

08/02/99

factoriaOrd  
Clerk 08/03/99, 9/8/99

Introduced By: Kent Pullen  
Greg Nickels

Proposed No.: 1999-0437

ORDINANCE NO. 13622

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AN ORDINANCE relating to new operating hours for the Factoria transfer station and eliminating provisions for the early start trial period and approving and adopting memoranda of understanding negotiated by and between King County and Teamsters, Local 117, and Service Employees International Union, Local 6, and a letter of understanding negotiated by and between King County and Teamsters, Local 174, all representing employees in the department of natural resources; amending Ordinance 8108, Section 3, as amended, and K.C.C. 10.10.020 and repealing Ordinance 13309, Section 1, and K.C.C. 10.10.021 and declaring an emergency.

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BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

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SECTION 1. Ordinance 8108, Section 3, as amended, and K.C.C. 10.10.020 are

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each hereby amended to read as follows:

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**Operating hours.** Operating hours at King County solid waste disposal facilities shall

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be as follows:

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A. Transfer stations shall be open from 8:00 a.m. to 5:30 p.m. ~~((;))~~ Sundays through

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Saturdays. The Factoria transfer station shall ~~((also))~~ be open ~~((at night))~~ from ~~((5:30 p.m. to~~

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~~1:00 a.m.))~~ 6:15 a.m. to 11:30 p.m. Monday through Friday and 8:00 a.m. to 5:30 p.m.

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Saturday and Sunday.

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1. Yard waste collection areas shall be located at the following transfer stations and

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shall be open at the hours here specified:

1 Factoria transfer station....5:30 p.m. to ((1:00 a.m.)) 11:30 p.m. Monday through Friday

2 Enumclaw transfer station....8:00 a.m. to 5:30 p.m. Sunday through Saturday.

3 2. White goods collection areas shall be located at the following transfer stations  
4 and shall be open at the hours here specified:

5 Enumclaw transfer station....8:00 a.m. to 5:30 p.m. Sunday through Saturday.

6 Vashon transfer station....8:00 a.m. to 5:30 p.m. Sunday through Saturday.

7 3. Clean wood collection areas shall be located at the following transfer stations and  
8 shall be open at the hours here specified:

9 Enumclaw transfer station....8:00 a.m. to 5:30 p.m. Sunday through Saturday.

10 B. The Cedar Hills Landfill shall be open from 6:00 a.m. to 4:30 p.m. Mondays  
11 through Fridays, 6:30 a.m. to 4:30 p.m. Saturdays and Sundays. Cedar Hills shall not be  
12 open for use by the general public.

13 C. All King County solid waste disposal facilities shall be closed on Thanksgiving  
14 Day, Christmas Day and New Years Day.

15 D. King County drop boxes shall be open from 8:00 a.m. to 5:00 p.m., seven days per  
16 week during Pacific Standard Time and from 9:00 a.m. to 6:00 p.m., seven days per week  
17 during Pacific Daylight Time.

18 E. Operating hours, dates of operation, and sites for mobile yard waste facilities shall  
19 be determined and publicized by the manager.

20 SECTION 2. Ordinance 13309, Section 1, and K.C.C. 10.10.021 are each hereby  
21 repealed.

22 SECTION 3. The memoranda of understanding negotiated between King County and  
23 the Teamsters, Local 117 and the Service Employees International Union, Local 6, and the  
24 letter of understanding negotiated between King County and the Teamsters, Local 174, all

1 representing employees in the department of natural resources, and attached to this ordinance  
2 are hereby approved.


3 SECTION 4. Effective Date. This ordinance takes effect September 16, 1999.

4 SECTION 5. The county council finds as a fact and declares that an emergency exists  
5 and that this ordinance is necessary for the immediate preservation of public peace, health or  
6 safety or for the support of county government and its existing public institutions and to  
7 guarantee the seamless continuation of necessary services to the public at the Factoria  
8 transfer station.

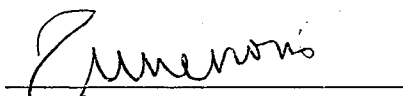
9 INTRODUCED AND READ for the first time this 16th day of August 1999.

10 PASSED by a vote of 13 to 0 on this 7th day of September, 1999.

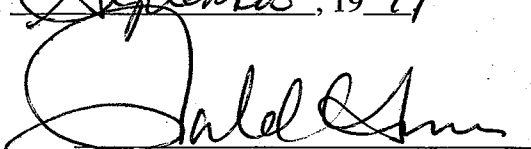
11 KING COUNTY COUNCIL  
12 KING COUNTY, WASHINGTON

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14 Chair

15 ATTEST:

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17 Clerk of the Council

18 APPROVED this 17 day of September, 1999

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20 King County Executive

- 21 Attachments: A. Memorandum of Understanding by and between County of King,  
22 Washington, and Service Employees International, Local 6 (representing  
23 employees in Parks, Pools, Solid Waste & DCFM)  
24 B. Agreement by and between County of King, Washington and Teamsters,  
25 Local 117 (Representing Clerical Employees in King County's Solid  
26 Waste Division, Department of Natural Resources)  
27 C. Memorandum of Understanding Factoria Early Start Program by and

**13622**

between King County and General Teamsters Local Union No. 174

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Attachment A.  
1999-0437

**Memorandum Of Understanding  
by and between  
County of King, Washington  
and**

**13622**

**Service Employees International Union, Local 6  
(representing employees in Parks, Pools, Solid Waste & DCFM)**

The County of King, Washington, hereinafter referred to as the County and Service Employees International Union, Local 6, hereinafter referred to as the Union agree that the collective bargaining agreement for the period beginning August 15, 1999, shall be amended for a change of operating hours for the Factoria Transfer Station (Solid Waste Division) as follows:

1. Article 9, Section 4A is amended to read "The work schedule for regular full-time scale operators shall be seven (7) consecutive ten (10) hour days followed by seven (7) consecutive days off, but shall not exceed forty (40) hours in any designated workweek, except the Factoria Transfer Station evening shift shall be Monday through Friday, five (5) eight (8) hour days. In the event the County decides to change the hours of operation at any transfer station, the County shall notify the Union and the parties will enter into negotiations regarding the work schedules."
2. Article 8, Section 7B is amended to read, "Scale Operators who work any hours during the evening shift shall receive a ten percent (10%) shift differential."
3. This Memorandum of Understanding will remain in effect for the duration of the collective bargaining agreement covering the period beginning August 15, 1999.

For the County:

*Karen Place*  
Karen Place  
Labor Negotiator

7/1/99  
Date

Service Employees International Union, Local 6

*James Widge*

7/1/99  
Date

**AGREEMENT**  
**by and between**  
**COUNTY OF KING, WASHINGTON**  
**and**  
**TEAMSTERS, LOCAL 117**

**(Representing Clerical Employees in King County's Solid Waste Division,  
Department of Natural Resources)**

THIS AGREEMENT is by and between the COUNTY OF KING, WASHINGTON, hereinafter referred to as the County, and the TEAMSTERS, LOCAL 117, hereinafter referred to as the Union.

WHEREAS, The County wishes to respond to commercial customer needs by addressing early morning service gap for commercial customers identified by the Houghton Customer Service Team, Stakeholder discussions, commercial waste haulers and Factoria Staff;

WHEREAS, The County seeks to improve service for commercial customers and relieve congestion at Houghton;

WHEREAS, The County will generate additional revenue by commercial haulers that currently deliver to Seattle or elsewhere;

WHEREAS, The Factoria Transfer Station hours of operation shall be Monday through Friday with a start time of 6:15 AM, and closing time of 11:30 PM effective September 16, 1999;

WHEREAS, It is understood and agreed by and between the County and the Union that all the terms and conditions of the Labor Agreement and related Memoranda by and between the County and the Union will remain in effect except for changes hereinafter set forth;

NOW THEREFORE, the Union and the County agree as follows:

1.) This Agreement impacts Office Technician positions currently occupied by Janis McWilliams and Linda Hyatt that schedule and dispatch the Transfer Station Operators to the Solid Waste Division's Transfer Stations.

2.) This Agreement applies only to the filling of unscheduled vacancies occurring at the Factoria Transfer Station.

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# GENERAL TEAMSTERS LOCAL UNION #174

Affiliated with the INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Bob Hasegawa, Secretary-Treasurer

553 John St., Seattle, WA 98109; phone (206) 441-6060 or (800) 221-9952; fax (206) 441-4853

May 25, 1999

## MEMORANDUM OF UNDERSTANDING

### FACTORIA EARLY START PROGRAM

by and between  
KING COUNTY

and

GENERAL TEAMSTERS LOCAL UNION NO. 174

The purpose of this Memorandum is to continue the Factoria Early Start Program on an ongoing basis with regular shifts as provided by the program.

The hours of work for the second shift transfer station operators will be from 3:45 p.m. until 11:45 p.m. The new hours will begin September 16, 1999, and remain in effect for the duration of the collective bargaining agreement.

FOR THE COMPANY *County*

FOR THE UNION

BY

*Bob Railton* 5/27/99

BY

*Bob Hasegawa* 5-26-99

Bob Railton, Labor Representative *NEGOTIATOR*  
King County, OHRM *RSN*

Bob Hasegawa  
Secretary-Treasurer



King County Department of Natural Resources  
Solid Waste Division

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# Factoria Transfer Station Early Start Pilot Project Six Month Status Report

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JUNE 1999





# Factoria Transfer Station Early Start Pilot Project Six Month Status Report

## PROJECT DESCRIPTION

Adjust the Factoria Transfer Station hours of operation Monday through Friday start time from 8:00 AM to 6:15 AM, and closing time from 1:00 AM to 11:30 PM. Weekend hours would remain the same. This is a pilot 10-month program.

## OBJECTIVES

1. **Respond to commercial customer needs by addressing early morning service gap on the eastside for customers.** The Factoria Early Start program's success is evident from its positive response and high use of the program.
2. **Improve service for commercial customers and relieve early morning congestion at Houghton.** The Early Start program met this objective by reducing the time-in-station for commercial customers during the morning at Houghton and Factoria, and decreasing vehicle waiting lines for both stations.
3. **Generate additional revenue for the Solid Waste Division.** The Early Start program's estimated net revenue gain for the first six months of the Factoria Early Start Pilot program is \$68,000.

## RECOMMENDATION

The current ordinance calls for completion of the pilot program on September 16, 1999. Based on the success of the program and the gains in efficiency and productivity by field staff, the team recommends continuation of the Factoria Early Start. An ordinance has been developed, and new Memorandums Of Understanding (MOUs) are in negotiation:

- **Local 6 Scale Operators:** voted to extend the program. A new MOU is being negotiated.
- **Local 117E Schedulers:** approved of extending the program. A new MOU is being drafted.
- **Local 174 Transfer Station Operators:** surveyed members and approved to extend the program. The new MOU is attached to the ordinance.

## FACTORIA EARLY START PROJECT MEMBERS & ROLES

Unit or Organization	Name	Role
Operations Planning Unit	Kathryn Howard Boyd	Program Lead, data analysis, reporting
Operations Administration	Annette Mentzer	Project Support
Transfer Station Operators	Bill Ziegler / Mary Lang  Marcia Pelley Larry Robinson  Gayle Starr / CJ Sprague	Local 174 Shop Stewards, Factoria Transfer Station Operators (TSO) Day Shift  Shop Steward, Factoria TSO Night Shift Factoria Transfer Station Operator Day Shift Transfer Station Operator Supervisors
Scale Operators	Laurie Nakagawa / Kris Burgin Barbara Cunningham Sharry Lamb / Sue Kolb	Local 6 Shop Stewards Factoria Scale Operator Night Shift Factoria Scale Operators Day Shift
Schedulers	Janis McWilliams Linda Hyatt Luther Anderson/Dennis Mott	117E Shop Steward, TSO Scheduler Transfer Station Operator Scheduler Lead Scale Operator Schedulers
Transportation	Bob Jones / Alan Duncan	Transportation Supervisors, Trailer Dispatch
Program Planning	Dave White Helen Matekel	Economist Legislative Liaison
Engineering	Lisa Williams	Factoria Transfer Station Engineer
Shop	Chuck Lormis	Shop Representative, Maintenance Issues
Fiscal Services	Greg Holman	Rate Analyst
Local 6	Charles Primm / Dan Gilman	Business Representative
Local 117E	Betty Sorbo	Business Representative
Local 174	Joe Ogdon	Business Representative

### OTHER GROUPS INVOLVED

- Houghton Customer Service Team
- Factoria Transfer Station Staff
- Commercial Haulers
- Customers & Local Businesses
- City of Bellevue
- Office of Human Resource Management (OHRM)
- King County Council

# BACKGROUND

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- Transfer Station Staff proposed the project and are enthusiastic about the customer service improvement.
- On-going discussions with Waste Management, Eastside Rabanco, and Waste Connections overwhelmingly support the program.
- Houghton Transfer Station is in a residential area and Factoria Transfer Station is not. During Early Start, early morning traffic congestion and queuing at Houghton was reduced. This also reduced the level of business and queuing time at Houghton and Factoria between 8 and 9 AM.
- City of Bellevue has no issues, and Factoria neighboring businesses were surveyed and have responded favorably.
- The Solid Waste Advisory Committee sent letters of endorsement for both the pilot and continuation of the program.

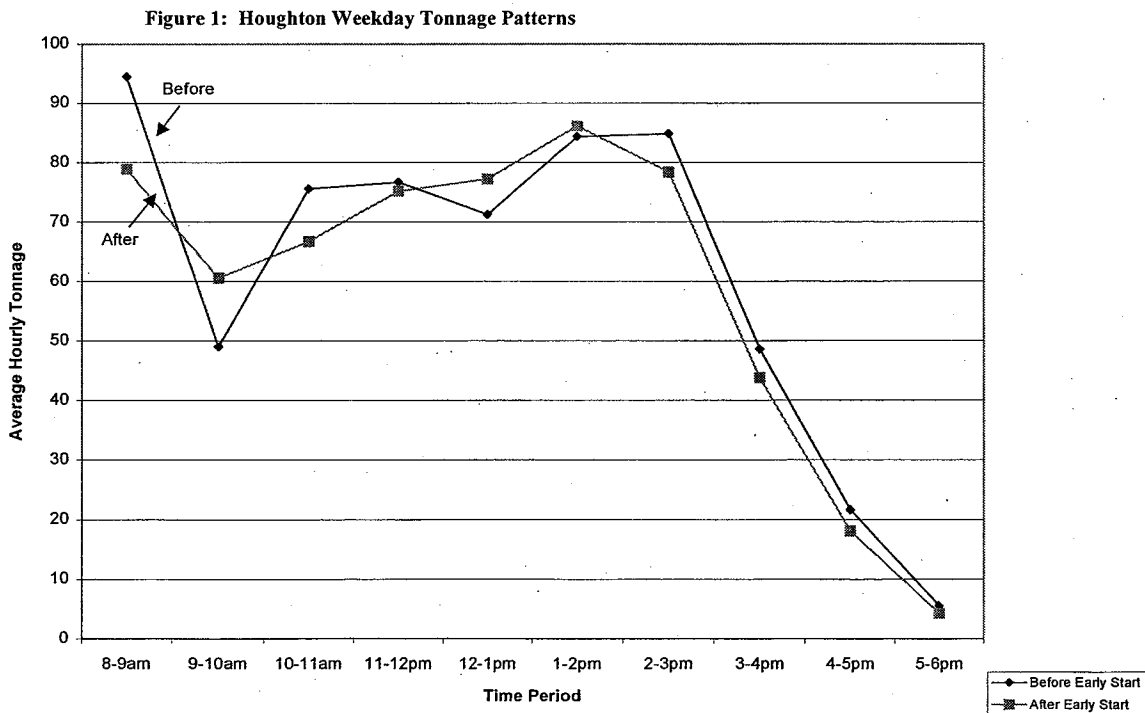
## EVALUATION CRITERIA & FINDINGS

**Methodology:** The team met every two months to discuss data collected through the Solid Waste Division’s cashing and payroll databases, customer surveys, and customer comments. Any operational issues were also discussed. In team meetings, the following five areas were covered:

### 1. Relieve Early Morning Congestion at Houghton Transfer Station.

a.) *A shift in peak tonnage between Houghton and Factoria has occurred.*

Figure 1 illustrates the change in weekday tonnage levels at Houghton from prior to Early Start (June 1-Nov. 15, 1998) to the levels during Early Start (Nov. 16, 1998 to May 1, 1999).



- During Early Start, the peak weekday tonnage at Houghton between 8 to 9 AM has reduced from 94 tons to 79 tons.
- Tonnage levels at Houghton appear to be more “smooth” during the morning hours during Factoria Early Start.

b.) *Vehicle queues at the gate at opening for Houghton and Factoria were reduced after implementing Early Start.*

Houghton on average has more vehicles queued than Factoria. After program implementation, the number of vehicles at opening for Houghton decreased on average from 8 to 5 vehicles, reducing congestion and noise impacts to the Houghton neighborhood.

**2. Respond to Customer Service Requests for Providing Early Morning Service for the Eastside.**

a.) *Customer and public comments support the program.*

The Early Start Pilot program has received overwhelming support from customers, and local businesses indicate no impact. The following comments are from interviews with Waste Management, Rabanco and Waste Connections operations managers and supervisors:

**Questions:**

1.) *How has the Factoria Early Start Program benefited your company?*

- By keeping us out of that traffic in the morning on I-90 and 520.
- It allows us better options to service customers within the area.
- It's safer; mixing our big trucks with the morning commute and small cars on the bridge is not good.
- We don't add to the morning bridge traffic anymore.
- It saves time.
- We don't get caught in the bottleneck at Houghton the first thing in the morning.
- If I-90 is backed up and we're heading over with a construction load, we just switch for a MSW load and head into Factoria.
- We have rerouted some of our residential and customer routes from going downtown and to Cedar Hills instead to Factoria. When we send them to Factoria, we don't waste our time and get stuck in the commute traffic.
- Productivity is up and overtime down.

2.) *Are you satisfied with the service we provide with the Factoria Early Start and do you want the Early Start Program to continue?*

- All surveyed felt the program is very beneficial and definitely want it to continue. Some mentioned wanting to see this happen at other stations.

**Complaints:**

One complaint was received through Councilmember Derdowski's office related to inaccurate signs at the Renton Transfer Station indicating we were still open until 1 AM at Factoria. Signs at Renton and Houghton have been corrected. The Division's Customer Service desk received one call confirming the change in hours. The customer expressed approval of the program.

- b.) *Early Start program used primarily by commercial haulers.*

Tonnage data in **Table 1** below indicate that the Early Start program is heavily used primarily by commercial haulers. Approximately 25% of the total tons received at Factoria on a weekday are delivered during the Early Start hours (6:15 AM to 8 AM).

**Table 1: Average Weekday Tonnage During Factoria Early Start**

Who Uses Early Start Program	Waste Connections	Rabanco	Waste Management	Self Haul	Total
Early Start 6:15-8:00 AM	24 tons	54 tons	49 tons	1 ton	128 tons

- c.) *Hauler time in station was reduced.*

The average time in station for commercial haulers at Houghton improved from 13 to 12 minutes for the first two hours of operation. Even though tonnage and traffic volume for Factoria have increased since the beginning of the project, staff have maintained customer service, have increased efficiency and decreased hauler time in station from 12 to 11 minutes during Early Start.

### 3. Possible Additional Revenue.

Both Waste Management and Rabanco bring a portion of the garbage they collect in King County to their own private transfer stations (Waste Management's Eastmont station and Rabanco's Third & Lander station, respectively). They then take this waste from their transfer stations to Cedar Hills ("Regional Direct" tonnage) at a rate lower than the basic fee. The County receives additional net revenue if the Early Start Pilot Project causes haulers to bring waste to Factoria instead of to their own private transfer stations.

- a.) *Surveys of haulers delivering to Factoria between 6:15 and 8:00 AM provided information about where loads were going prior to Early Start.*

Survey results and tonnage data are consistent. Loads coming into Factoria during Early Start hours are from various cities, including Bellevue, Issaquah, Redmond, Woodinville, Bothell, Kirkland, Mercer Island, North Bend, and Snoqualmie. **Table 2** indicates that approximately 10 trips per day are taken to Factoria rather than across the bridges to the private transfer stations in Seattle. It is not possible to accurately estimate the dollar value to the haulers for time savings and productivity increases Early Start has brought. However, Early Start is presumably beneficial to the commercial haulers, since they choose to pay an additional \$23 per ton for waste taken to Factoria rather than to Cedar Hills as Regional Direct.

**Table 2: Average Commercial Trips Per Day**

Where load would have gone prior to Early Start	11/16-12/18/98 Survey	1/18-1/29/99 Survey	Average
Eastmont	3.7	3.0	3.3
3rd & Lander	6.4	6.8	6.6
Total	10.1	9.8	9.9

- b.) *Regional Direct and system-wide transfer station tonnage has shifted.*

**Table 3** below indicates that commercial haulers are now bringing approximately 81 more tons per weekday to Factoria. These tons would have gone to Houghton, Renton, Cedar Hills at the Basic fee, and the private transfer stations.

**Table 3:** Factoria Tonnage Trends

Time Period	Average Weekday Hauler Tons
6/8/98-11/15/98 (Prior to Early Start)	370
11/16/98-4/30/99 (Early Start Period)	451
Increase following Early Start	81

- c.) *Additional net revenue estimated from Factoria Early Start.*

We estimate approximately 38 tons per weekday would have gone through the private transfer stations and on to Cedar Hills as Regional Direct tons had Factoria Early Start not been in place. This suggests that the County received approximately 4,800 new tons at Factoria in the first six months of the program. **Table 4** below shows the estimated revenue increase associated with these additional tons:

**Table 4:** Estimated Revenue and Costs for Program:

Basic Fee Margin, \$23.00 per Ton	Based on estimated 4,800 tons for six month program	\$110,000
Transport to Cedar Hills	Costs to transport additional tonnage	(\$36,000)
Scheduling Costs for Factoria Staffing	Scheduling changes, workload	(\$3,000)
Other Costs per Ton	Equip maint & repair; overhead; B&O tax	(\$3,000)
Estimated Net Gain		\$ 68,000

Overall, revenue realized for the Factoria Early Start substantially exceeded costs. Activity at the end of May indicates that the program is increasing in popularity. If tonnage continues to increase, additional staff may be needed for two hours per day.

#### 4. **Employee Satisfaction of Program & Operational Issues.**

- a.) *Early Start absences for Factoria Scale Operators and Transfer Station Operators were consistent with other sites.*

Between November 16, 1998 to May 4, 1999, there has been no Early Start absences recorded for the Scale Operators. The Transfer Station Operators have had six early morning call-outs for Early Start absences.

- b.) *Ongoing discussions continue concerning scheduling issues and impacts with Scale Operator, Transfer Station Operator, and Transportation dispatch schedulers.*

Discussed in meetings and resolved through discussions and MOUs.

- c.) *Ongoing discussions continue concerning staffing and equipment level issues raised by employees at team meetings every two months.*  
On-going discussions and modifications made when needed.
- d.) *Ongoing discussions continue concerning early morning and late afternoon trailer dispatch issues with Transportation by monitoring trailer counts and dispatch.*  
On-going discussions and modifications made in order to ensure uninterrupted service.
- e.) *Impacted union bargaining units have agreed to continue the Early Start Program.*  
Vote held by the individual Union groups impacted. All bargaining units agreed to continue program. MOUs will indicate any contractual changes.

**5. Feedback from Local Businesses and the City of Bellevue.**

The local companies surrounding the Factoria Transfer Station were contacted and asked if and how the program had affected them. There were no negative impacts reported, and some businesses noticed no lines and less traffic when they opened between 8 and 10 AM. All approved of continuation of the program. The City of Bellevue has indicated no issues with continuation of the program.

## CONCLUSION

The Factoria Early Start Pilot program evolved from Local 174 Transfer Station Operators employee suggestion. The program has met its objectives through the formation of a broad based cross-sectional team effort, and has provided our customers with a needed service, increased efficiency, and created revenue. Continuation of the program is recommended.

07/15/99

newEMACord  
Clerk 07/20/99

Introduced By: Kent Pullen

Proposed No.: 1999-0389

ORDINANCE NO. **13623**

AN ORDINANCE relating to emergency management;  
establishing an emergency management advisory committee;  
and adding a new section to K.C.C. chapter 2.36.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. There is hereby added to K.C.C. chapter 2.36 a new section to read as follows:

**King County emergency management committee.** A. The King County emergency management advisory committee is hereby established. The committee shall act in an advisory capacity to the county executive, council and emergency management division on emergency management matters and facilitate the coordination of regional emergency planning in King County.

B. The committee shall be composed of members who represent the following emergency management interests, with each interest having one member except for the Suburban Cities Association, which may have three members:

1. The Central Region Emergency Medical Services and Trauma Care Council;
2. Cities with populations larger than one hundred thousand;
3. Electric and gas utilities;



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- 4. The financial community;
- 5. The King County Fire Chiefs Association;
- 6. The King County Fire Commissioners Association;
- 7. The King County Police Chiefs Association;
- 8. Local emergency planning committees;
- 9. The Port of Seattle;
- 10. Private industry;
- 11. The Puget Sound Educational Service District;
- 12. The Seattle/King County Chapter of the American Red Cross;
- 13. Water-sewer districts;
- 14. The Suburban Cities Association;
- 15. The Washington Association of Building Officials;
- 16. The King County deputy executive;
- 17. The King County department of natural resources; and
- 18. The King County department of transportation road services and transit divisions.

C. The scope and charge of the committee is to:

- 1. Advise King County on emergency management issues and facilitate coordination of regional emergency planning in King County;
- 2. Assist King County in the development of programs and policies concerning emergency management; and