Fleet field service mechanics saved 124 hours just in travel time ($12,300) in the first six months by adding diagnostic software to field service computers

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<th>Project</th>
<th>Fleet Diagnostics (DOT/Fleet)</th>
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| Rationale | - Field service mechanics are assigned to various areas of the county including Black Diamond, Fall City, and Redmond to support field crews.  
- Bringing vehicles and equipment into the Renton Shop is costly considering travel time, effort, and customer downtime. |
| Problem | - In most cases, heavy-duty vehicles with a “check engine” light had to be diagnosed before they could be driven.  
- Non-drivable vehicles were towed to the Renton Shop or the field mechanic had to go to the Renton Shop to get the diagnostic computer.  
- The Renton Shop was the only location with diagnostic software.  
- Every time the diagnostic computer was taken to the field, it hampered the shop’s ability to diagnose vehicles and equipment.  
- Travel time back and forth took approximately four hours per instance. |
| Approach | - Analyzed alternatives from leasing additional computers to adding diagnostic programs to existing computers.  
- Fleet added software licenses to the four field mechanics computers. |

**PROJECT TEAM:**  
Erik Ferkingstad  
Chris Gavigan  
Cindy Kittleston  
Isaac Wisdom
**Project** | Missed Trip Reduction (Metro Transit)
---|---
**Rationale** | • Around 400,000 people depend on Metro to get where they need to go every weekday.  
• When a trip is missed, it directly impacts the transit riders who count on our service - potentially making them late for work, school, or appointments.

**Problem** | • In February 2017, Metro missed 332 trips because no operator was available.  
• The direct cause was a lack of part-time operators to fill these trips.  
• Union contract rules required full-time operators be hired from the part-time pool, therefore reducing the number of part-time operators.  
• Space and hiring constraints made it difficult to get drivers hired and trained to replenish the pool of part-time operators.

**Approach** | • Worked with HR to increase hiring rate of part-time operators.  
• Increased space for operator training to bring them on-board sooner without compromising safety.  
• Increased communication and collaboration between the seven bases so that operators could be shared among them.  
• Working on a pilot with the union to allow direct hiring of full-time operators, rather than pulling from the part-time pool.  
• In 2018, missed trips declined from a high of 332 in February to 77 in July.

**PROJECT TEAM:**  
Carri Brezonick  
Dennis Lock  
Terry White
Public Health’s part-time employment pilot program increased attendance in 83% of employees, with an overall 60% reduction in use of sick leave or unpaid leave. Other benefits include improved morale, work-life balance, and desirability of working for Public Health.

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<th>Project</th>
<th>Part-Time Employment Program (Public Health)</th>
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| Rationale | • Demonstrate the value of the Balanced You approach by improving employee morale and work/life balance.  
• Attract and retain skilled employees, as a supportive employer. |
| Problem | How to create a part-time employment program that would be financially feasible:  
• Hypothesis #1: part-time employment would improve morale.  
• Hypothesis #2: part-time employment would reduce absences.  
• Hypothesis #3: part-time employment could be managed with minimal cost. |
| Approach | • Started with a test program, ending in June 2017, with employees in multiple job classifications. Most worked .8 FTE.  
• Labor Union partners were a catalyst and close partners throughout the pilot and full implementation.  
• Allow participating employees to have the option of reverting to their official budgeted FTE level in future biennia.  
• Evaluate the program by surveying participants and their supervisors, as well as measuring attendance data and costs.  
• Hire TLTs to backfill employees when needed, but many employees did not need backfill, which helps the agency’s financial picture by adjusting staffing in programs experiencing less demand.  
• Doubled the program to 75 employees in 2018. |

**PROJECT TEAM:**  
Andre Chevalier  
Jerry DeGriec  
Melody Latshaw  
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Keith Seinfeld  
Jamie Siev
### Project
**Leveling the Playing Field for Community Based Organizations (DCHS & Public Health)**

### Rationale
Direct alignment to ESJ Plan “community partnerships” goals:
- Provide resource support to CBOs to leverage their expertise.
- Create pro-equity contract processes that are visible and accessible to contractors of variable size and capacity.
- Provide non-monetary support to community based partners that build their internal capacities.

### Problem
Talking with CBOs revealed barriers to funding opportunities in our own RFP and contracting processes:
- The application process is complex and difficult to navigate.
- Smaller organizations may not have staff with grant-writing expertise.
- RFPs were complex and led with legal language.
- Cost-based contracts created barriers for smaller organizations to launch new programs or deliver more complex programs.

### Approach
Provided 1600 hours of technical assistance to 134 organizations, and changed RFP and contracting processes to be more accessible to organizations.
- Technical assistance supported applicants to determine eligibility, develop and edit applications and project budgets, and navigate government processes.
- Redesigned the traditional cost-based reimbursement strategy in contracts to focus on outcomes and account for start-up costs.
- Incorporated capacity building into the actual awardee’s contract, helping them further develop their programs and refine their budgets.

### Project Team:
- Andrea Akita
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- David Gistarb
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- Vittoria Lin
- Megan McJennett
- Marcy Miller
- Tino Salud
- Sarah Wilhelm
- Alex Yoon

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Best Starts for Kids – a collaboration between DCHS and Public Health – reduced barriers to funding for community-based service providers, enhancing equity in service delivery

The technical assistance program attracted 134 distinct organizations applying for BSK grants – more than 40 percent were first-time applicants for county funding.
By the end of 2018, the North Utilities Maintenance Shop is on track to become the first county project to meet net-zero energy status.

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<tr>
<th>Project</th>
<th>North Utilities Net-Zero Energy Project (DNRP/Parks)</th>
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| Rationale | • King County’s Strategic Climate Action Plan calls for at least 10 County construction or retrofit projects to achieve Net-Zero Energy or Living Building Challenge certification by 2020.  
• Net-zero energy means that a facility generates on-site as much energy as it uses each year. |
| Problem | • In the existing North Utilities Shop complex, the opportunities had to be carefully evaluated to reduce energy use enough to be offset by the solar power generated on the available roof space, cost effectively.  
• As a further challenge, the facility’s energy use recently rose 15% when the shop began to fabricate metal park bollards (posts). |
| Approach | • This project integrated cost-effective solar panels and cutting-edge energy efficient lighting and mechanical equipment.  
• The 200 installed solar panels are on track to generate over 44,600 kilowatt-hours this year.  
• The building’s lights were retrofitted to high efficiency LEDs.  
• A premium-efficiency heat pump system replaced the heaters and air conditioners in the office and shop spaces.  
• In the 12 month period from October 2017 through September 2018, the facility generated 98% of its 12 month energy use (42,030 of 42,750 kilowatt-hours). |

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