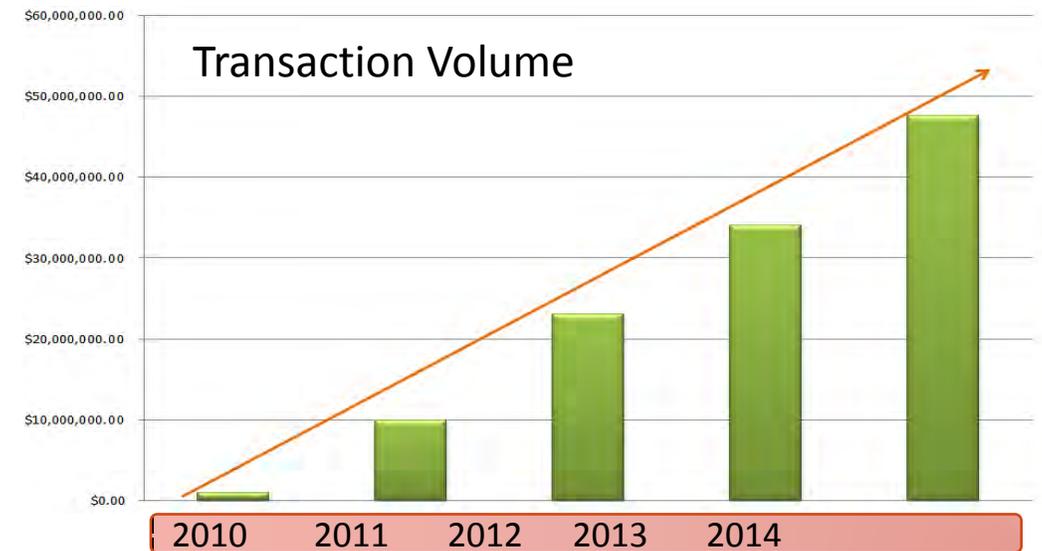


# Efficiency

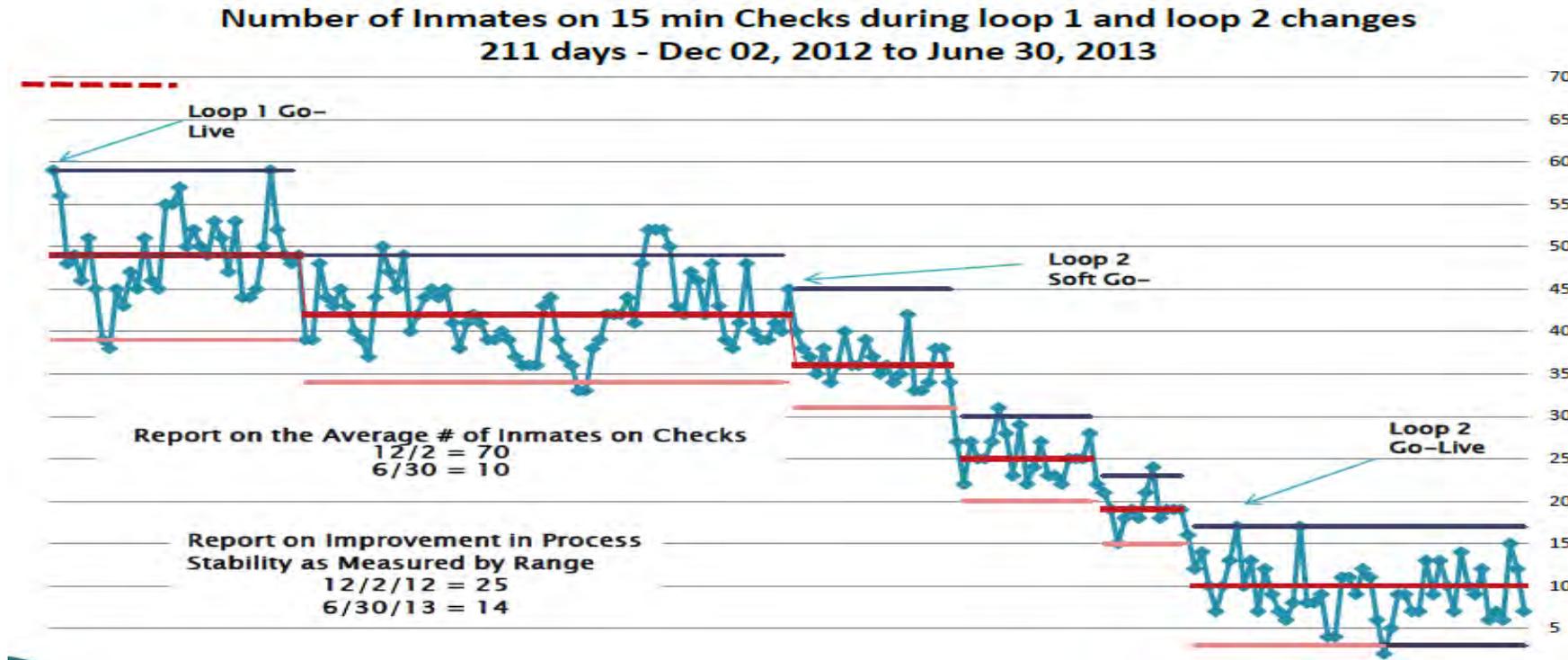
## P-Card Purchases

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- P-Card Spend: \$1M in 2010 to \$47M in 2014
- Saves **\$74 per transaction** compared to standard Purchase Orders.

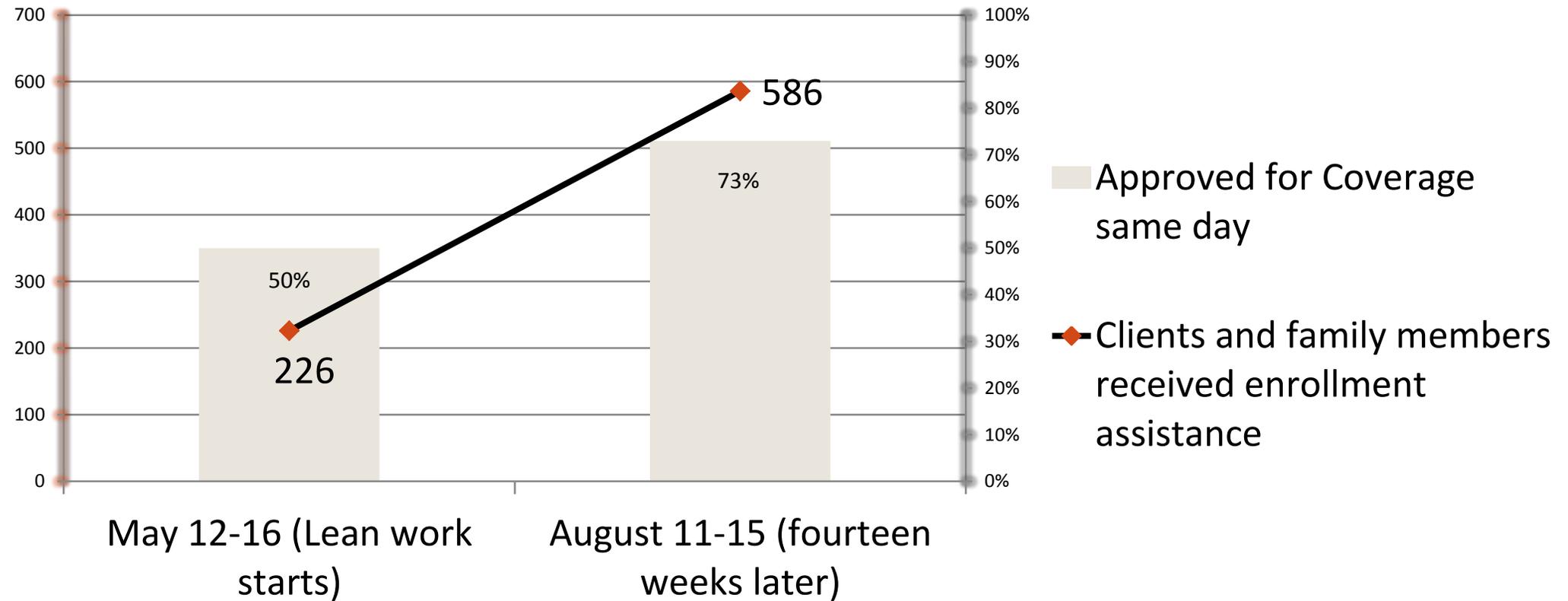


# Observation of Inmates

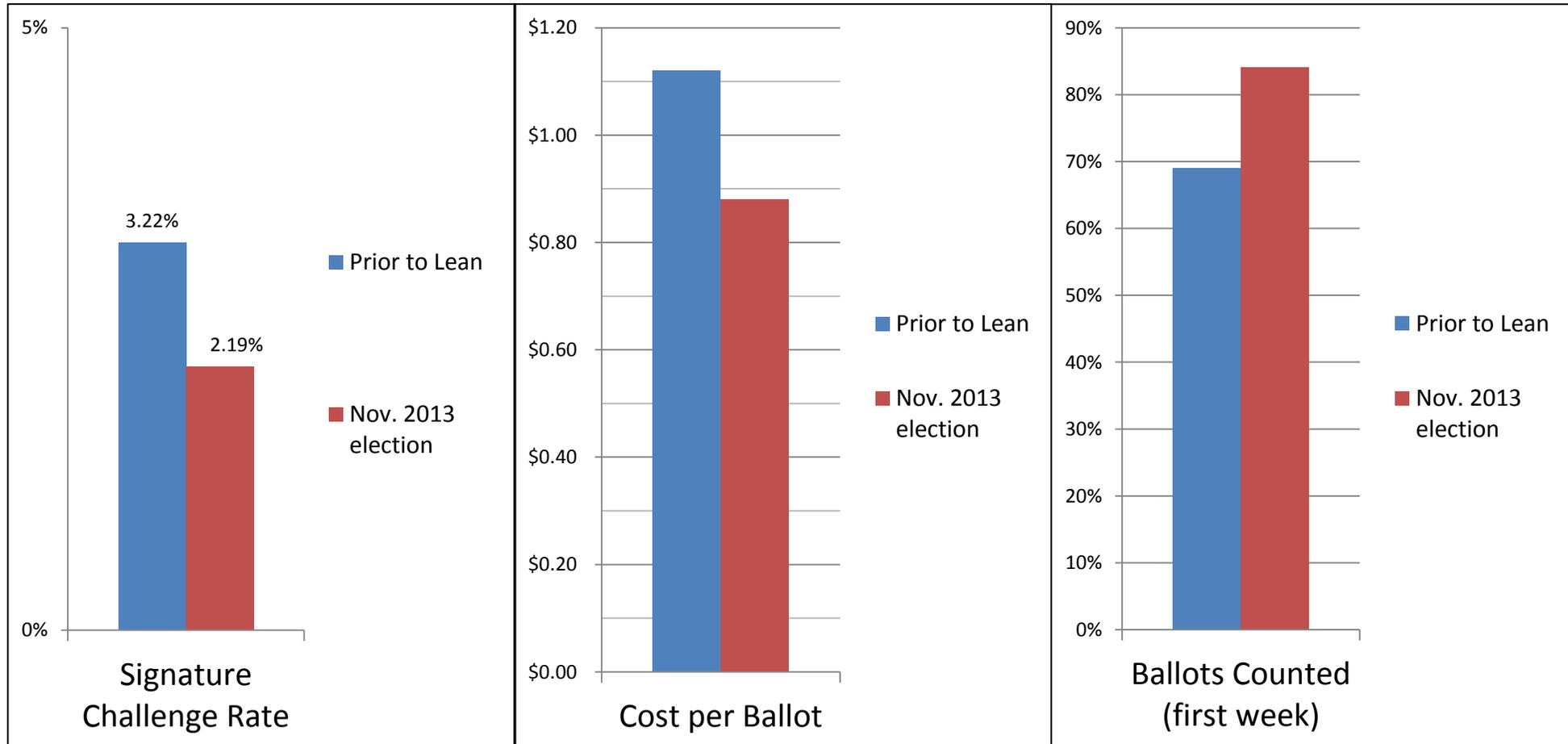


These improvements have been sustained.

# Enrollment Assistance for Medicaid



# Efficiencies at Elections



# What That Looks Like: Aligning Goals and Metrics

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Transit Bus Trouble Calls impact riders

How can we align our operational metrics to achieve our Trouble Call improvement goals?

King County Metro Transit – Cascading Metrics

# The Journey

Plan – Do – Check - Assess



Repeat

And, Repeat Again

Continuously!