



**Signature Report**

**May 27, 2008**

**Motion 12786**

**Proposed No.** 2008-0190.1

**Sponsors** Constantine

1                   A MOTION approving the work plan for a road services  
2                   division operational master plan.

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4                   WHEREAS, the county is responsible for providing road services to the citizens  
5 of unincorporated King County, and

6                   WHEREAS, examples of the wide range of road services provided by the county  
7 include designing, building, operating, and maintaining roads and bridges in  
8 unincorporated King County, and

9                   WHEREAS, over 1600 miles of roads, 175 bridges wholly-owned by King  
10 County, six bridges half-owned by King County, and 74 bridges belonging to cities that  
11 contract with the county fall under the care of the road services division, and

12                   WHEREAS, road services are supported by property tax revenue and contracts,  
13 and

14                   WHEREAS, property tax revenue will decline as a result of annexations and  
15 incorporations in the future, and

16                   WHEREAS, annexations, climate change, environmental regulations and other  
17 changes impact the scope of road services, and

18           WHEREAS, a road services division operational master plan will guide  
19           development of a sustainable operational and financing model for the provision of road  
20           services, and

21           WHEREAS, the county has successfully undertaken operational master planning  
22           processes in other major program areas that have led to system-wide operational changes  
23           resulting in annual budget savings and improved operations, and

24           WHEREAS, Ordinance 15975, the ordinance adopting the 2008 King County  
25           budget, contains a proviso requiring the road services division, in collaboration with staff  
26           of the council, the transportation director's office and the office of management and  
27           budget, to submit to the council for its review and approval, a work plan for a Road  
28           Services Division Operational Master Plan ("ROMP"), and

29           WHEREAS, the executive has transmitted to the council with this motion, a work  
30           plan for the ROMP, developed collaboratively with staff from the department of  
31           transportation roads services division and the council;

32 NOW, THEREFORE, BE IT MOVED by the Council of King County:

33 The work plan for a road services division operational master plan, Attachment A


34 to this motion, is hereby approved.

35

Motion 12786 was introduced on 4/7/2008 and passed by the Metropolitan King County Council on 5/27/2008, by the following vote:

Yes: 8 - Ms. Patterson, Mr. Dunn, Mr. Constantine, Ms. Lambert, Mr. Ferguson, Mr. Gossett, Mr. Phillips and Ms. Hague  
No: 0  
Excused: 1 - Mr. von Reichbauer

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

  
\_\_\_\_\_  
Julia Patterson, Chair

ATTEST:

  
\_\_\_\_\_

Anne Noris, Clerk of the Council

**Attachments**      A. King County Department of Transportation Road Services Division Operational Master Plan Operational Master Plan Work Plan

**King County Department of Transportation  
Road Services Division  
Operational Master Plan**

**WORK PLAN**

**Ordinance 15975, Section 62 Roads, Proviso P1**

*Of this appropriation, \$10,000,000 may not be expended unless the road services division, in collaboration with staff of the council, the transportation director's office and the office of management and budget, shall submit to the council for its review and approval, a detailed work plan for an operational master plan for the road services division. The work plan shall include a scope of work, tasks, schedule, milestones and the budget and selection criteria for expert consultant assistance. In addition, the work plan shall also include proposals for: (1) an oversight group to guide development of the plan that shall include executive and council representation; (2) a coordinated staff group to support plan development; and (3) methods for involving experts in the development of the operational master plan.*

*The operational master plan shall have two phases. Phase I of the operational master plan shall provide a policy framework for meeting the county's road responsibilities. It shall include a review of unincorporated area road mandates, needs, policies, staffing requirements, facility needs and goals, and shall include input from the transportation concurrency expert review panel and the facilities management division. Phase I shall recommend adoption of comprehensive policies to guide future budgetary and operational strategies that will be developed in phase II of the operational master plan, and shall include a review of maintenance facility needs if the division seeks to replace existing maintenance facilities. Phase I of the operational master plan shall be reviewed and approved by the council by motion. Phase II shall: (1) review the division's functions and operations; (2) evaluate alternatives for providing unincorporated area road services as effectively and efficiently as possible; and (3) develop recommended implementation and funding strategies. Phase II of the operational master plan shall be reviewed and approved by the council by motion.*

*The work plan for the road services division operational master plan must be filed in the form of 12 copies with the clerk of the council, who will retain the original and will forward copies to each councilmember and to the lead staff for the transportation committee, or its successor and the capital budget committee, or its successor. If the work plan is not filed by March 31, 2008, appropriation authority shall lapse for the \$10,000,000 restricted by this proviso.*

### **Scope of Work**

The Road Services Division Operational Master Plan (ROMP) will be a 21-month long planning effort conducted in two phases. Phase I will establish broad policies for meeting the county's road responsibilities. Phase II will result in recommendations regarding operational implementation and funding.

The outcomes of Phase I and Phase II will reflect the flexibility needed to accommodate legal mandates, safety and infrastructure needs, declining revenues and change drivers such as new environmental regulations, proposed annexations, and climate change. Phase I and II work products will be consistent with the principles and policies of the King County Comprehensive Plan (primarily Chapter Seven - Transportation) and the Countywide Planning Policies as well as any pre-existing agreements or legal commitments for roads projects. The ROMP process will be informed by assessment and planning documents such as the Roads Strategic Plan, the Annual Bridge Report and the Transportation Needs Report. It will also build upon maintenance facilities planning work conducted by division staff and an external consultant in 2007 and 2008.

### **Phase I – Policy Framework for Meeting King County's Road Responsibilities**

The outcome of Phase I will be the establishment of a broad policy framework to prioritize and guide decision making regarding the provision of roads services in King County. The policy framework will be developed taking into account the potential impacts of annexations on service area. The framework will include:

- (1) The mission and goals for Road Services Division (RSD).
- (2) The roles and responsibilities of RSD, including legal mandates, environmental requirements and minimum safety standards.
- (3) Policy guidelines addressing practices such as performance measurement, evaluation, budget and financial accountability.
- (4) Policy guidelines regarding funding, contracting and road responsibilities.
- (5) Policy guidelines regarding the balance of operational and maintenance responsibilities with roads infrastructure and capital improvements.

### **Phase I tasks to inform the policy framework include:**

- (1) Reviewing the current mission, vision, goals, priorities and lines of business of RSD.
- (2) Reviewing state and national standards, mandates and benchmarks for roads safety and improvement standards.
- (3) Understanding roads services responsibilities and current needs.
- (4) Understanding RSD's current policies, services, programs, staffing, budgets, expenditures, and revenues.
- (5) Understanding RSD's current role as a provider of contract services to cities, counties, Washington State Department of Transportation, special purpose districts, and internal King County agencies.
- (6) Forecasting major revenue sources and understanding what revenue streams and services are most at risk of reduced funding.

- (7) Projecting and planning for the impact of annexations, climate change, and other change drivers on the RSD's operations.
- (8) Obtaining input from RSD stakeholders.

**Phase I Schedule and Milestones:**

Phase I will be a 12-month process that will commence upon council approval of this work plan. The following table presents high-level milestones and estimated timelines for completion.

<b>Milestone</b>	<b>Schedule Estimate</b>
Convene ROMP Advisory Committee	April 2008
Develop Project Charter, Detailed Work Plan, and Consultant RFP	April – May 2008
Phase I Consultant Selection	July 2008
ROMP Work and Development	June 2008 – March 2009
Executive Transmits OMP Phase I to Council	March 2009
ROMP Phase I Consideration by Council	Mar-April 2009

**Phase II – Budgetary and Operational Strategies**

The outcome of Phase II will be recommendations regarding operational implementation and funding that are consistent with the Phase I framework. Budget and operational strategies will be developed taking into account the financial implications of potential annexations and other change drivers. These recommendations will include:

- (1) Options regarding service levels and service alternatives for the delivery of roads services.
- (2) Options for improving the efficiency and effectiveness of roads service delivery including performance measurement, organizational structure, contracting, and budgetary and financial accountability.
- (3) Options for stable funding for roads services, to include guidelines for operational and service priorities in the event of funding challenges.

**Phase II Tasks to inform budget and operational recommendations include:**

- (1) Identifying gaps in services and/or duplication of effort and potential efficiencies.
- (2) Identifying potential new funding sources.
- (3) Projecting existing revenue sources as compared to expenditure projections.
- (4) Comparative analysis of other jurisdictions' approaches to providing roads services.
- (5) Developing implementation strategies for the policy guidelines developed in Phase I.

**Phase II Schedule and Milestones:**

Phase II will be a 9-month process that will follow and build upon Phase I, with completion planned for January 2010. The schedule and milestones for Phase II will be

developed and submitted to council along with the Phase I policy framework. Specific tasks associated with Phase II will be reviewed and reconfirmed as Phase II commences.

### **OMP Oversight, Development and Expert Involvement**

#### **ROMP Steering Committee**

The steering committee will provide oversight to the consultant and staff team and guide in the development of the Road Services Division Operational Master Plan.

#### **Co-Chairs:**

- Laurie Brown, Deputy Director, Department of Transportation
- Bob Cowan, Director, Office of Management and Budget

#### **Members:**

- Linda Dougherty, Road Services Division Director, Department of Transportation
- Representative, King County Council
- Representative, King County Council
- Representative, Facilities Management Division

#### **Primary Project Staff**

This staff group will support plan development and ensure coordination between Road Services Division, the Transportation Director's Office, the Office of Management and Budget (OMB), and the County Council. Other Transportation, OMB and council staff will be involved and provide input into the ROMP as needed.

- OMB Road Services Division Budget Analyst, Office of Management and Budget
- Paul Carlson, Transportation Committee Staff, King County Council
- Gwen Clemens, Annexation Initiative Analyst, Office of Management and Budget
- Jennifer Lindwall, CIP and Planning Section Manager, Road Services Division
- Jeannie Macnab, Senior Policy Analyst, Office of Management and Budget

#### **Expert Consultation**

Expert consultants may be used to provide technical expertise and comparative analysis to similar public agencies that provide roads services around the country, gather and summarize stakeholder input, develop financial and workload projections, assess the potential impacts of likely change drivers, and provide business improvement planning recommendations to ensure that Road Services' are efficient, meet statutory requirements and will be able to meet the policy guidelines developed through the OMP.

### **Consultant Selection Criteria & Budget**

#### **Budget**

The estimated budget for expert consultant services for Phase I is \$150,000.

At or near the completion of Phase I, consultation needs and budget for Phase II will be determined so that the outcomes of Phase I can inform ensuing needs in this area.

### **Selection Criteria**

The ROMP will utilize the expertise of one or more national consultants. More than one consultant may be employed depending on the expertise needed and available. The consultant(s) chosen for this project must, at a minimum, have:

- Experience providing business improvement, information technology, performance measurement and policy and planning services to public works agencies with specific experience in transportation and roads infrastructure.
- Experience providing vision and policy planning consultation with local government organizations across the country.
- Experience in translating technical engineering and industry specific terminology into language and concepts readily understood by policymakers and other professionals not specifically trained or working in this field.
- Experience in gathering and summarizing stakeholder input on politically sensitive issues.
- The ideal candidate will also already have knowledge of King County government structure, relationships with cities, and King County's current fiscal and operating environment.

The ROMP advisory committee will approve the selection process for choosing the consultant.