Information for the Post Industrial Public Sector

WASHINGTON STATE TRANSPORTATION COMMISSION

MARCH 17, 2014

Overview

King County is the 13th largest county in the nation.

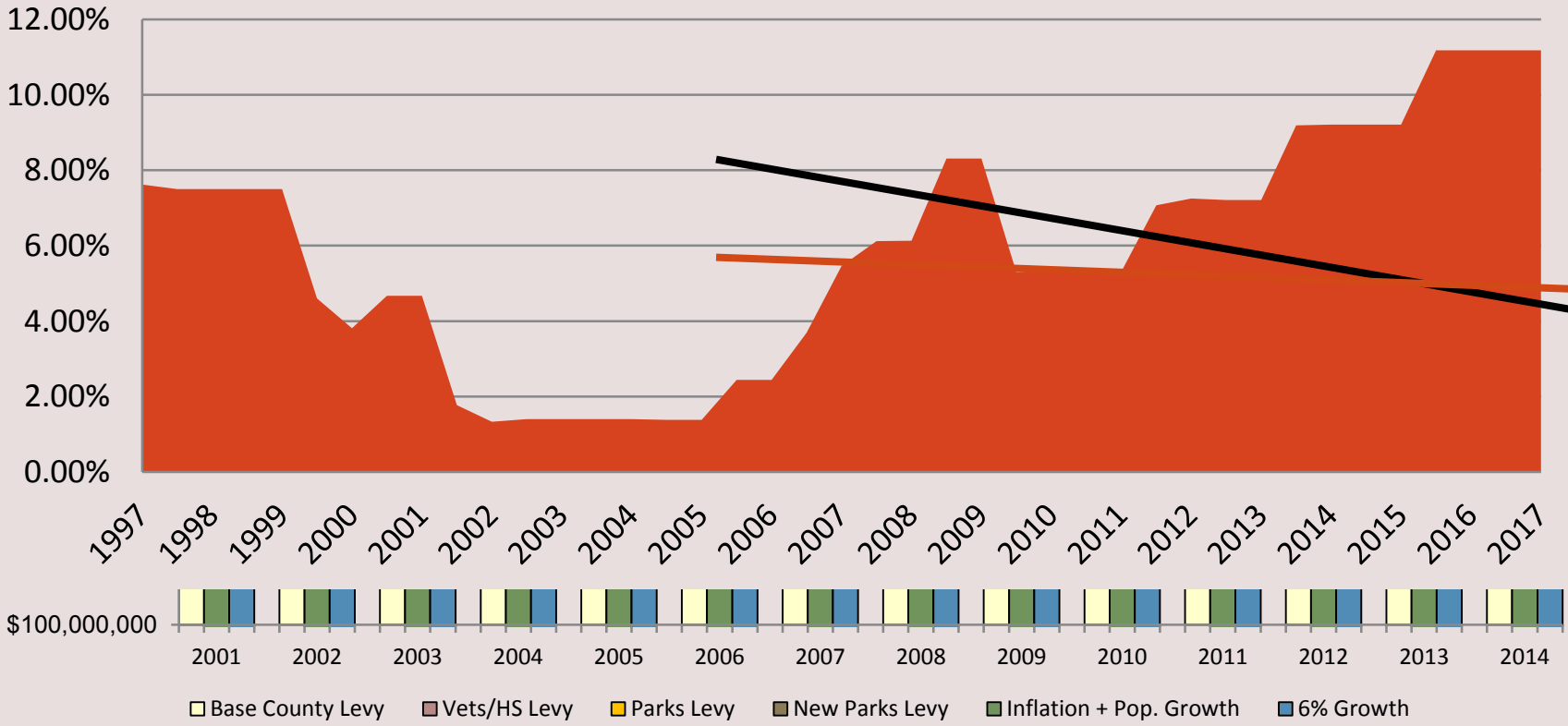
King County is a $5 billion organization.

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

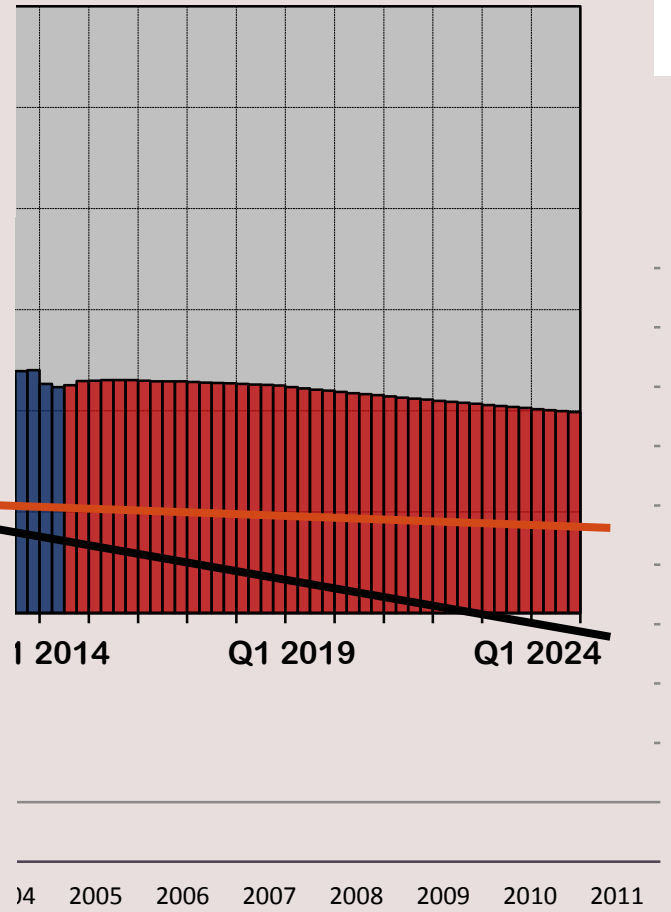
And – We're Challenged!

2015 State of King County - The Context

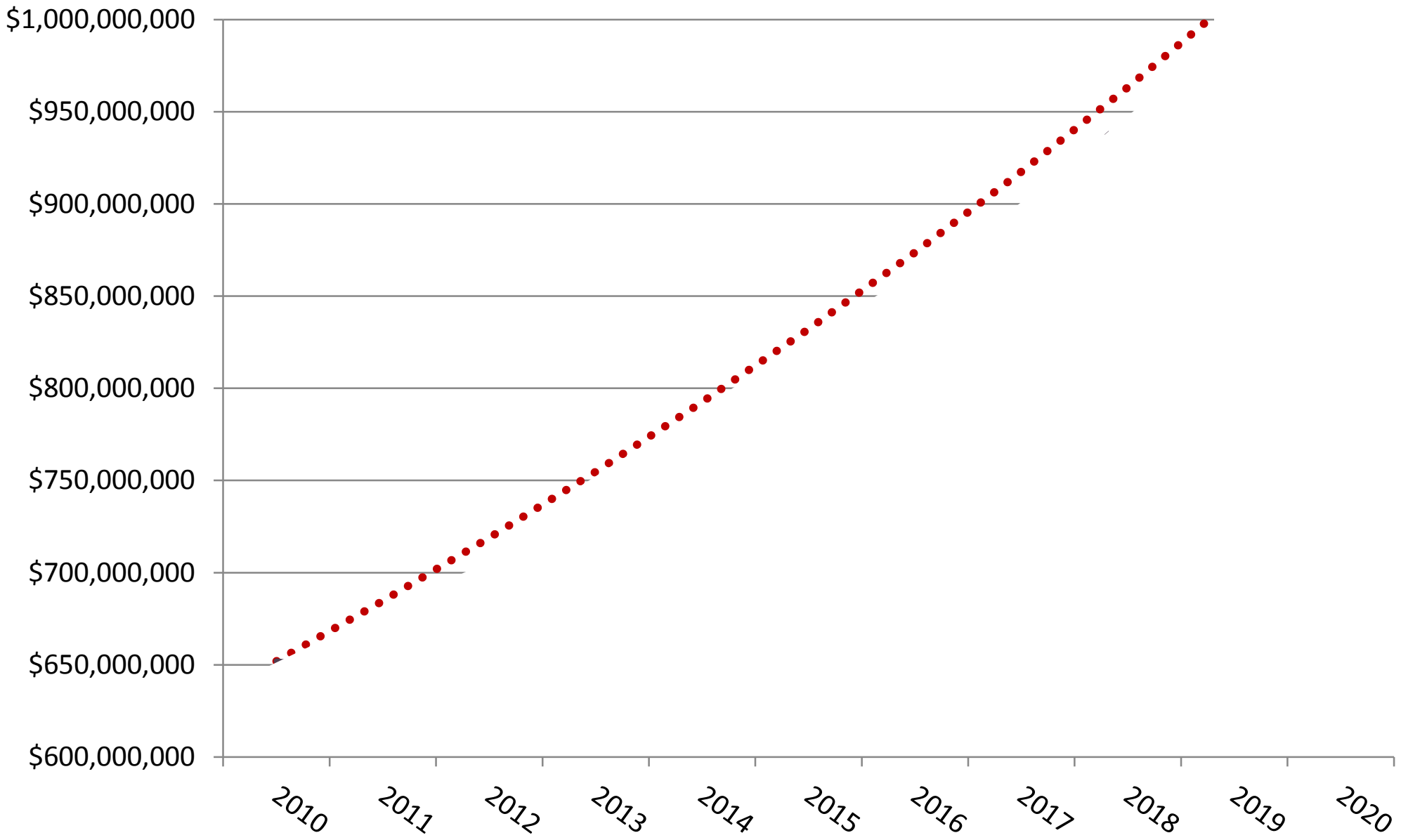
Employer Contribution Rates – A Legacy



ɔ is Declining



Impact of the Reduction in the General Fund Expenditure Growth Rate



Problem Statement

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

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:

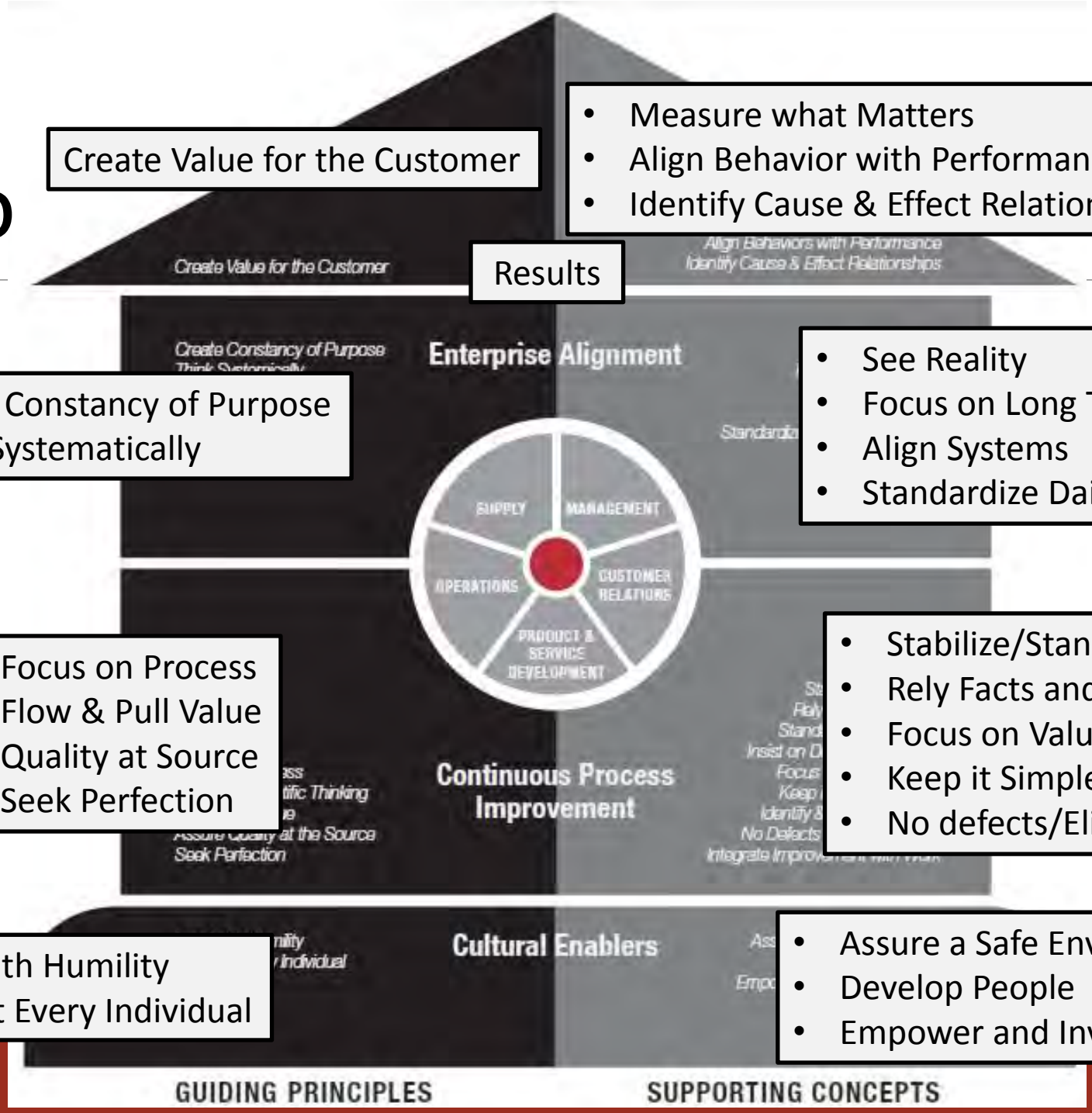
To listen,

To learn,

To deliver,

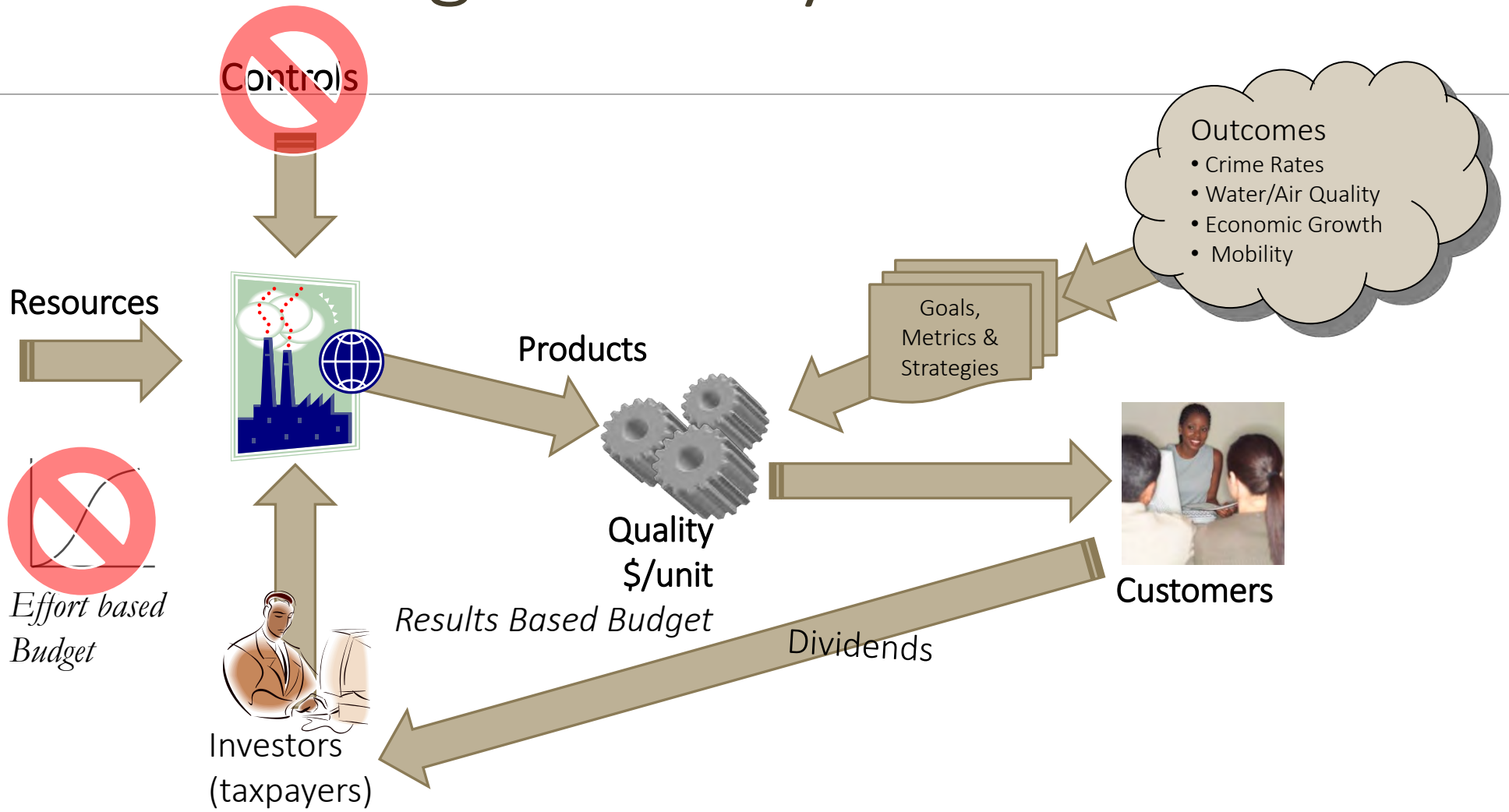
To become the nation's best-run government.

Shingo

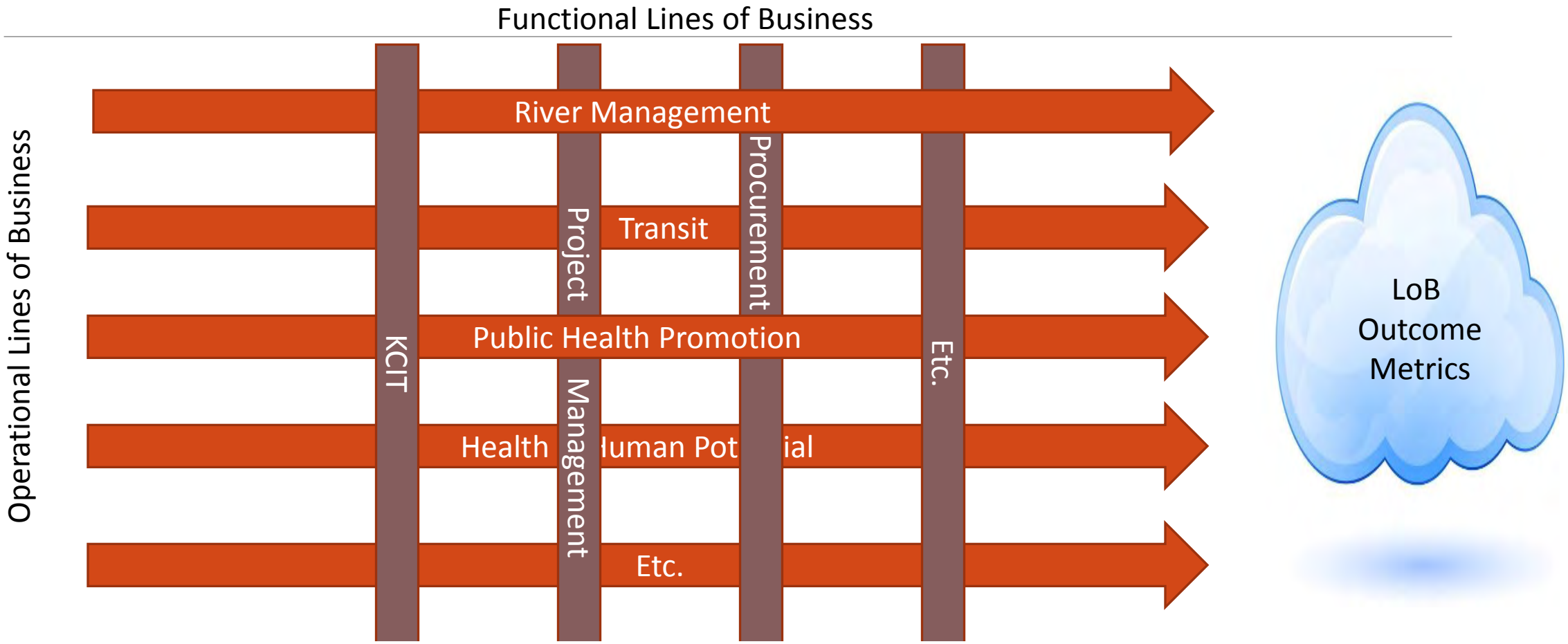


- Create Value for the Customer
- Measure what Matters
- Align Behavior with Performance
- Identify Cause & Effect Relationships
- Create Constancy of Purpose
- Think Systematically
- See Reality
- Focus on Long Term
- Align Systems
- Standardize Daily Management
- Focus on Process
- Flow & Pull Value
- Quality at Source
- Seek Perfection
- 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
- Assure a Safe Environment
- Develop People
- Empower and Involve Everyone

One Management System



Operations v. Functions



Public Transportation

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)

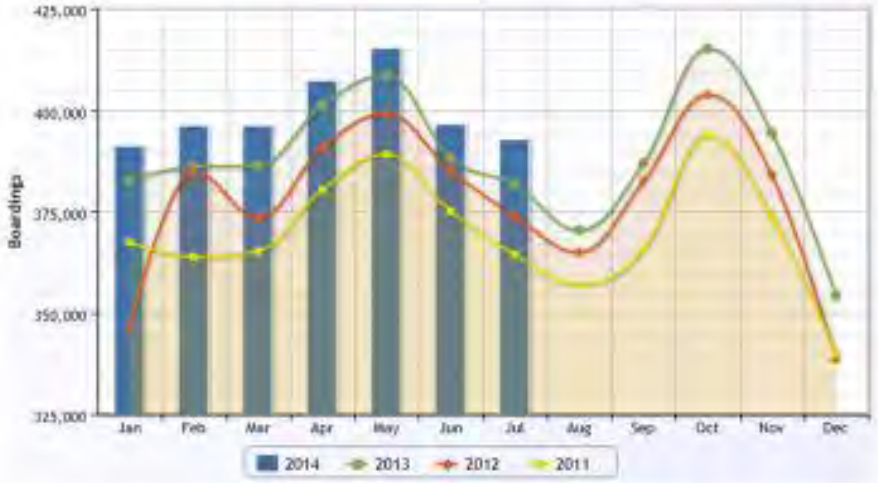
Product Families

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

Product Family Metrics

Outcome
Increase ridership

Metric	Target	Actual	Variance
Average weekday transit boardings	None established	• July 2014 - 392, 906	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

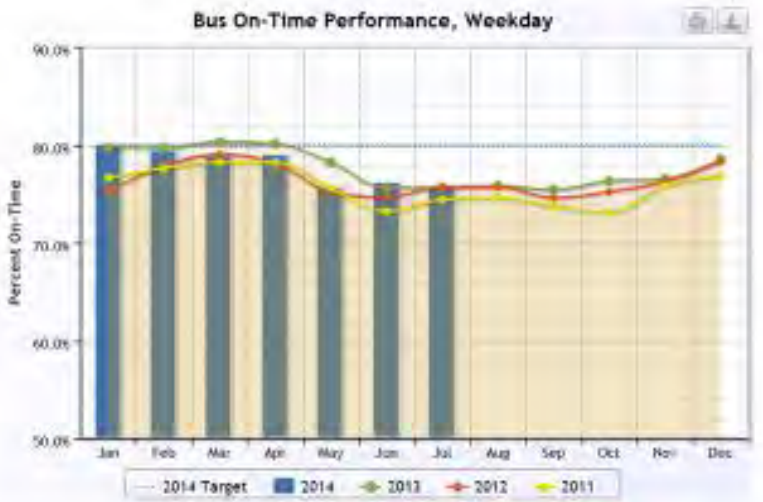
Product Family
Bus Trips

Product

QCDSM

Q & D

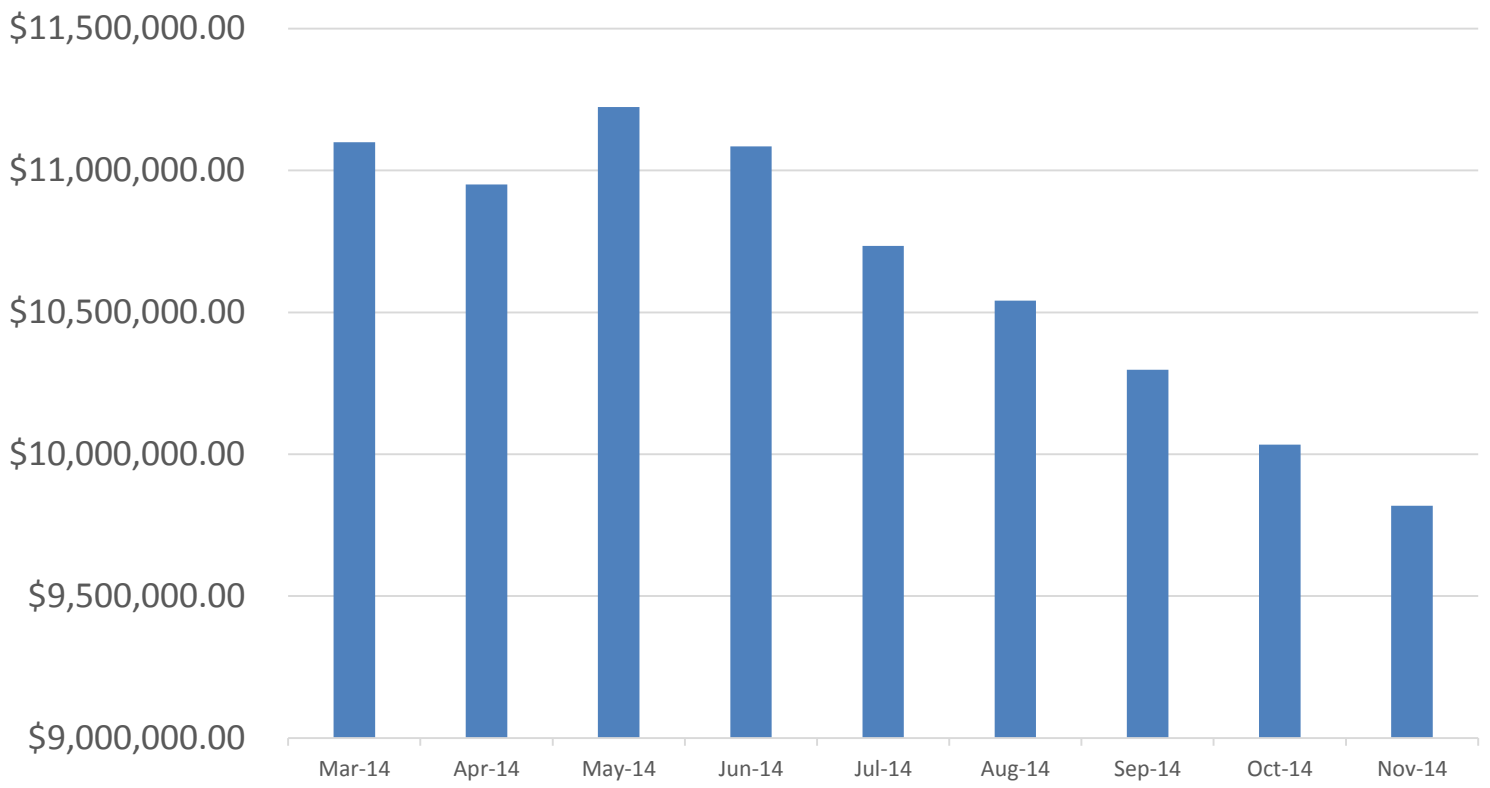
Metric	Target	Actual	Variance
Weekday on-time bus performance	80%	Jul 14 - 76% on-time	-4%



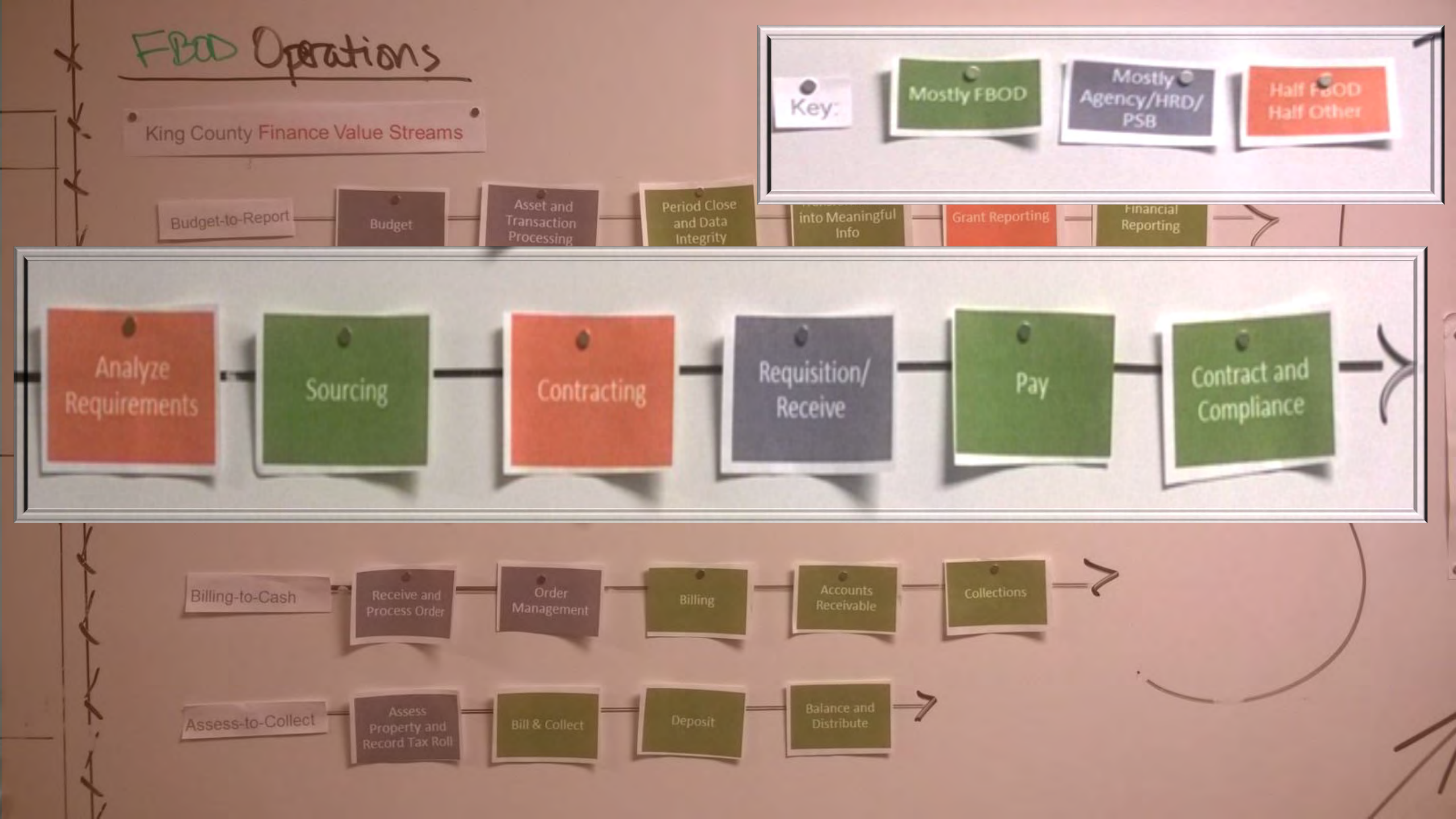
Comments
- On-time performance is a measure of service reliability.
- A bus is considered on-time if it is between 1 minute early and 5 minutes late.
- On-time performance is measured for each trip, using 1,119 timepoints throughout the system.

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

Spare Parts Inventory for Buses



Monthly Inventory Following Lean Initiative


FBOD Operations
King County Finance Value Streams
Key:
Mostly FBOD
Mostly Agency/HRD/ PSB
Half FBOD Half Other
Budget-to-Report
Budget
Asset and Transaction Processing
Period Close and Data Integrity
into Meaningful Info
Grant Reporting
Financial Reporting
Analyze Requirements
Sourcing
Contracting
Requisition/ Receive
Pay
Contract and Compliance
Billing-to-Cash
Receive and Process Order
Order Management
Billing
Accounts Receivable
Collections
Assess-to-Collect
Assess Property and Record Tax Roll
Bill & Collect
Deposit
Balance and Distribute

Hire to Retire

Delivery

Percentage of Payroll Deadlines Met

Improving

Billing to Cash

Quality

Delivery

Outstanding Receivables

Improving

Outstanding Receivables by Agency - Top 4

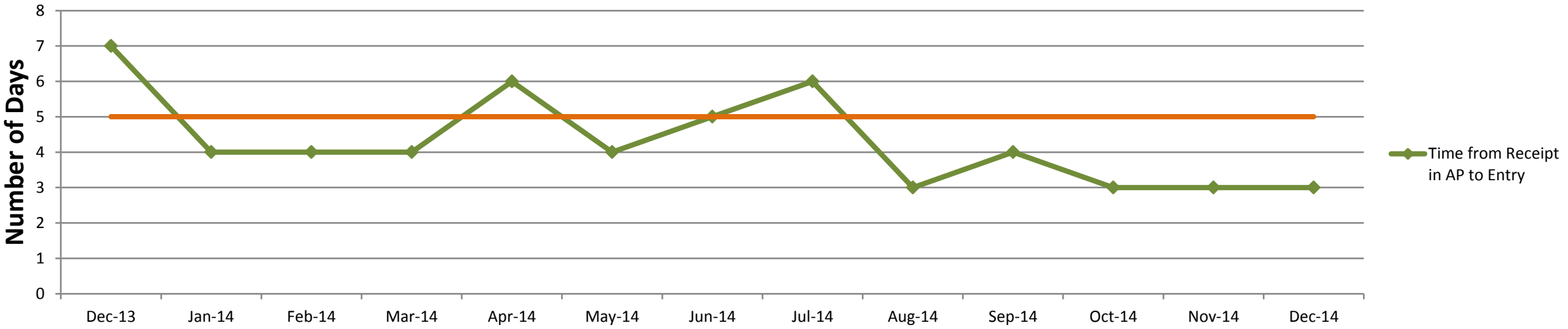
Outstanding Receivables by Agency/Transaction Type - Except Top 4

YTD Property Tax Payments by Source

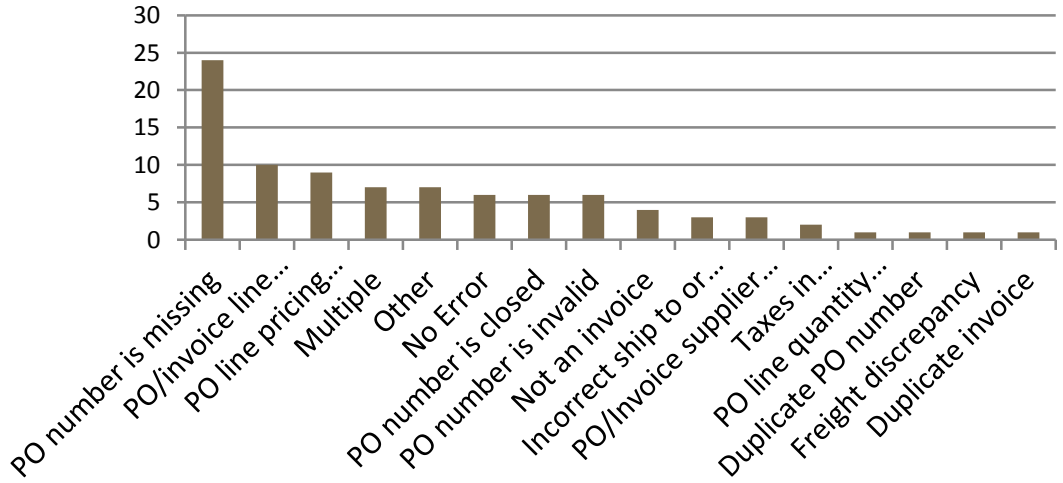
for each core process in each of our value streams.

By Department!

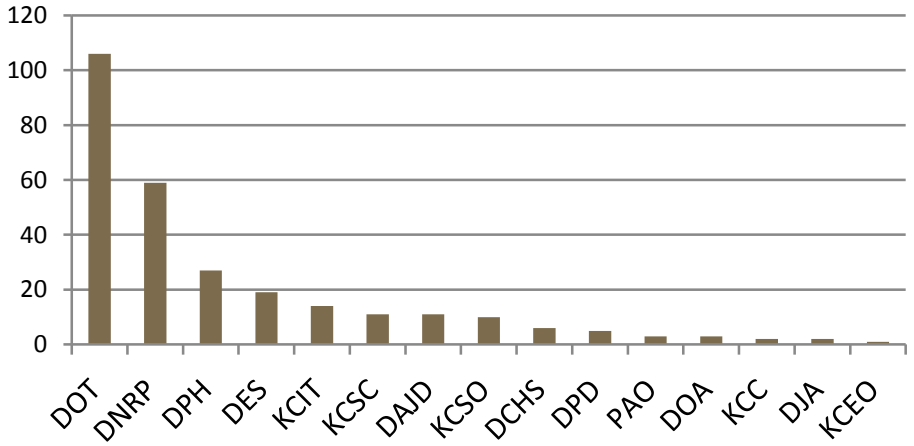
Average Days to Process Payment After Agency Sends Invoice to Central Accounts Payable



Manual Invoice Errors by Type

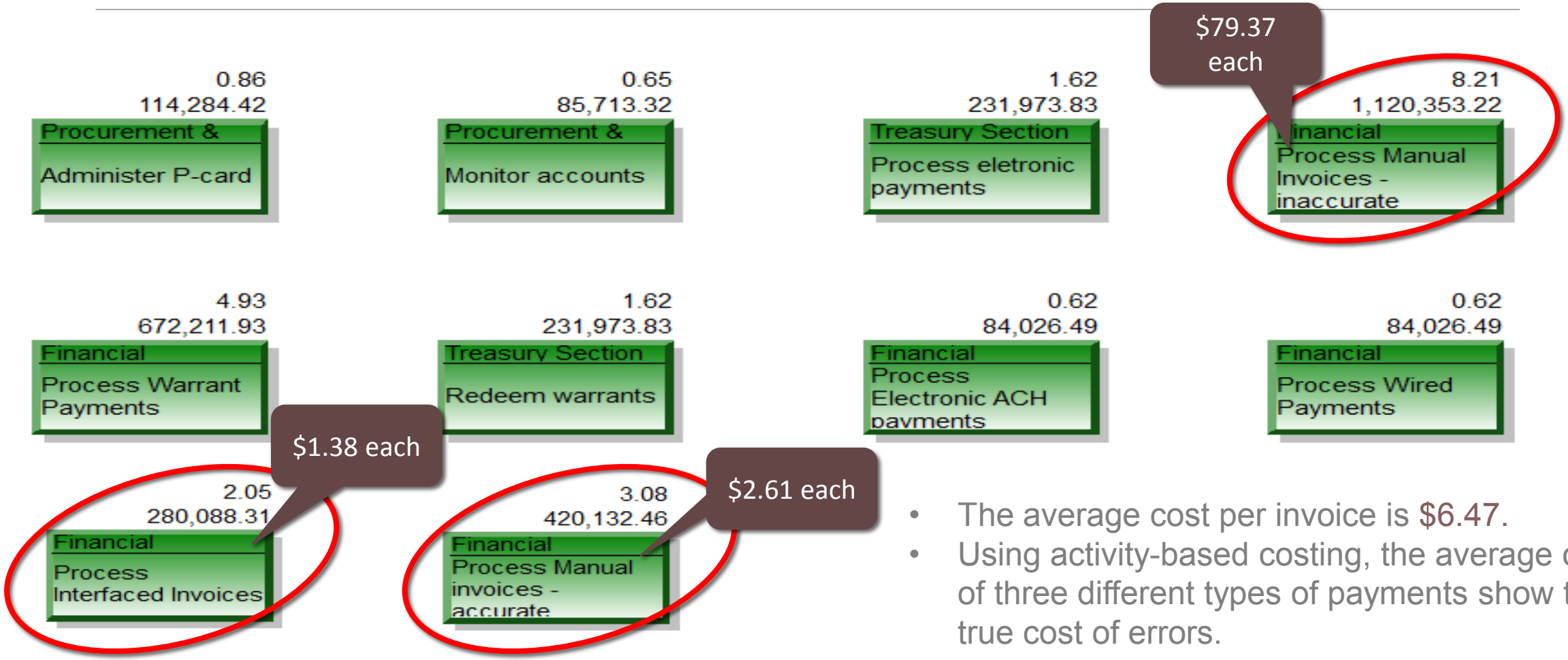


Manual Invoice Errors by Agency



Why This Matters

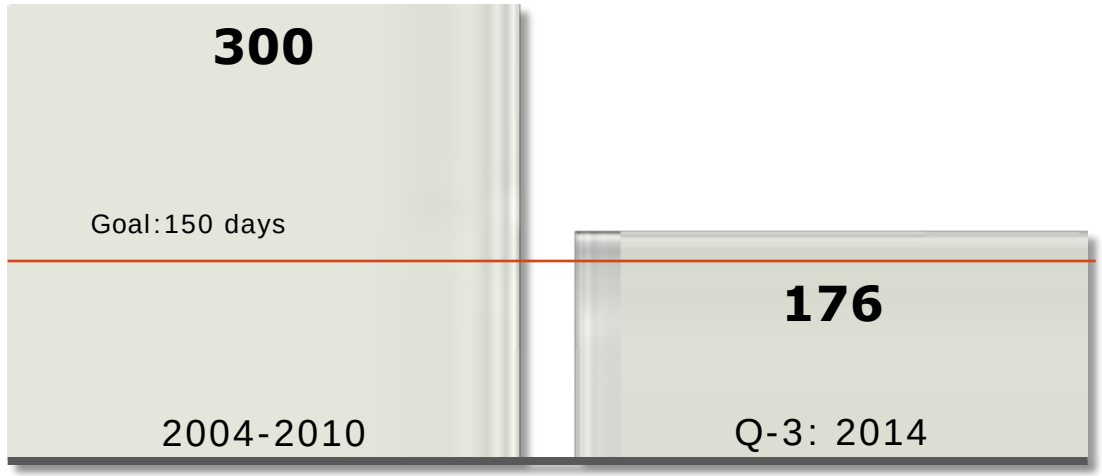
Activity-Based Costing



- The average cost per invoice is $6.47.
- Using activity-based costing, the average cost of three different types of payments show the true cost of errors.

Efficiency
Design and Construction Contracts

- Significantly reduced cycle time on design and construction contracts

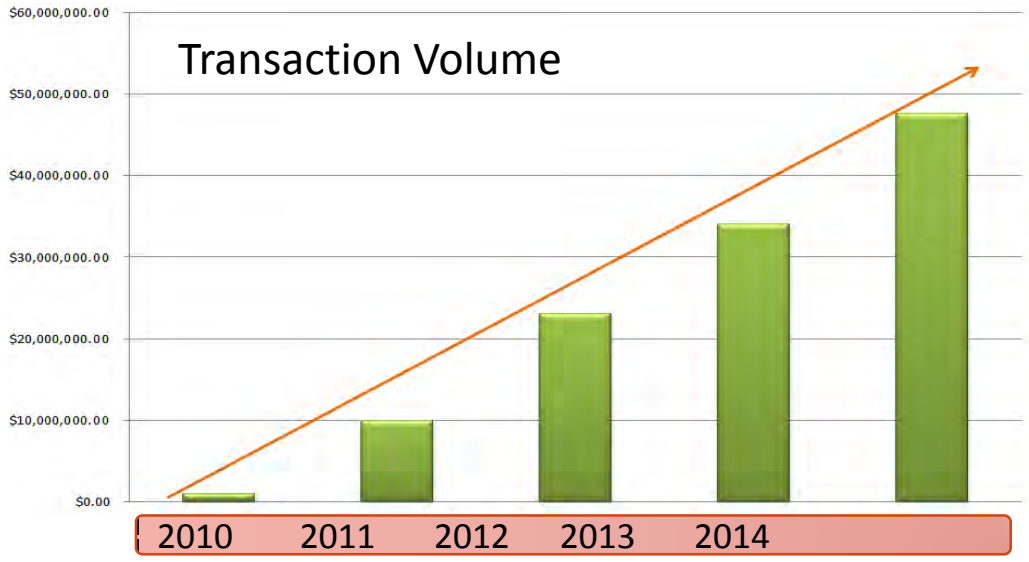


Design Contract Time in Days
(86 contracts)

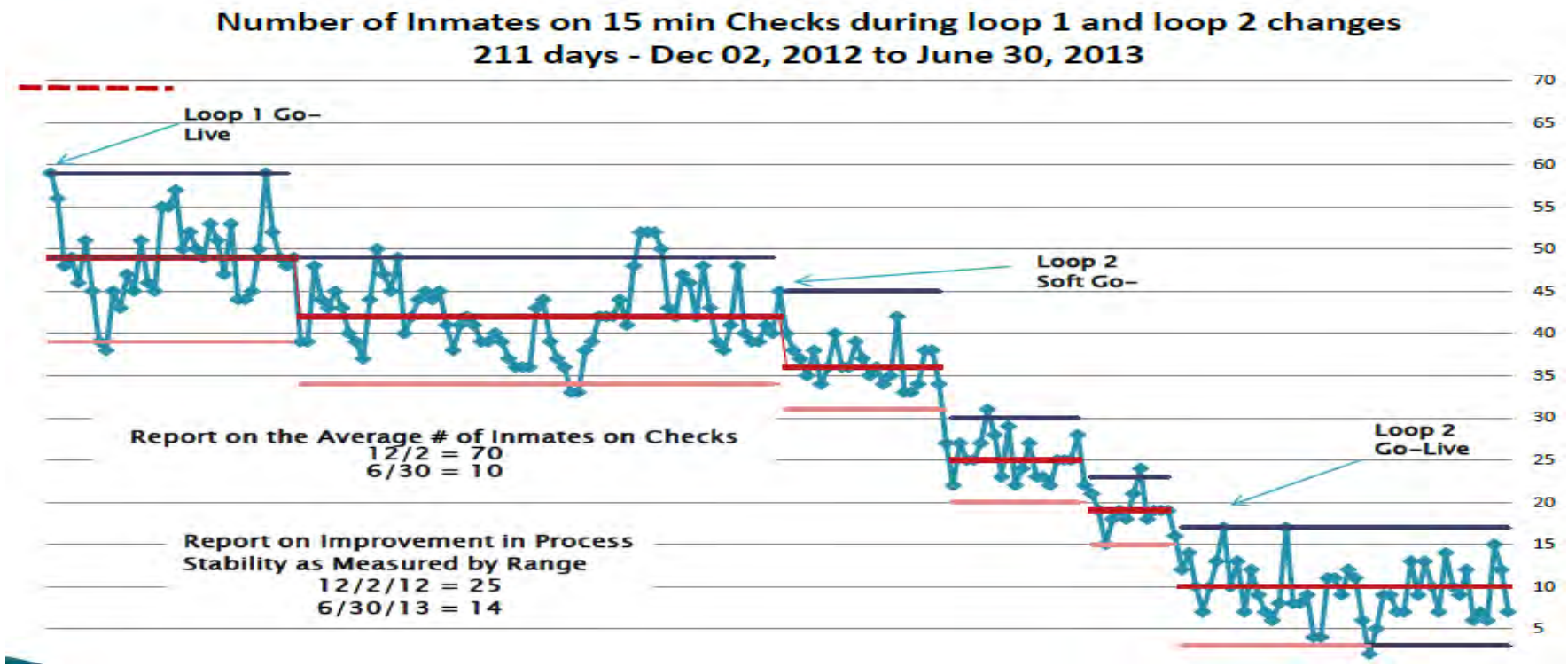
Efficiency

P-Card Purchases

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

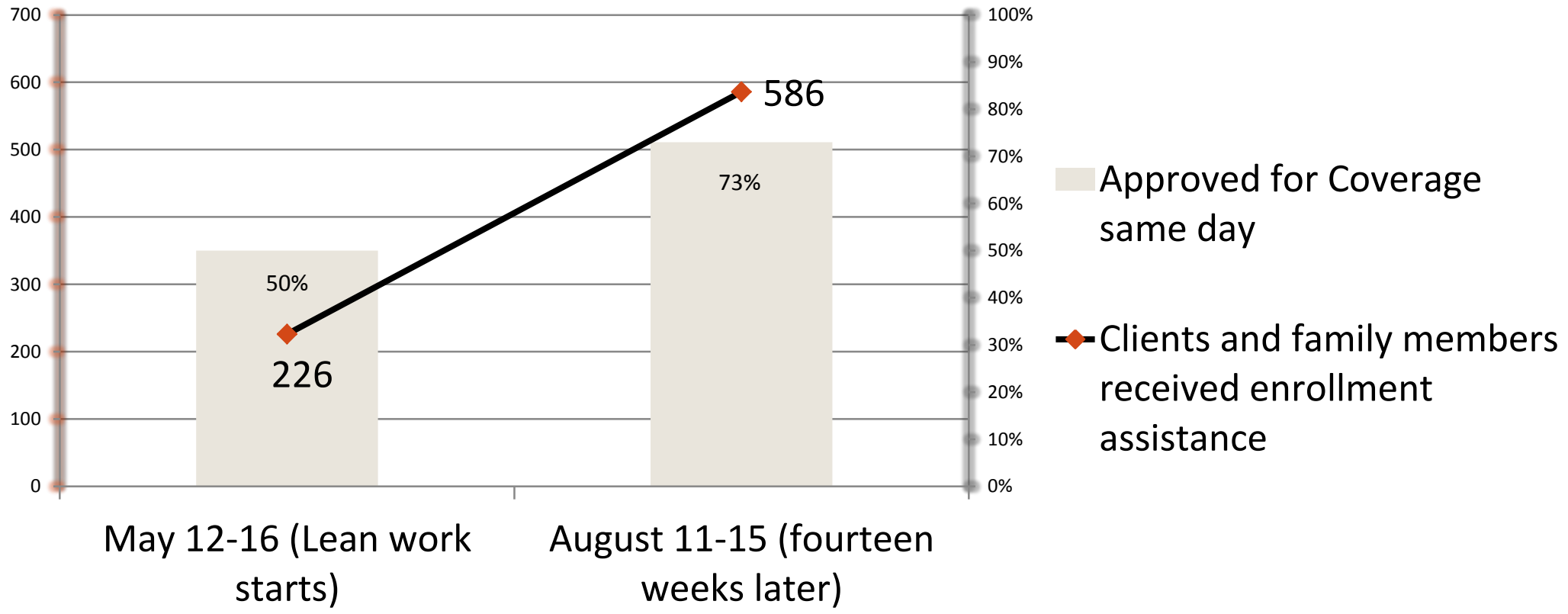


Observation of Inmates

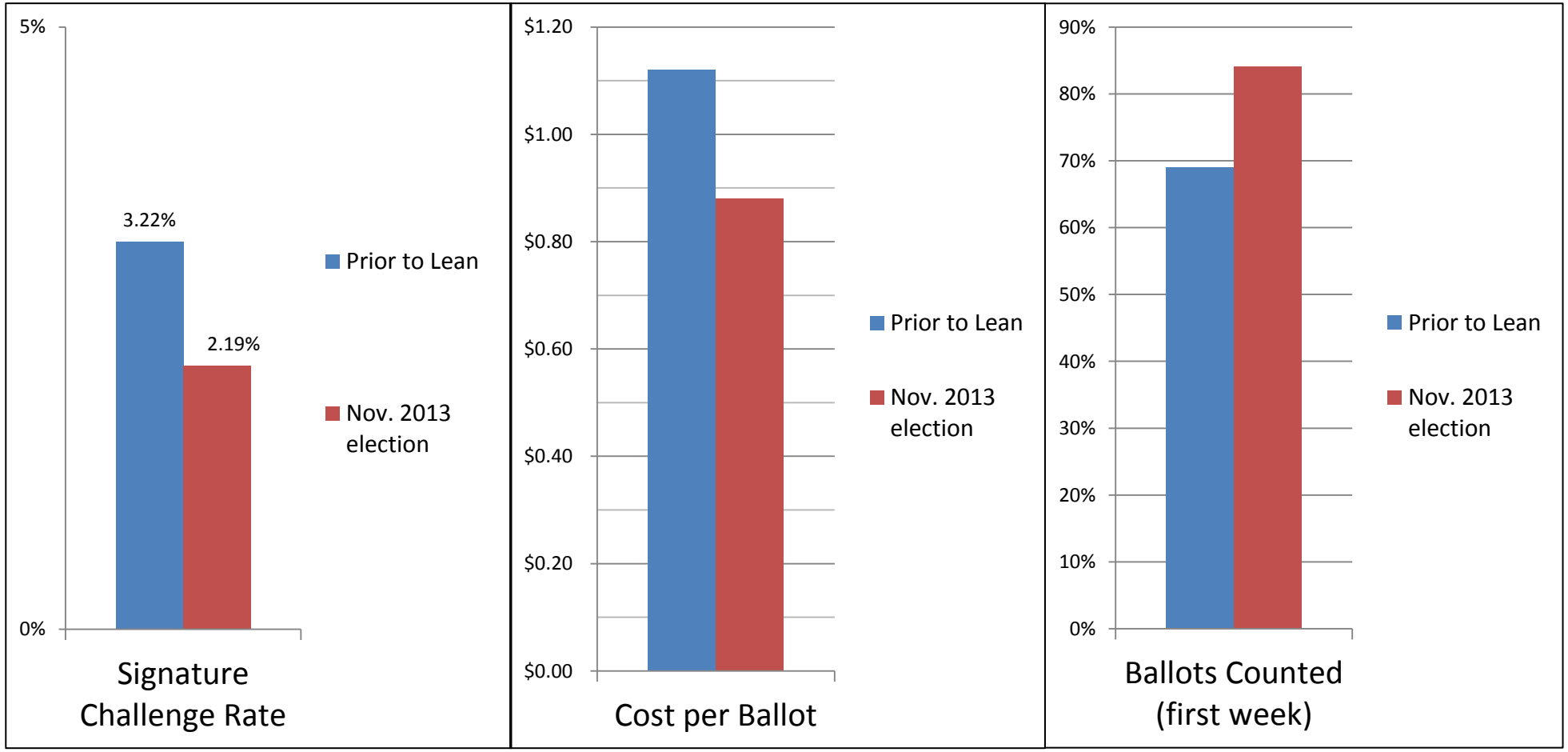


These improvements have been sustained.

Enrollment Assistance for Medicaid



Efficiencies at Elections



What That Looks Like: Aligning Goals and Metrics

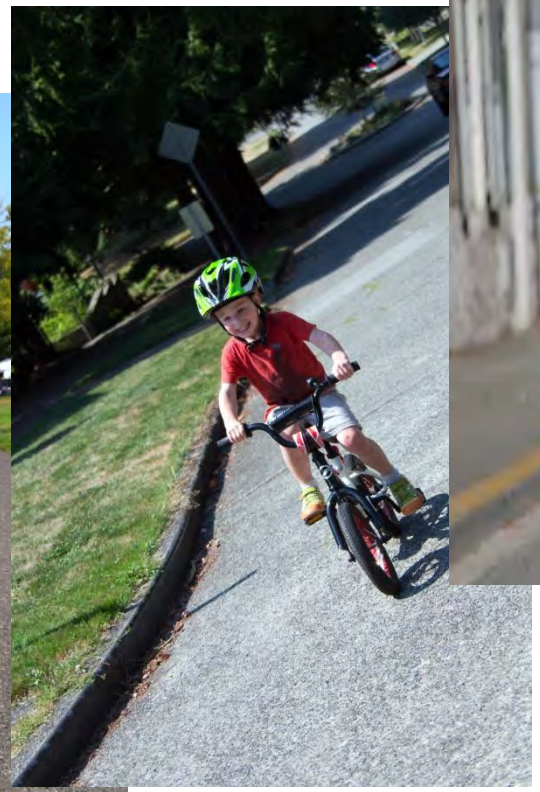
Transit Bus Trouble Calls impact riders

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!