



King County

King County
Department of
Transportation

KC DOT



a tradition of performance
Annual Report 2007

Taking an innovative approach to transportation

Ron Sims
King County Executive



Transportation is vital to our region's economy and quality of life. When surveyed, our residents consistently rank effective transportation systems as one of our most pressing needs.

The good news is that our own King County Department of Transportation is already in the national forefront for using innovative approaches and new strategies to tackle our toughest transportation challenges. Together — with the private sector and our partners at the local, state, and federal levels — we are finding we can gain many benefits by taking a broad and holistic approach to improving our transportation systems.

A holistic approach means that transportation decisions must take into account the larger role of transportation in society. High-quality public transit gives people more options to cope as rising fuel prices affect household budgets. Land use and transportation are also inextricably linked.

Reducing urban sprawl and long drive times can improve our quality of life by easing stress and providing people more time at home with their families. It also plays a critical role in protecting the environment and achieving meaningful climate-change solutions.

We cannot rely on our past successes. We must move forward with innovation and creativity to keep pace with changing transportation needs. Many new tools are available to us.

Variable tolling, in combination with increased transit services, holds particular promise as a tool for reducing traffic congestion and paying for infrastructure improvements. Our planned Bus Rapid Transit program will get more people out of their cars and onto public transportation. Increased use of “smart” technology can speed up travel times on our roads for all vehicles. And, King County is part of several national efforts working to reform state and federal transportation funding and policies.

No one method is enough. We need across-the-board changes, if we are going to transform our daily travel habits to improve our own lives and the world around us.

Working to solve our transportation challenges

Harold Taniguchi

King County Department of Transportation Director



With close to 5,000 employees engaged in delivering a wide range of services, the King County Department of Transportation (KCDOT) is the second largest transportation agency in Washington state.

King County is well positioned to deliver groundbreaking transportation services. We play an important role in regional transportation planning. We maintain roads and bridges in unincorporated areas of the county, and contract to provide road services in dozens of suburban cities.

We operate Metro Transit – one of the ten largest transit systems in the nation. King County International Airport at Boeing Field is among the top 40 busiest airports for its class in the nation. Our Fleet Administration Division is considered an industry role model for efficient and “green” management of thousands of public vehicles. And, we are building on our success with the Elliott Bay Water Taxi to expand waterborne transportation in King County.

At KCDOT, our work involves more than just asphalt and bus schedules. In identifying priorities, we listen to the members of our community – both in the county and the region – who tell us they want safe and reliable roads, bridges, and bus service, and more opportunities to vanpool, carpool, bicycle or walk. They want regional projects such as the replacement of the Evergreen Point Bridge on State Route 520 and the Alaskan Way Viaduct to include more transit capacity. They recognize the important role King County International Airport plays in providing services that are vital to our region’s aviation industry and economy. And, they challenge us to use our resources efficiently to expand their travel options, protect the environment, and use taxpayer dollars wisely.

Working with our partners, KCDOT’s employees strive to be flexible in dealing with a changing environment and emerging issues, and to plan for tomorrow’s transportation needs with vision and innovation. Although our communities and transportation systems are growing more complex every day, I am confident our staff has the expertise and commitment to work toward solving our current and future transportation challenges.

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King County

Department of Transportation

Director’s Office

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A tradition of performance

The King County Department of Transportation (KCDOT) plays a key role in delivering transportation services that foster economic growth and a vibrant quality of life for the 1.8 million residents of King County and those throughout the greater Puget Sound region. KCDOT works to improve mobility throughout the region, sustain local businesses and jobs, protect the environment, and support healthy, livable communities. It is viewed as being one of the greenest transportation agencies in the United States.

The department is unique in that it is the second largest public transportation agency in the state and provides a diverse array of transit, road, aviation, and marine services, along with fleet management. Because of the breadth of the multiple transportation modes supported, KCDOT is an important partner in regional transportation planning to manage growth and improve mobility. All work is carried out under countywide guidelines to protect the environment and provide service regardless of race, ethnicity, gender, economic level, immigration status, sexual orientation, or disability.

This report documents accomplishments and milestones in 2007 for KCDOT and its four divisions – King County International Airport (KCIA), Fleet Administration Division, King County Road Services Division (RSD), and King County Metro Transit. It also looks to the future to identify how the department is dealing with demand for more services – including the addition of the newly created Marine Division – in light of rapidly changing financial and regulatory conditions.

A transportation snapshot

Five years ago, KCDOT was facing a situation where transportation needs and demand for service were beginning to increase at a time when revenues were stagnant or decreasing. By the end of 2004, the department was experiencing diminishing transportation funding stemming from voter-approved tax reductions, declining county revenue sources, and rising inflationary costs. The situation prompted efforts to generate regional transportation funding for large projects and redouble efforts to scale back department costs through operating efficiencies, concentration on core services, and innovative finance mechanisms.

In recent years, the financial picture has worsened, as fuel prices have steadily climbed. Rising fuel prices and a still-healthy local employment market have, in turn, driven more



KCDOT Director Harold Taniguchi leads a regional emergency drill.

people to the Metro Transit system, increasing demand for bus trips and routes. Ridership has also increased due to a series of service improvements in recent years.

To address increasing public demand for transit service, in 2006 the department set out to develop a plan to restructure and expand services. The department used the partnership approach to increase transit options with the opening of a large park-and-ride garage near Interstate 90. It then restructured bus service in South King County and the Eastside to improve efficiency and stretch resources farther.

The plan also included creation of a new ten-year initiative called Transit Now, designed to expand the Metro Transit system by up to 20 percent in response to the growing demand for service all across the county. When a one-tenth of one percent sales tax measure was placed before voters to fund the initiative, the result was a resounding “yes.”

While the Transit Now initiative has opened the door for much-needed Metro service expansion, KCDOT’s Road Services Division has faced continued funding struggles. The passage of statewide initiatives and elimination of the Vehicle License Fee resulted in a major financial blow to the division. The loss of revenue forced the cancellation of many road-widening projects, and the division’s primary focus now centers on safety and roadway preservation. Successive severe winter storms have also stretched the division’s budget and staff to the limits, and much of the regular maintenance work has periodically been deferred due to budget and staffing limitations.

Through the aggressive pursuit of limited federal funding, the division has been successful in delivering some key capital improvements, including construction of two new bridges to replace spans that were each more than 80 years old. But, a solution to the division’s most pressing bridge need remains

elusive. Replacement funds for the deteriorating South Park Bridge have yet to be secured, and the division continues to explore ways to rebuild this vital transportation link.

The lessons learned during these financially lean times are that the department must remain successful in achieving transportation solutions by:

- ◆ Maintaining existing infrastructure and services;
- ◆ Focusing on core services that best meet the needs of King County residents;
- ◆ Using innovation and partnerships to fund and plan large projects and service expansion;
- ◆ Asking voters for direct support for programs that are cost-efficient and serve the greatest number of people; and
- ◆ Evaluating and prioritizing existing programs and services to implement efficiencies that trim costs and provide solid stewardship of precious tax dollars.

Moving people and goods

The core business for KCDOT is the efficient movement of people and goods throughout the Puget Sound region using innovation and vision. The department's unique array of travel modes has a broad impact on the region's transportation network. Through its membership in numerous public-private partnerships and multi-agency efforts, KCDOT also advocates for creative transportation approaches that emphasize the linkages between transit, health and the environment. That's why the department, under the leadership of its director, has become an important advocate for transportation solutions that emphasize moving people instead of just vehicles.

For example, Metro's innovative Service Partnership Program is an element of Transit Now that brings together local jurisdictions, major employers, and other organizations to finance more bus service through direct cost sharing. Over the next several years, these partnerships are expected to leverage Metro's ability to put even more bus service on the street. Partnerships will also be used to increase commuter van ridership and purchase additional vans.

The Road Services Division uses technology to maximize existing road capacity at the lowest cost. Intelligent Transportation System (ITS) projects coordinate traffic signal timing across multiple jurisdictions to speed up travel times, minimize traffic bottlenecks, and reduce carbon emissions. The most recent state report indicates King County's signal synchronization program has put the county 27 percent above the national average for signal timing.

At King County International Airport, the strategy calls for capital facility improvements to keep it functioning as a major aviation center and maintain its viability as an economic engine for the region. The current reinvestment plan includes more than 20 capital projects at an estimated cost of more than \$26 million. This includes a full rehabilitation of its two taxiways over the next three years. Both projects will be funded from federal grants and airport reserves. These projects follow the recent award-winning rehabilitation of the airport's main 10,000-foot runway.

In 2007, the newly created King County Ferry District authorized a taxing measure to support the creation of passenger ferry service in King County. KCDOT was tasked with planning, designing, and operating passenger-only service on existing routes connecting West Seattle and Vashon Island with the Seattle central waterfront. Additionally, it is envisioned that the system will expand, adding five new routes over six years. Water-based transit will provide commuters with more options and relieve congestion, while generating and supporting King County tourism activities in communities around the Puget Sound.

Internally, the Fleet Administration Division has maximized productivity in several ways. Fleet's certification of its in-house warranty program by major auto manufacturers has reduced out-of-service time and cut county fleet maintenance costs. And, adding a second shift of maintenance workers reduced the amount of time county vehicles are out of service.



King County sponsors more than 1,000 vanpools and vanshares to help reduce traffic congestion.

Delivering safe and secure services

Safety of the traveling public is the No. 1 priority in the delivery of KCDOT services.

This starts with preservation and maintenance of roads and bridges in unincorporated King County. It goes beyond the surface of the roadway to also include the condition of bridge supports, underground drainage systems, guardrails, and signage. For Metro Transit, safety rests in the hands

of well-trained drivers, mechanics, supervisors, and support personnel. Work is ongoing at KCIA to update the runways and other facilities for optimal operational safety. The Fleet Division provides safe transportation for all county operations – from sheriff patrols to snow removal.

Going hand-in-hand with everyday public safety are KCDOT's proactive efforts to prepare for disasters. The department's overarching emergency preparedness objective is the continuity of operations to deliver transportation services to King County residents and regional partners – this also includes the safety and security of KCDOT employees who are providing the services. Throughout the region, our bridges, highways, local streets, and other facilities are vital to the region's core transportation system. Failure of these structures would be catastrophic in terms of human and infrastructure costs.

Security issues are also addressed at all levels in all divisions. This includes a wide range of programs and projects, such as complying with federal Homeland Security standards, installing security cameras on buses, and providing a safe workplace for KCDOT employees.

Seeking stable funding

Like many agencies across the nation, KCDOT has been affected by higher costs for fuel and petroleum-based products, raw materials used in construction projects, and labor. Also increasing costs is the fierce competition for construction contractors and engineering expertise, growing maintenance and preservation backlogs, and new environmental regulations and expectations.

As KCDOT does its work, it strives to prioritize transportation needs of the county by developing innovative programs that deliver the most benefit to users and taxpayers. The expectations for all KCDOT divisions are to identify efficiencies and cost savings, leverage partnerships and existing resources, and maximize funding opportunities.

KCIA has made strides in gradually bringing fees and rates more in line with regional and national market rates for airports of its size. The increased revenue has been invested in infrastructure, pavement and facility improvements.

For Metro Transit, the cost of diesel fuel more than tripled between 2001 and 2007. Fare increases in 2008 will help address rising fuel and employee costs, and allow Metro to address some overcrowding and schedule delay issues.

The Roads Services Division is dealing with a combination of decreased federal funding and local tax revenues, plus increasing costs for operating and maintaining its base program. The division was able to offset the impact of nearly \$4 million in unanticipated and unbudgeted storm costs from 2007 with one-time revenue from the sale of surplus property. However, ongoing revenue reductions will result in the deferral of preservation projects beginning in 2009 and continue through the current six-year plan and beyond.

Fleet has developed strategies to mitigate cost-of-business increases and will continue to seek opportunities to reduce or avoid costs. Strategies include: lowering lifecycle costs of the county's fleet by purchasing hybrid vehicles; creating public agency coalitions to lower the purchase price of new vehicles; new approaches to contracting to save money; and reusing and recycling surplus property.



Fleet Administration purchased one of the first hybrid utility trucks in production.

Providing 'green' transportation

In promoting and supporting the use of transit, vanpooling, carpooling and bicycling, KCDOT is responsible for removing thousands of cars from King County roads everyday. KCDOT prides itself on going the extra mile to deliver transportation services in a way that protects and enhances the environment. For example:

- ◆ Metro Transit, seen as an industry leader for its efforts to reduce greenhouse gas emissions, operated the largest fleet of articulated hybrid buses in North America in 2007. Also in



The retrofitted Downtown Seattle Transit Tunnel reopened in September 2007

2007, Metro signed a contract to buy up to 500 new buses – many of which will be hybrid-electric. All of Metro’s buses operate on the cleanest fuels available.

- ◆ The Fleet Division maintains more than 140 hybrid vehicles, and will continue to purchase hybrid electrics to replace older models as they are retired, if fiscally prudent. Additionally, Fleet has assumed a leadership role in the region and nation, forming consortiums with other public agencies to test hybrid plug-in vehicles and develop a market for medium and heavy-duty hybrid utility trucks.
- ◆ The Road Services Division’s Consolidated Reduction of Waste (CROW) and Street Waste Alternative Program (SWAP) programs process nearly 10,000 tons a year of debris removed from county roads and drains. After processing and testing, about 97 percent of the debris is transformed to clean fill material for use in county road projects. When doing road and bridge projects, the division is also using new techniques and materials – such as porous concrete – that better protect the environment.
- ◆ The Airport Division has begun an ambitious noise insulation program for homes near Boeing Field.
- ◆ KCDOT is at the forefront of King County’s effort to slash its greenhouse-gas emissions to 80 percent below recent levels by 2050. The county’s climate plan has many goals involving transportation activities that reduce single-occupancy vehicle trips, use fuels and technologies that reduce emissions, and promote green transportation elements in community design.

Supporting employee excellence

In order to provide the best possible transportation services to the public, KCDOT works to attract, develop, and retain a qualified, diverse, and highly skilled workforce.

The department’s Human Resources staff has worked with divisions to survey employees as a way of assessing and responding to workplace needs. Staff has also used new techniques to recruit skilled employees for hard-to-fill positions. In 2007, staff began exploring the use of technology and alternate work schedules as a way to increase productivity and meet business goals.

The Director’s Office is implementing a comprehensive strategic communications plan developed in 2007. The plan includes a heightened focus on employee communication, with the goal of further developing leadership, ownership, and excellence for the existing KCDOT workforce. Communication activities play a key role in ensuring excellent customer service, public outreach and education.

Several projects support improved customer service. The Director’s Office is leading a department-wide effort to build on work initiated in 2007 to significantly improve KCDOT’s Internet sites for the public. The Road Services Division launched a new Internet mapping service that gives the public and other stakeholders easier access to project information. Metro is conducting extensive public outreach as it plans new service and restructures existing routes to incorporate passenger needs and educate the public about the changes.

To evaluate the effectiveness of these measures – and to track progress toward key department goals – the Director’s Office Budget and Finance section has worked with the divisions to develop a set of performance measures. These measures are also part of the KingStat program, the King County Executive’s performance management initiative. They are tools to help KCDOT not only manage the services provided to customers, but also to address emerging policy, financial and operational requirements for improved services in a dynamic environment.

KCDOT Director's Office

Director Harold Taniguchi
Deputy Director Laurie Brown
Employees: 36 FTE
2007 budget: \$5.8 million
www.kingcounty.gov/kcdot

About the Director's Office

The King County Department of Transportation's (KCDOT) Director's Office provides transportation policy direction for the county and the region, and coordinates and implements the delivery of countywide services to support the department's Airport, Fleet, Roads, Marine, and Metro Transit divisions. The Director's Office ensures that the department carries out the

vision, mission, and goals of providing high-quality services in an efficient manner that protects and enhances the environment.

Division directors and the deputy director report to the KCDOT director, who in turn, reports to the

King County Executive. The Metropolitan King County Council, the legislative branch of county government, adopts laws, sets policies, and holds final approval over the KCDOT budget.

The Director's Office works closely with other King County staff, elected officials, government agencies, and stakeholders to improve transportation services throughout the region. In addition to partnering with other agencies in the region to develop transportation solutions, the Director's Office supports the work of the four major divisions and directly manages the operations of work groups responsible for providing a wide variety of services and programs. The department's deputy director supervises all office services and activities. Key functions performed by the Director's Office include:

- ◆ The Office of Regional Transportation Planning (ORTP) coordinates the regional transportation planning and growth management efforts of the department, and includes the Transit Oriented Development (TOD) work group. ORTP

staff participates in sub-regional forums, administers grant programs, and investigates new and innovative responses to transportation problems. TOD staff work with cities and developers on projects to strategically place housing, employment, and retail near transit services with the goal of reducing residents' dependence on driving, and decreasing vehicular traffic while promoting healthy, walkable neighborhoods.

- ◆ The Public Affairs section administers the department's public information program, works with media covering department activities, and develops a variety of materials for distribution to the public. The section also produces in-depth public affairs video programming, and offers photography and public disclosure coordination services.
- ◆ The Community Relations and Communications group handles outreach activities to build partnerships between the department and the public. The section organizes meetings and public hearings; recruits, organizes and facilitates community advisory groups; produces publications and mailings; and manages the department's website.

Additionally, Director's Office staff provides leadership, coordination, and support to the divisions in the areas of: human resources; emergency preparedness; governmental relations; information technology; climate change initiatives; plus finance and budget.

2007 in review

In 2007, the KCDOT Director's Office continued to take a leadership role in finding solutions for large-scale transportation challenges throughout the region.

Leading new initiatives

KCDOT took a lead role with the state and local cities to develop mitigation plans to keep people moving during the future replacement of the Alaskan Way Viaduct and the Evergreen Point Bridge on SR 520. This included developing the Lake Washington Urban Partnership with the Washington State Department of Transportation and the Puget Sound Regional Council to develop a mix of transportation demand management strategies to reduce congestion and replace the Evergreen Point Bridge. In 2007, the partnership was successful in securing a large federal grant.

The KCDOT Director's Office and Transit Division worked closely with the King County Ferry District to lay the foundation for a new King County Marine Division to operate water-based



Staff from the Office of Regional Transportation Planning discuss grant funding.

transportation services. In 2007, the initial efforts involved: budget development; establishing working relationships with the maritime labor unions; planning an intergovernmental agreement between the ferry district and King County; and contract negotiations with Argosy, the city of Seattle, and the Washington State Ferries to provide service in 2008.

KCDOT Human Resources staff focused efforts in 2007 on planning human resources support for both a new KCDOT division to operate King County ferry service and staffing expansion of the rail operations section in the Transit Division.

The KCDOT director led several meetings in 2007 with public works directors from local cities and managers of utility agencies to plan storm response activities and coordinate on other regional needs.

In 2007 at the request of the Metropolitan King County Council, the Business and Finance section focused on developing the department's first biennial budget for the Director's Office and the Transit Division. The group also implemented standardized business planning for the department and divisions, and guided the department through the set-up of new county KingStat performance measures.

Climate change activities

The Director's Office led the KCDOT Climate Team, is responsible for reducing KCDOT's carbon footprint through implementation of King County's Climate Plan and Energy Plan. In 2007, the department hosted the national "Clean Vehicles Now" conference. The department also led recent studies – HealthScape I & II – that demonstrate the health and economic benefits of transit-oriented, pedestrian-friendly, mixed-use development.

The Director's Office staff led the Climate Change Working Group for the American Public Transportation Association (APTA), which is developing carbon protocols for transit organizations. And, ORTP staff finalized planning and design for the completion of the Southwest 98th Street pedestrian corridor connecting the White Center business district with the Greenbridge public housing project.

Regional partnerships and regional leadership

The KCDOT director and staff worked on several major initiatives in 2007 to improve the regional transportation network and give people better and more direct access to travel options. These include:

- ◆ Working on a transit-oriented action plan to demonstrate the vital role transit must play in any Alaskan Way Viaduct replacement solution;
- ◆ Generating more than \$52 million in grants and federal funding for the department, including funding for the SR 520 corridor as part of a federal Urban Partnership. In the portion of the funding for that project related to tolling, transit, technology and telecommuting, approximately \$41 million is for transit initiatives;
- ◆ Planning Transit Oriented Development initiatives at Redmond, Seattle, and Kirkland that encourage transit-friendly development and increase transit use; and
- ◆ Coordinating with the Washington State Department of Transportation, Sound Transit, and the city of Seattle, staff from ORTP, Public Affairs, and Transit monitored and responded to the August 2007 closure of Interstate 5 and promoted increased use of transit, rideshare, and water taxi service to manage the congestion.



KCDOT is involved in plans to replace the Evergreen Point Bridge.

Safety and security

KCDOT's business continuity depends on the department's ability to prepare, respond, and recover from all hazards including natural disasters, pandemic disease outbreaks, and terrorism. In 2007, the Director's Office coordinated department participation in two major regional emergency exercises to test and evaluate response capabilities. It led a multi-county partnership to begin developing a regional evacuation plan in the event of a catastrophic disaster. It coordinated a regional response to winter storms, and also provided continued support for personal preparedness through staff training, fairs, and forums.

Strategic communications

A strategic communications plan was developed by the Public Affairs and Community Relations sections in 2007 to support specific KCDOT initiatives, programs, and services. The plan identifies and coordinates efforts to raise awareness of the county and KCDOT's commitment to enhance the mobility of people and goods in King County while protecting the environment, the county's fiscal integrity, and the health and safety of county residents and employees.

Other key communications work included:

- ◆ A new KCDOT Director's Office website was launched in 2007 to enhance communications throughout the department and with the public;
- ◆ Community Relations staff coordinated extensive public outreach in 2007 to update the transportation elements of the King County Comprehensive Plan, and also to develop service and routing options for future RapidRide transit lines;



Community Relations staff lead an advisory group meeting planning for Rapid Ride service on the Eastside.

- ◆ Public Affairs staff represented the department in regional communications efforts regarding the closure of Interstate 5 in August 2007, the opening of the Downtown Seattle Transit Tunnel in September 2007, ongoing planning for electronic transit fare collections, and the replacement of the Alaskan Way Viaduct. Staff also kept the public continuously informed of transportation impacts during severe fall and winter storms.

Looking ahead

There are many changes in federal, state, county, and local laws that impact KCDOT, along with layers of new regulations, actions, initiatives, and plans. It is also directly affected by current market conditions influencing the price of fuel and raw materials, employee costs, and tax collections.

In 2008 and beyond, the Director's Office will be working with all the divisions to address funding shortfalls for core transportation services. Budget strategies include: efficient prioritization of investments to meet transportation needs; aggressively seeking federal and state grants to narrow the

funding gap; and prioritizing services that benefit both users and taxpayers.

The Director's Office will continue to provide leadership and direction in developing innovative and comprehensive solutions to transportation issues in King County and the region. This includes:

- ◆ Supporting partnerships that address aging infrastructure, emphasize the movement of people instead of vehicles, initiate congestion-pricing strategies, and expand transit service and quality;
- ◆ Partnering with the Washington State Department of Transportation and city of Seattle to determine project alignment and structural configuration for the replacement of the Alaskan Way Viaduct. The Director's Office will also continue to emphasize transit as a key element during viaduct replacement and advocate for tolling and transit solutions as part of the reconstruction of the Evergreen Point Bridge on SR 520;
- ◆ Launching the King County Marine Division to prepare for year-round operations of the Elliott Bay Water Taxi, assume operation of Vashon-Seattle passenger-only ferry service, and explore other water-transit demonstration projects;
- ◆ Working to secure the inclusion of \$11 million in federal funding for Metro Transit's RapidRide program in the 2009 federal budget, and \$10.2 million for several other transportation proposals. ORTP staff will also work with local, regional, and state partners on the reauthorization of federal transportation funding that is scheduled to expire in September 2009;
- ◆ Ongoing work to develop and implement emergency preparedness through plan development, training, improved communications, and regional partnerships;
- ◆ Reducing energy use, emissions, and waste by coordinating program implementation of the Executive's climate change and energy plan initiatives. This includes analysis of building efficiencies, increased use of renewable fuels or reduction of fossil-fuel consumption, and promotion of energy conservation for King County operations; and
- ◆ Using HealthScape research data, KCDOT will develop and implement mechanisms for planning and delivery of services to county residents. This includes completing the design of modeling tools that will help the county and the region assess the environmental, equity, health-related, and travel impacts of land use and transportation actions in King County.



King County International Airport at Boeing Field is among the busiest airports of its class in the nation.

King County International Airport

Director Robert Burke

Employees: 46 FTE

2007 operating budget: \$13.7 million

www.kingcounty.gov/airport

About the Division

King County International Airport (KCIA) at Boeing Field is owned by the citizens of King County, and receives no general tax dollars. It was established in 1928 by voters, and continues to be vital to local, regional, and state economies.



Robert Burke

KCIA supports more than 300,000 aviation takeoffs and landings each year, and is home to dozens of aviation-related businesses, including the world-renowned Museum of Flight. It directly supports more than 10,000 aviation-related jobs in the region.

With two runways that are 3,710 feet and 10,001 feet in length and four fixed-base operators, Boeing Field offers the facilities and services necessary to support jet and propeller-driven aircraft and helicopters 24 hours a day, 365 days a year – in all weather conditions. The airport provides quality facilities to its tenants and users, and continually strives to be a good neighbor by working with pilots and communities to minimize aircraft noise.

KCIA has been designated by the Federal Aviation Administration (FAA) as a Primary Commercial

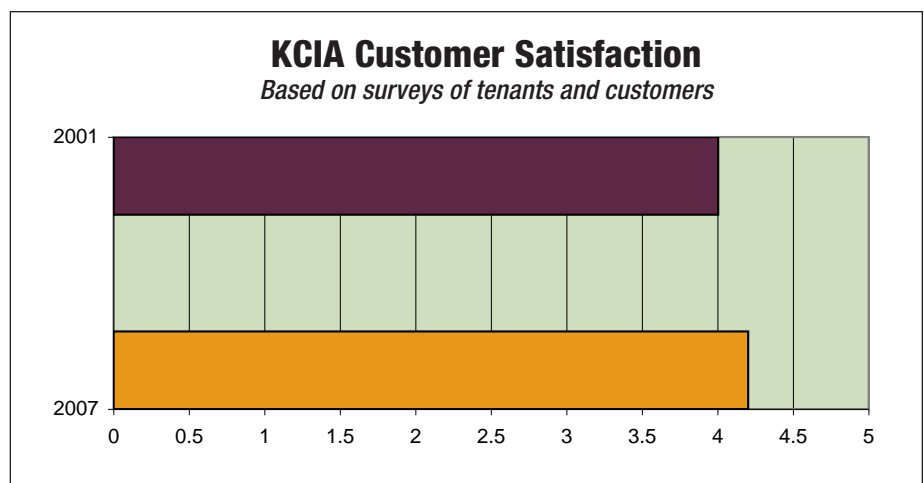
Service Non-Hub Reliever Airport. Regional scheduled passenger service and air cargo carriers also operate from KCIA. It is among the busiest aviation cargo facilities in the nation.

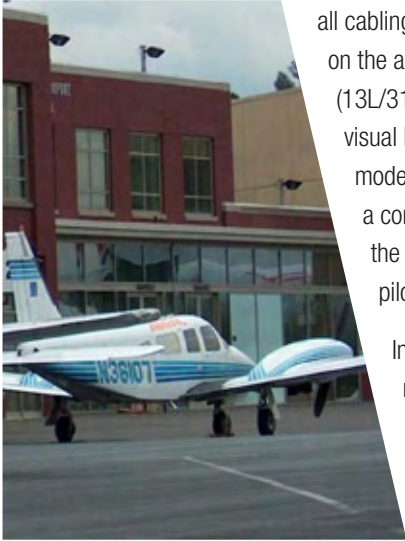
KCIA is completely supported by user fees such as rents, aircraft landing, parking, and fuel flowage fees. More than \$39 million in state and local taxes is generated as a result of economic activity at the airport. It is home base for more than 485 aircraft and 150 businesses including commercial airlines, aircraft manufacturing, airfreight companies, aircraft service, repair facilities, flight schools, charter operation, and helicopter services. The Boeing Company's 737 commercial airplane delivery center, Flight-Test, and military AWACs programs are also based there. KCIA is frequently the host airport to visiting heads of state – including the President of the United States – as well as other dignitaries and celebrities.

2007 in Review

As part of ongoing safety and security efforts, KCIA's Aircraft Rescue Fire Fighting (ARFF) Unit developed a new training curriculum, and signed a mutual aid agreement with The Boeing Company and local fire departments. Plus, specifications for the purchase of a state-of-the-art fire truck were prepared. Also, KCIA expanded its Airport Operations section in 2007 to make sure all aviation activities are in compliance with FAA standards.

As KCIA approached its 80th anniversary, the Airport Layout Plan was updated in 2007 and approved by the FAA. The plan is an important tool in guiding the airport's capital development and is a key element in securing federal airport grants. With the proceeds of a \$100,000 grant from Washington State Department of Transportation (WSDOT), airport staff replaced





Boeing Field accommodates planes of all sizes.

all cabling, transformers and lighting fixtures on the airport's general aviation runway (13L/31R). Staff also replaced the outdated visual landing aid technology with a modern system. The upgrades provided a completely new lighting system for the short runway improving visibility for pilots using Boeing Field.

In an ongoing effort to be a good neighbor, KCIA also began a multi-year Home Insulation Program following adoption of its FAA Part 150 Noise Study. With federal grants totaling \$5.6 million in 2007, it started insulating the first

100 neighborhood homes selected for the program.

Also in 2007, the airport implemented a new Computer Maintenance Management System (CMMS) to track the status and cost of maintenance and repair services to airport facilities and systems.

Looking ahead

In an effort to maintain one of the most significant aviation assets in the state, KCIA will continue to make improvements in safety, security, and facilities. The airport expects delivery of new firefighting equipment in 2008, with improvements to the fire station to follow. Using wireless technology, staff will make additional upgrades improvements to airport security.

A full rehabilitation of Taxiway Bravo is scheduled to begin in the summer of 2008 at an estimated cost of \$12 million. And, plans call for Taxiway Alpha to be redone in 2009. Several long-term tenant leases are scheduled to expire in the coming years and redevelopment of these properties is currently in the planning stages. KCIA managers

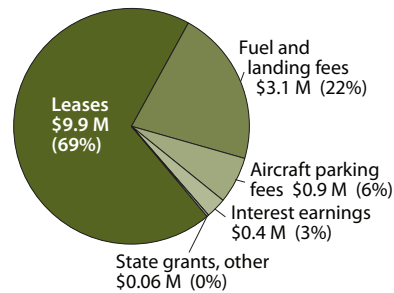


Airport staff periodically do a visual inspection and clean up of the runways and infield to remove foreign objects and debris (FOD) that could be a safety hazard for pilots..

KCIA operations budget

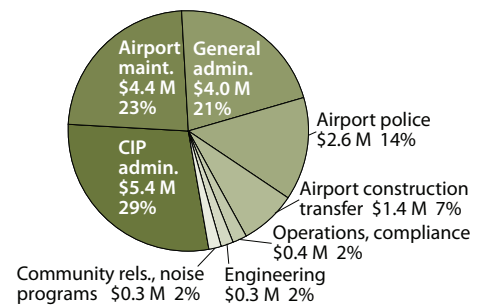
2007 Revenue

Total: \$14.3 million



2007 Expenditures

Total: \$18.9 million



are currently developing and evaluating various alternatives for aviation use of these sites based on market surveys, discussions with industry officials, and tenant feedback.

Division staff is also updating the fee and lease structure at KCIA, which is very outdated for an airport of its size and location. Over the past four years, the Airport Division made strides in gradually bringing fees and rates toward regional and national market levels. Work will continue in this area throughout 2008.

And, work will continue on the 10-year Home Insulation Program, which involves testing and insulating qualified residences located in the vicinity of the airport.

KCIA staff will also develop strategies to deliver transportation services in ways that protect and enhance the environment including oversight of storm water discharge from airport property, and replacing utility vehicles with those that use less fuel and produce fewer emissions. And, in keeping with King County's climate change objectives, the airport will conduct a baseline study on greenhouse gas emissions at KCIA to help the county meet its climate change objectives.

King County Fleet Administration Division

Director Windell Mitchell (through April 2008)

Director Mary Jo Briggs (as of May 2008)

Employees: 76 FTE

2007 operating budget: \$24 million

www.kingcounty.gov/fleet

About the Division

King County's Fleet Administration Division maintains 3,000 vehicles that have a combined mileage each year of more than 18 million miles. Its services also benefit many other jurisdictions in the region. The division manages the acquisition,



Mary Jo Briggs

maintenance, replacement and disposal of cars, trucks, heavy off-road equipment – a \$1.8 billion inventory of vehicles and equipment. It handles the disposal of all county surplus property except real estate.

It also administers the county take-home vehicle authorization program, and has stores that provide road materials and supplies to more than 190 local cities and jurisdictions.

The Fleet Division is nationally recognized for innovation and excellence. It has received many industry awards in recent years, and was selected as the lead for a national consortium of public agencies to negotiate hybrid vehicle contracts.

2007 in Review

Fleet Administration's most significant achievements in 2007 involved increased use of alternative fuels and technology, along with streamlining operations to save money and provide better customer service.

The division is noted nationally for being a leader in the use of alternative fuels and technologies to create a motor pool that is both efficient and green. Some of the activities in this arena for 2007 include:

- ◆ Increasing the number of the hybrid-electric fleet to 140 vehicles;
- ◆ Becoming the first government agency in the nation to place a new Kenworth medium-duty hybrid truck into service. The hybrid is equipped with a utility bucket atop a 50-foot boom. In the first 5,000 miles, the Kenworth hybrid achieved a 25 percent reduction in fuel consumption over a comparably equipped conventional truck, and should attain a 30 percent

- or more improvement in fuel economy as the truck's use increases;
- ◆ Converting a Toyota Prius to a plug-in hybrid electric vehicle for a clean fleet demonstration initiative, testing the viability of low emission, energy efficient technologies and fossil fuel alternatives;
- ◆ Expanding the alternative fuel fleet to include two dedicated compressed natural gas vehicles; and
- ◆ Authoring an idling reduction policy to protect public health and improve the environment by reducing emissions while conserving fuel.

Fleet also focused on efficiencies to save time and money in 2007. Staff continued an in-house manufacturer warranty program to carry out vehicle maintenance and repairs that has generated new revenues of approximately \$1.4 million over five years, plus eliminated staff cost of ferrying vehicles to dealer shops. The division began a second work shift outside of traditional schedules to make repairs and perform vehicle maintenance with minimal disruption to clients. This initiative has enhanced productivity and customer convenience by increasing vehicle availability by 29 percent.

It also centralized new vehicle service preparation to reduce transport time and speed up the turn-around time on service. In its management of surplus equipment, Fleet marketed the reuse of county office equipment, which reduced the county's acquisition costs by \$500,000 in 2007.

Another innovation is the start-up of an online vehicle rental reservation system for the motor pool daily rental (dispatch) of vehicles. This system will ultimately offer 24-hour vehicle access through self-issuing automated key boxes at remote sites, which provides customer convenience, greater productivity, and increased utilization.

Among the many honors bestowed on the Fleet Division in 2007 were: recognition by Utility Fleet Management Magazine as being among the top three of the 100 Best Fleets in North America® in a field of 38,000 fleets; and earning honors as a



King County Executive Ron Sims was a keynote speaker at the Clean Vehicles Now conference.



Fleet employees maintain more than 3,000 vehicles.

ASE "Blue-Seal" Certified Shop – the highest award for automotive service excellence – for the fifth consecutive year.

Looking ahead

Great progress has already been made toward streamlining operations, consolidating resources, and lowering the cost of doing business. One of the challenges facing the Fleet Division is an industry-wide shortage of automotive maintenance technicians. This

has made it difficult to fill critically

important positions. In order to address the emerging staffing problems, Fleet is working in partnership with South Seattle Community College and labor unions to develop an internship-training program. The internship program is expected to begin operation in 2008. It will help address the technician shortage by increasing the number of qualified applicants available to the county.

In order to help reduce the county's carbon footprint and dependence on foreign oil, Fleet has made alternative fuels available at the department's Renton complex. In 2008, Fleet began dispensing an ethanol blend for the county's vehicles that are capable of running on alternative fuels.

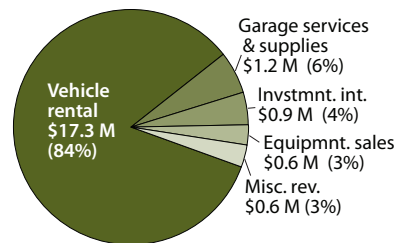
Topping Fleet's list of priorities is continued focus on increasing the number of customers using Fleet services to reduce overhead cost and free-up dollars for direct service. Cost-reduction strategies also include expanding the use of fuel-efficient vehicles.

Overall, Fleet places a high priority on customer service and has top satisfaction ratings to show for it. The division will work to raise its marks even more by listening to customer feedback and scrutinizing its internal processes.

Fleet Administration operating budget

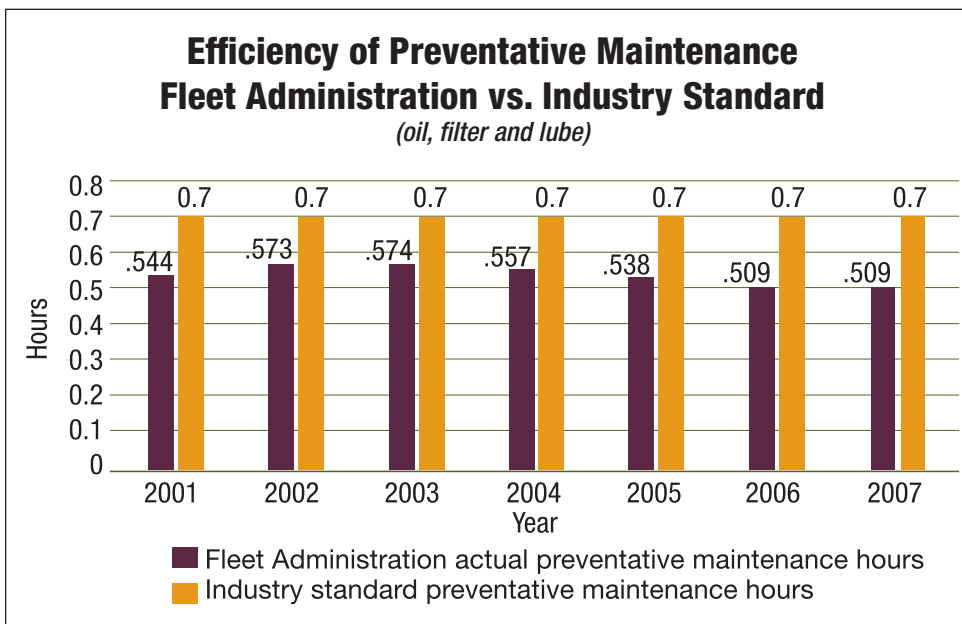
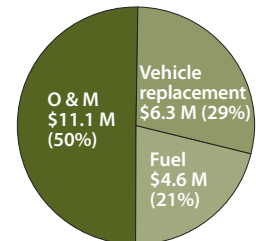
2007 Revenue

Total: \$20.6 million



2007 Expenditures

Total: \$22.0 million



This measure determines how efficiently Fleet automotive technicians perform preventative maintenance compared with the industry standard. The average time the division takes to perform preventative maintenance is 0.5 hours and the industry standard is 0.7 hours, making Fleet 29 percent more efficient than the industry standard.

King County Road Services Division

Director Linda Dougherty

Employees: 653 FTE

2007 operating budget: \$75.5 million

Six-year capital budget: \$361 million

www.kingcounty.gov/roads

About the Division

The Road Services Division designs, builds, preserves, operates, and maintains roads, bridges, sidewalks, and bike paths in unincorporated areas of King County. The division strives to make the county's system of roads and bridges safe and efficient for all modes of travel.



Linda Dougherty

The Road Services Division is responsible for 1,795 miles of roadway, 185 bridges, 127 traffic signals, and more than 47,000 traffic signs within the 1,755 square mile area of unincorporated King County. In 2007, the division provided contract services to the following cities: Burien, Covington, Federal

Way, Kenmore, Lake Forest Park, Maple Valley, Newcastle, Sammamish, SeaTac, Shoreline, and Woodinville. As-needed contract services were provided to: Algona, Auburn, Bellevue, Black Diamond, Bothell, Des Moines, Duvall, Enumclaw, Issaquah, Kent, Medina, Mercer Island, Milton, Normandy Park, North Bend, Pacific, Redmond, Renton, Seattle, Snoqualmie, Tukwila, Pierce County, Sound Transit, in addition to other county departments and divisions.

Preservation and maintenance of the road system, as well as traffic and pedestrian safety, are very high priorities for the division. Safety work focuses on identifying and improving high-accident locations, installing safety improvements such as traffic signals and guardrails, and working with neighborhoods on traffic and pedestrian safety concerns.

The division also provides year-round response to keep roads and bridges clear and safe for travel during storms and other unforeseen events. The division's 24/7 Help Line provides a quick response to road problems and emergency situations reported by the public. The division is organized into five sections: Capital Improvement Program and Planning; Engineering Services; Traffic Engineering; Roads Maintenance; and Administration. Some functions and services are legally

mandated, while others have been developed in response to identified needs and community input.

2007 in review

In 2007, the Road Services Division focused on preserving the road network in unincorporated King County by replacing bridges and culverts that support the roadways, and repaving worn-out road surfaces. Staff installed more than 30,000 lineal feet of guardrails, some in new locations; and retrofitted existing non-compliant systems to help keep motorists safe. And, the division invested \$7.2 million on the countywide pavement overlay program to resurface 52 miles of unincorporated roads. The division met 2007 paving goals,

even though the cost of asphalt increased by 17 percent.

Safety was a top concern as the division responded to five significant storms during the winter of 2006-2007, which generated more than 170 repair projects for the Roads Maintenance section.

After one storm in January 2007, maintenance crews removed more than 1,260 tons of storm debris from



Staff from Roads Services is currently involved in documenting the historic and cultural features of more than a dozen of the county's oldest roads.

county roadways, and worked around the clock during a single eight-day period to clear roads of snow and ice. During the December 2007 storms, the 24/7 helpline received more than 400 citizen calls reporting emergencies, flooding, and storm-related damages. The division responded quickly to five large mudslides and one sinkhole that closed roads, as well as numerous smaller slides, downed trees, road flooding, and clogged storm drains.

Significant progress was made on two major capital projects that are scheduled for completion in 2008 to improve safety and traffic flow on two river crossings. A new Tolt Bridge replaces one originally built in 1922. It is wider, safer for motorists and pedestrians, and designed to reduce river flooding in that location. The new Mt Si Bridge, which provides sole access to about 400 homes near North Bend, will have two wider travel lanes and a sidewalk for bicyclists and pedestrians.

The division continued to plan for the replacement of the aging South Park Bridge over the Duwamish River. The county has already secured \$20 million to complete design and permitting of a replacement bridge. Approximately \$150 million total is needed for construction of the new bridge and demolition of the old structure. Without additional funding, the deteriorating South Park Bridge will likely close in 2010.

The culvert projects completed in 2007 met both the need to improve the infrastructure supporting roadways and habitat protection goals. The division complied with the new state law requiring culverts that obstruct fish passage to be removed by continuing the Countywide Drainage and Fish Passage Program. The replacement of 13 large culverts opened up an additional five miles of stream to bring back fish and improve habitat.

In 2007, staff began design and construction of new and replacement sidewalk/pathway ramps to meet current Americans with Disabilities Act (ADA) standards. The division

built 143 ramps, and will incorporate ramp replacements into future roadway projects wherever possible.

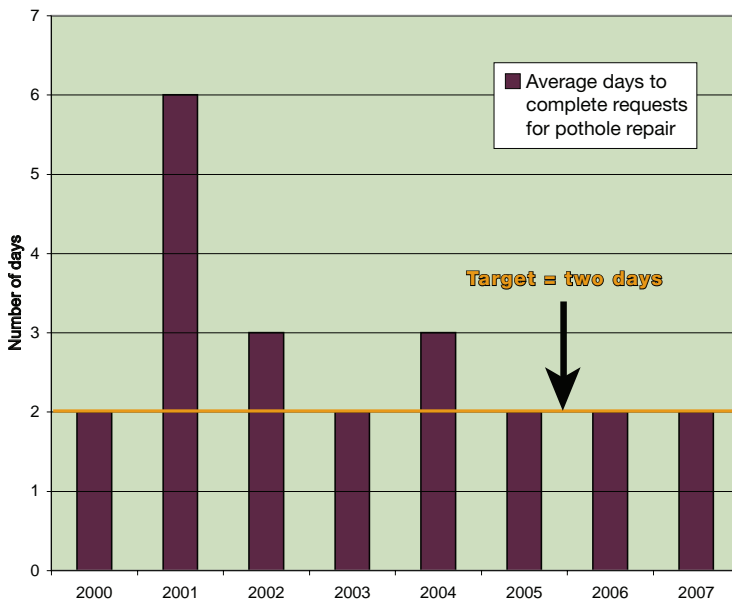
The division increased its use of technology to improve the movement of people and goods on busy corridors. In 2007, the division completed three Intelligent Transportation System (ITS) corridor projects, installed 40 cameras, and began connecting the King County traffic control center to four centers operated by other jurisdictions in the area. The projects allow for monitoring and remote operation of 37 traffic signals spanning five jurisdictions. Cameras placed along the corridors can also be accessed by the public via the county's "MyCommute" website, which allows motorists to make alternative travel plans rather than be stuck in traffic.

It also completed design of the Avondale/Novelty Hill Road ITS project to provide remote monitoring and operation of the traffic signals from State Route 202 to 208th Avenue Northeast. The Avondale/Novelty Hill Road ITS project is being carried out in partnership with the city of Redmond and will improve traffic flow through a very congested arterial route leading to State Route 520 and SR 202. And, it continued work on a Regional ITS Implementation Plan for all jurisdictions within the Puget Sound Region to work together to create compatible ITS plans. This includes developing a list of key ITS projects, and coordinating communication and operational activities. The resulting Regional Traffic Operations Committee is developing strategies that will result in smoother travel for motorists using arterials that cross jurisdictional boundaries.

Protection of the environment and cost savings were the goals when the division undertook a large lighting replacement and retrofit project at ten buildings at its maintenance complex in Renton. The project involved replacing all old fluorescent lamps with energy efficient versions. It's estimated the project will save approximately 226,000 kilowatt-hours per year – a 50-percent reduction in energy usage over the former lighting. In 2007, Road Services received King County's "Excellence in Building Green" Award for two projects, Military Road South/South 272nd Street and 148th Avenue Northwest Pedestrian Improvements.

Staff also expanded the division's comprehensive cultural resources database that catalogs known and suspected artifacts in King County. The program received a 2007 achievement award from the National Association of Counties. It was selected as "Best in Category" in the Arts and Historic Preservation category – one of only 14 such awards conferred nationwide.

2000-2006 Pothole Repair Response Time King County Roads



Data is from Citizen Action Request (CARS) system. Requests typically come through the Roads Division's 24-hour customer service hotline. Two-day average for 2007 is based on 433 pothole requests. Emergency repair sometimes take precedence and can delay the pothole repairs, such as when the Nisqually Earthquake occurred in 2001 and major winter storms took place in 2002 and 2004.



Roads Maintenance staff respond around the clock to emergencies.

Looking ahead

As the Road Services Division looks ahead, priorities include developing programs that maintain the safety and preservation of the road network, enhance the division's ability to quickly respond to storms and emergencies, and develop road and bridge projects that protect and enhance the environment.

In 2008, the division is scheduled to complete the 14-year, \$22.8 million, Bridge Seismic Retrofit Program it began in 1994. The program upgraded all earthquake vulnerable bridges owned and maintained by King County. At the conclusion, a total of 115 bridges will have been seismically retrofitted, excluding bridges scheduled for replacement. By enhancing the structural strength of these bridges, the division makes them better able to withstand a strong earthquake, which also prevents sections of the road network from shutting down during a disaster.

In the past several years, the region has seen an increase in the severity and number of weather-related emergency events. Many scientists predict the potential for severe storms in the Northwest will grow as a result of global warming. To ensure the safety of motorists and the employees who respond during severe weather, the division is proposing to add additional resources – such as anti-icing materials and equipment – at maintenance facilities throughout the county to allow for quicker response during storms.

Transportation is a key contributor to climate change in this region. The Road Services Division's 2008 business plan positions the division to lead new and innovative solutions to achieve the goal of reducing the "carbon footprint" of our

roadway facilities. Work will continue to improve fish passage, control erosion and stormwater runoff, and expand energy efficiency efforts.

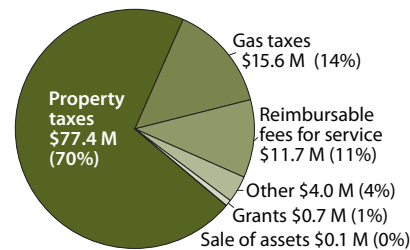
Now that the preliminary engineering design of the preferred alternative is completed for the South Park Bridge, additional environmental impact analysis is underway. Staff continues to aggressively explore funding options for the \$150 million project.

The rising cost of construction materials and oil has a significant impact on the cost of maintaining and constructing roadways. In addition to rising costs, the county's aging roads and structures are increasingly in need of reconstruction, rehabilitation or replacement, further adding to the already long list of needed improvements to the roadway system. The division also needs to plan for capital funding to keep its maintenance facilities functional and reliable. Unfortunately, revenues are not keeping pace with inflation, or in some cases are decreasing due to the elimination or reduction of key revenue sources. In the coming years, it is vital that King County find additional revenues to preserve its road and bridge infrastructure and continue delivering safe and reliable travel for the public.

Road Services operations

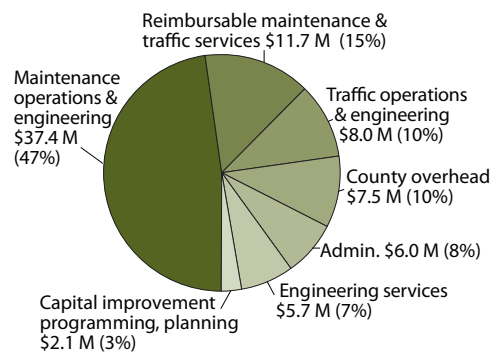
2007 Revenue

Total: \$109.5 million



2007 Expenditures

Total: \$78.4 million



King County Metro Transit

General Manager Kevin Desmond
Employees: 4,400 full and part-time
2007 operating expenditures: \$503 million
www.kingcounty.gov/metro

About the Division

King County Metro Transit offers bus, vanpool, and paratransit services that provided a combined total of more than 113 million passenger trips in 2007. One of the 10 largest transit agencies in the nation, Metro operated 222 bus routes throughout the county with an annual total of 43 million miles traveled.



Kevin Desmond

Metro is recognized as a leader in reducing pollution with its use of clean-burning fuels, electric trolleys, and hybrid buses. The agency also provides extensive commute trip reduction services to 500 major employers in King County, and sells transit and commuter-van passes to more than 2,000 employers to help them encourage their employees to use public transportation.

With voter support, Metro is in the early stages of a 10-year transit expansion plan. It includes new bus service in growing communities, more service on heavily used routes, service partnerships with major employers and cities, new bus rapid transit service, and expanded rideshare and paratransit programs.

Metro operates a total fleet of more than 1,300 buses, including diesel coaches, electric trolleys and hybrid diesel-electric coaches. It also operates service on behalf of other transportation agencies in the county. In addition to operating Sound Transit regional express buses and Seattle's South Lake Union Streetcar, Metro will also operate Sound Transit light rail service when it's introduced in 2009.

2007 in review

Accommodating a rapid increase in ridership was one of the biggest tasks for Metro Transit in 2007. The agency recorded a 7.1 percent increase in annual transit ridership between 2006 and 2007, with more than 110 million bus boardings. The addition of vanpool and paratransit ridership pushed the total over 113 million. Metro focused on providing restructured and



Metro Transit Police are on duty 24/7 throughout the system.

new services to best meet the growing demand, and laid the foundation for future improvements in service and operations.

Vanpool growth was record setting in 2007. The Transit division operated more than 1,000 vanpools – a new record for Metro, which has the largest and oldest public commuter van program in the nation. Overall, vanpool participation rose by 18 percent in 2007 compared to the previous year, and vanship use increased by 39 percent.

To meet increased demand, Metro rolled out the first Transit Now improvements, funded by a voter-approved sales tax increase. The February 2007 service change included additional service hours on ten existing bus routes. More new hours were added at the June and September service changes. Metro also launched the first service partnership funded through Transit Now with Children's Hospital and Regional Medical Center of Seattle. The partnership added 63 new trips on existing Metro routes 25 and 75.

In August 2007, Metro worked to increase the use of transit options during the closure of Interstate 5. This was done in partnership with the Washington State Department of Transportation, Sound Transit, and the city of Seattle, and is being used as a model as the region faces lengthy construction periods for major highway renovation and bridge replacement projects.

And during this very busy time, Metro worked with Sound Transit to reopen the Downtown Seattle Transit Tunnel in September 2007 for bus service. During the two-year closure, the tunnel was retrofitted for joint operation of buses and light rail. Prior to reopening, transit staff logged more than 3,600 hours training more than 1,500 bus drivers on operations in

the renovated tunnel. The division also began hiring and training staff to operate the Sound Transit's Link light rail service, which is schedule to begin operation in 2009.

In December 2007, Metro staff began service on the South Lake Union Streetcar, which is operated by Metro through a contract with the city of Seattle. The streetcar links the rapidly developing South Lake Union area with the downtown retail center.

With the spike in ridership, Metro also set new records in customer service with more than 7.3 million visits to the Metro Online website, and an additional 5.2 million separate visits to regional online Trip Planner.

On the capital project side, Metro completed the new Transit Control Center facility. Staff at the center maintain 24/7 radio contact with all bus drivers on the road, supervisors in the field, emergency police and fire agencies throughout King County, and other groups that support the operations of Metro's fleet. The new building was built using the newest communications technology and will be able to house a new radio system coming online in the next few years. It also began to finish off construction of the new Redmond Transit Center, which opened early in 2008.

The Vehicle Maintenance section finalized conversion of 59 dual-powered Breda trolley buses to total electric. The conversion saved the division about \$54 million and extended the life of the buses for another ten years.

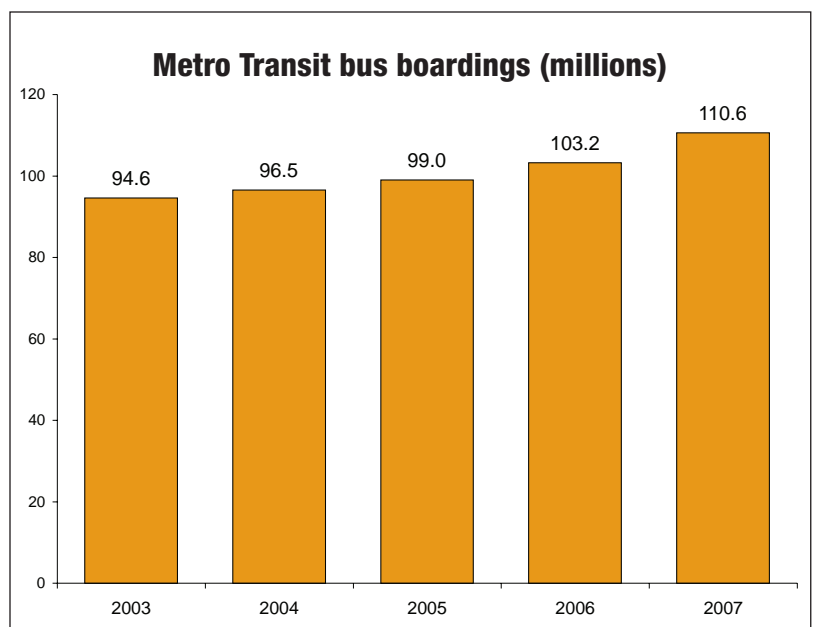
Looking ahead

King County's need for transit service is growing along with its population and economy. Between now and 2017, the county is expected to add 250,000 new jobs and welcome more than 150,000 new residents. Higher gas prices and the addition of more bus service made possible by Transit Now are expected to increase ridership on Metro over the next several years. It is critically important that Metro continue to plan for and deliver increased transit service, and accommodate higher ridership by improving performance and the customers' experience with public transportation. Strategies must also be developed to address Metro's own rising fuel costs and fluctuating revenues in these uncertain economic times.

Metro is looking at many options to expand its service, increase efficiency, and improve linkage between all the different transportation modes in the Puget Sound region. In 2008, Metro will begin implementing several new partnerships that will leverage Transit Now funding to pay for additional targeted transit service. Local jurisdictions and private business are sharing the costs for enhanced bus service serving their employees and communities. The division is using Transit Now funds to increase bus service for rapidly developing communities such as North Bend, Snoqualmie, Carnation, Maple Valley, Black Diamond, and the Kent East Hill. And, Metro continues to develop five RapidRide routes that are planned to begin in 2010. The RapidRide corridors include Pacific Highway South, Bellevue-Redmond, West Seattle, Ballard, and Aurora Avenue.

Staff will be planning for a major restructuring of bus service in 2009 coming to neighborhoods in Southeast Seattle, Skyway/West Hill, Tukwila, and SeaTac. Link light rail will begin serving many of these neighborhoods in the summer of 2009, and Metro is planning for RapidRide bus rapid transit service along Pacific Highway South in 2010. In order to maximize bus service and avoid duplicating the new express lines, the entire network in these neighborhoods needs to be evaluated for rider convenience and operational efficiency.

Better use of technology will be an important component for customer satisfaction as transit customers across the region begin to transition from the current fare media to new electronic "smart card" transit passes, and new on-board





Transit Now is delivering new service across King County.

systems are able to offer more customer information. Planning has begun to redesign transit websites to be more customer-friendly and interactive.

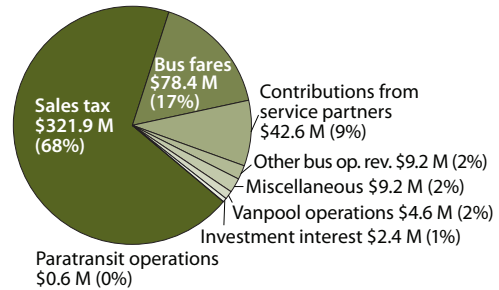
Increasing the use of transit is also helping King County combat global warming and support livable, healthy communities. Metro's use of green vehicles – such as electric trolley and hybrid diesel-electric buses – and cleaner-burning fuels add to the environmental advantage of combining many riders in a single vehicle.

Metro's wide range of transportation alternatives, including vanpools, carpools, and Access paratransit — and its support of choices such as shared cars, biking and walking — make transit a powerful tool to help reduce pollution and support active, healthy lifestyles.

Metro Transit operations

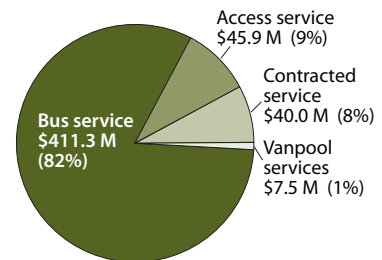
2007 Revenue

Total: \$468 million



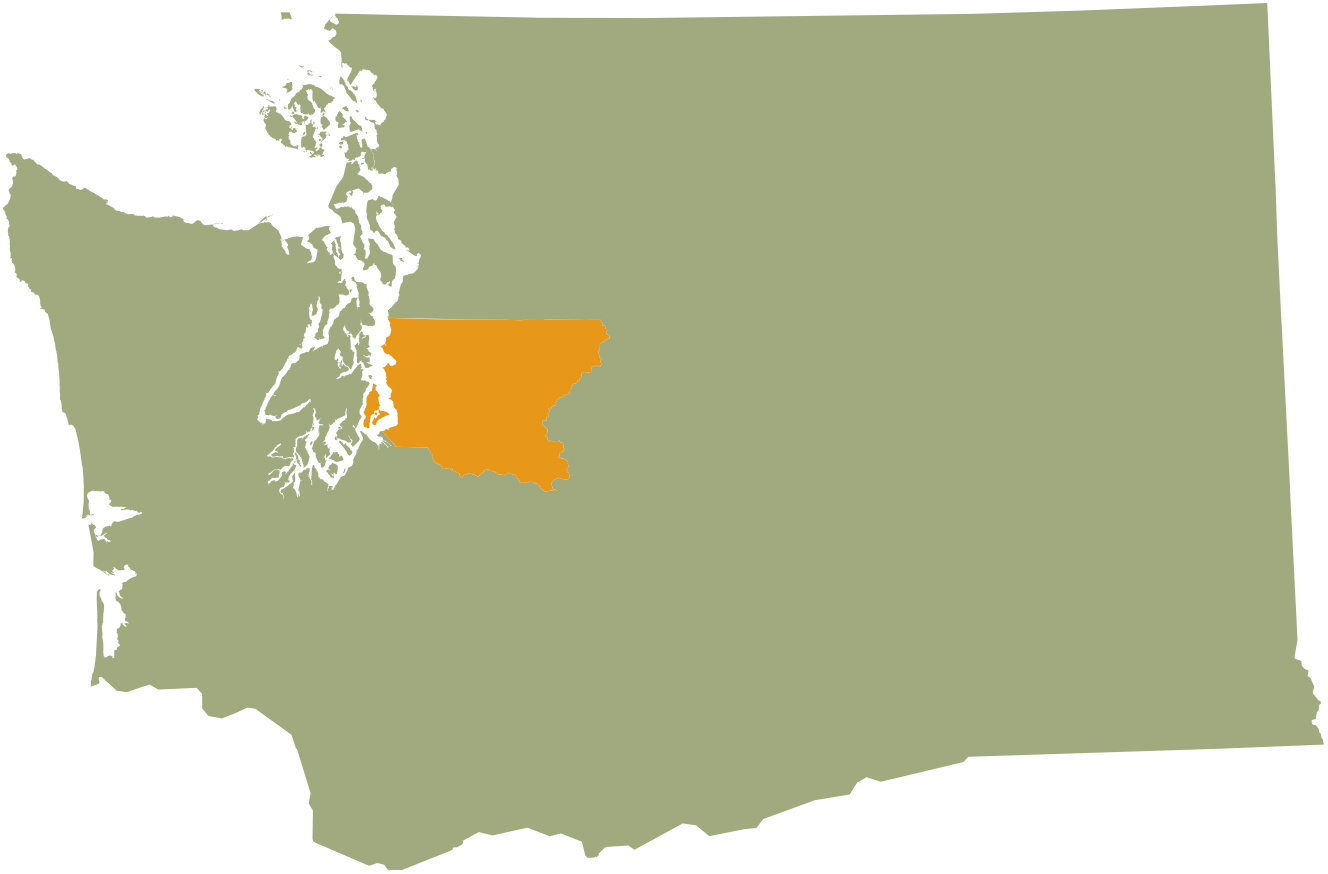
2007 Expenditures

Total: \$499.1 million



Transit crews install a prototype of a new bus stop sign.

King County in Washington State



Quick Facts about the King County Department of Transportation

Governance

Executive

King County Executive
Ron Sims

Director

Harold Taniguchi

Legislative - Metropolitan King County Council

District 1 – Bob Ferguson
District 2 – Larry Gossett
District 3 – Kathy Lambert
District 4 – Larry Phillips
District 5 – Julia Patterson
District 6 – Jane Hague
District 7 – Pete von Reichbauer
District 8 – Dow Constantine

King County International Airport at Boeing Field

Organization

KCIA is organized into seven work groups:

- Business/Administration
- Planning
- Engineering
- Community Relations
- Operations
- Maintenance
- Noise Monitoring & Sound Insulation Program

2007 Facts

Operating budget\$13.5 million
Capital budget\$13 million
Employees 46 FTE
Take-offs, landings more than 305,000
Tenants 150
Total based aircraft 489
Tie-downs 206
Cargo moved 129,000 tons
Fuel sold 22 million gallons
Runways 2
Runway length: 10,001 feet and 3,710 feet

Fleet Administration Division

Organization

King County Fleet Administration is organized into six work groups:

- Motor Pool Vehicle Acquisition and Maintenance
- Construction Equipment Acquisition and Maintenance
- Stores Operations
- Personal Property
- Budget and Finance
- Information Systems

2007 Facts

Annual budget\$27.1 million
Employees 76 FTE
Supply items issued 64,646
Vehicles maintained:
County vehicles 2,386
Other agencies' vehicles 614
County fleet by type:
Off-road 582
Light-duty 278
Medium duty trucks 145
Heavy duty truck 150
Passenger vehicles 1,231
Hybrid-electric vehicles 167
Plug-in electric vehicles: 1
Annual vehicle miles driven 18.6 million
Gallons of fuel consumed 1.6 million
Public auctions conducted 20
Gross auction revenue \$1.2 million

Road Services Division

Organization

RSD is organized into five sections:

- Capital Improvement Program and Planning
- Engineering Services
- Roads Maintenance
- Traffic Engineering
- Administration

2007 Facts

Operating budget	\$76 million
Capital budget	\$62 million
Employees.....	653 FTE
Miles of paved roads managed	1,795
Bridges	185
Miles of unpaved roads managed.....	54
Miles of contract roads managed	763
Traffic signals maintained	127
Traffic signs maintained.....	more than 47,000

Metro Transit

Organization

Metro is organized into 14 major work groups:

- Budget and Finance
- Design and Construction
- Human Resources
- Information Technology
- Management and Research Information
- Metro Transit Police
- Paratransit/Rideshare
- Power and Facilities
- Rail Operations
- Sales and Customer Service
- Service Development
- Transit Operations
- Transit Safety
- Vehicle Maintenance

2007 Facts

Operating budget	\$503 million
Capital budget	\$92 million (incremental appropriation)
Bus operators	2,178 FTE (approximately 70% full time)
Bus routes.....	222
Buses (Metro only)	1,314
Miles traveled (Metro only).....	43 million
Average miles traveled	5,220 between trouble calls
Fuel used	10.2 million gallons
Bus stops	9,510
Sheltered bus stops	1,573
2007 Passenger boardings	
Buses (Metro only)	110.3 million
Vanpools/Vanshares	2.6 million
Access	1.2 million
Park-and-ride lots	
Permanent lots	67 (20,885 parking stalls)
Leased lots.....	66 (2,759 parking stalls)
Total:	130 (23,644 parking stalls)
Commuter vanpools/vanshares	
Vanpools in operation	845
Vanshares in operation	179
Total:.....	1,024



King County

Department of Transportation