



## REPORT TO COUNCIL City of Sacramento

915 I Street, Sacramento, CA 95814-2604  
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STAFF REPORT  
November 14, 2006

Honorable Mayor and  
Members of the City Council

**Title:** Department of General Services Re-Engineering

**Location/Council District:** Citywide

**Recommendation:** Receive and file information regarding the progress made by the Department of General Services in re-engineering department processes, assessing the organizational structure and developing a customer success plan.

**Contact:** Reina J. Schwartz, Director, Department of General Services, 808-7195

**Presenter:** Reina J. Schwartz, Director, Department of General Services

**Department:** General Services

**Division:** All

**Organization No:** 3112

**Description/Analysis:**

**Issue:** In order to continuously improve customer service and focus on getting its customers to success, the Department of General Services has been undergoing a comprehensive evaluation and re-engineering process over the last several months. In addition, on April 25, 2006, the City Auditor presented to City Council a report on the bidding and contract process examination of the Department of General Services which provided additional recommendations for improvement.

In order to re-engineer the department, several key components have been identified:

- Define the former way of doing business
- Re-engineer a new business plan
- Define customer service delivery goals
- Align the department goals with City Council and City Manager goals
- Assess the organizational structure



- Change the department work culture

Specifically, moving forward towards customer success the Department is implementing the following programs and processes:

- Strategic planning and streamlined processes
- Focused training plans to include supervisor training course for department
- Communication: quarterly customer focus meetings/systematic reports
- Quarterly chats with department employees
- Customer success: City to Customer (C2C) = WOW, feedback on service delivery goals, customer surveys
- Identification of service level gaps and resource and staffing needs

The Department of General Services is currently evaluating the organizational levels and will be providing additional information on structural changes needed to implement the above programs and processes during the FY2007/08 budget process.

**Policy Considerations:** The Department of General Services is committed to implementing procurement and project management process improvements that will ensure compliance with City Administrative Policy Instructions, and City Code, as well as support the City's core values of accountability, fairness, and transparency in procurement practices. The department is pursuing ongoing process improvements to get the customer to success.

**Committee/Commission Action:** Not applicable.

**Environmental Considerations:** The Environmental Services Manager has determined that the report regarding progress made by the Department of General Services in re-engineering the organization is exempt from the requirements of the California Environmental Quality Act (CEQA), pursuant to Section 15061(b)(3) of the CEQA Guidelines. Exemption 15061(b)(3) consists of an activity covered by the general rule that CEQA applies only to projects, which have the potential for causing a significant effect on the environment. Where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment, the activity is not subject to CEQA.

**Rationale for Recommendation:** For City Council information.

**Financial Considerations:** Department organization and employee classification changes needed to implement the recommendations in this report will be considered and brought forward to the City Council during the FY 2007/08 budget process.

**Emerging Small Business Development (ESBD):** There are no ESBD considerations associated with this report. During Fiscal Year 2005/06 the Department of General Services had an ESBD participation of 28% across all projects.

Respectfully Submitted by: Reina J. Schwartz  
Reina J. Schwartz  
Director, Department of General Services

Recommendation Approved:

*for* Ray Kerridge  
Ray Kerridge  
City Manager

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## BACKGROUND INFORMATION

In order to continuously improve customer service and focus on getting its customers to success, the Department of General Services has been undergoing a comprehensive evaluation and re-engineering process over the last several months. In addition, on April 25, 2006 the City Auditor presented to City Council a report on the bidding and contract process examination of the Department of General Services which identified additional areas of improvement.

In order to re-engineer the department, several key components have been identified:

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- Define customer service delivery goals
- Align the department goals with City Council and City Manager goals
- Assess the organizational structure
- Change the department work culture

Initial department emphasis targeted the re-engineering of the Facilities and Real Property Management Division. The template for process improvement and re-organizing is being applied to all divisions of the department including Fleet Division, Animal Care and the newly formed Customer Success Operations Division. The focus of this work is on:

- Defining the Customer Success Operations Section: C2C = WOW!
- Developing a strategic plan to guide operations and use of resources
- Organizing cross-functionally with focus on core services and processes
- Identifying business process improvements, including on-call contracts
- Establishing process teams, project teams and service teams
- Eliminating non-value added work
- Identifying performance measurements and benchmarks
- Leading the department work culture to become open and collaborative
- Centralizing planning and decentralize operations
- Completing a policies and procedures manual
- Identifying gaps and needed resources

Specifically, moving forward towards customer success the Department is implementing the following programs and processes:

- Strategic planning and streamlined processes
- Focused training plans to include supervisor training course for department
- Communication: quarterly customer focus meetings/systematic reports
- Quarterly chats with department employees
- Customer success: C2C = WOW, feedback on service delivery goals, customer surveys
- Resource and staffing needs

**ATTACHMENT 1**

**Department of General Services**

**Customer Success Action Plan**

**2007**

JANUARY						
S	M	T	W	T	F	S
Divisions ID Customers; core programs and performance measures						
Org Assessments continue						
Department Employee Satisfaction Survey						

FEBRUARY						
S	M	T	W	T	F	S
Org Assessments continue						

MARCH						
S	M	T	W	T	F	S
Division Culture Change meetings						
Business process/best practices review						

APRIL						
S	M	T	W	T	F	S
Customer needs assessments & performance feedback (focus group/survey/etc...)						
Support Staff Appreciation Event						
Business process/best practices review						

MAY						
S	M	T	W	T	F	S
Public Works Week - Ice Cream Socials						
Business process/best practices review						

JUNE						
S	M	T	W	T	F	S
Department-wide Culture Change Meeting(s)						
Business process/best practices review						

JULY						
S	M	T	W	T	F	S
Customer needs assessments & performance feedback						
Business process/best practices review						

AUGUST						
S	M	T	W	T	F	S
Department Executive Leadership Offsite Planning Session						
Business process/best practices review						

SEPTEMBER						
S	M	T	W	T	F	S
Business process/best practices review						

OCTOBER						
S	M	T	W	T	F	S
National Customer Service Week - Employee Appreciation						
Customer needs assessments & performance feedback (focus group/survey/etc...)						
Business process/best practices review						

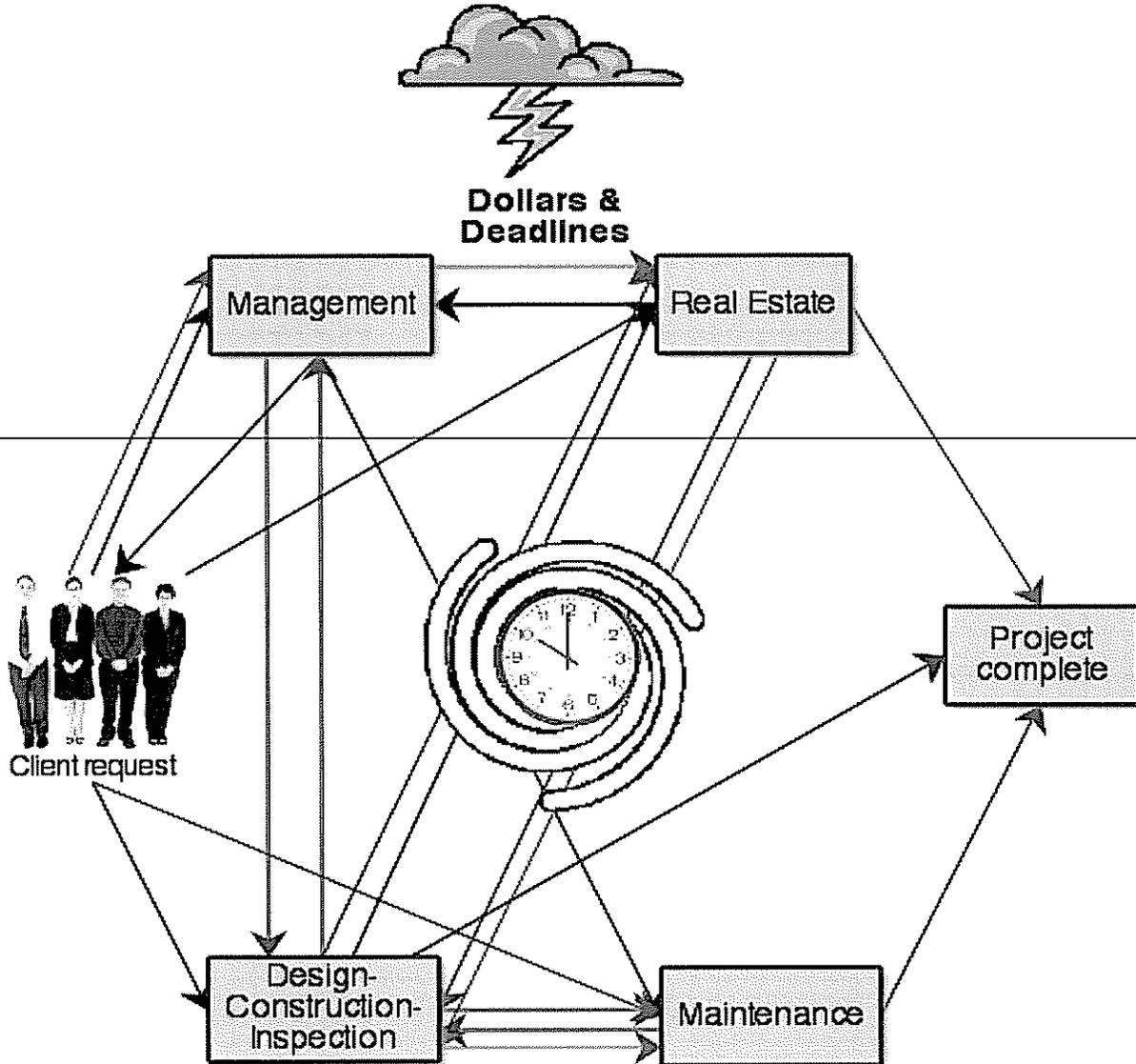
NOVEMBER						
S	M	T	W	T	F	S
Department Leadership (managers & supervisors) Business Meeting						
Business process/best practices review						

DECEMBER						
S	M	T	W	T	F	S
Holiday Cheer; Staff Appreciation!						
Business process/best practices review						

- Legend**
-  Department assessment/customer activities
  -  Organizational Assessment activities
  -  Culture Change activities
  -  Employee Involvement/appreciation

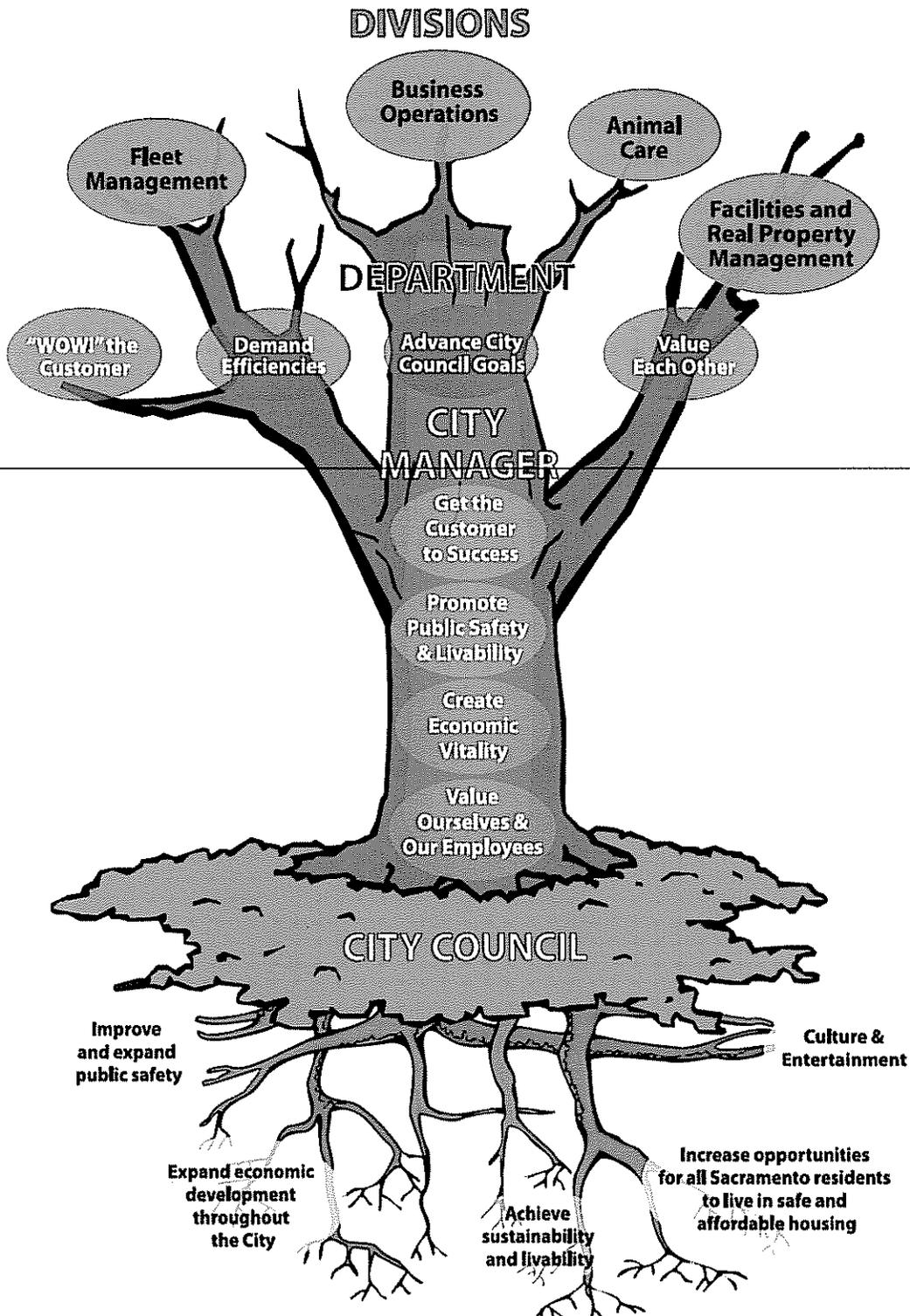
ATTACHMENT 2

DEPARTMENT OF GENERAL SERVICES  
FACILITIES AND REAL PROPERTY MANAGEMENT  
FORMER CUSTOMER COMMUNICATION



ATTACHMENT 3

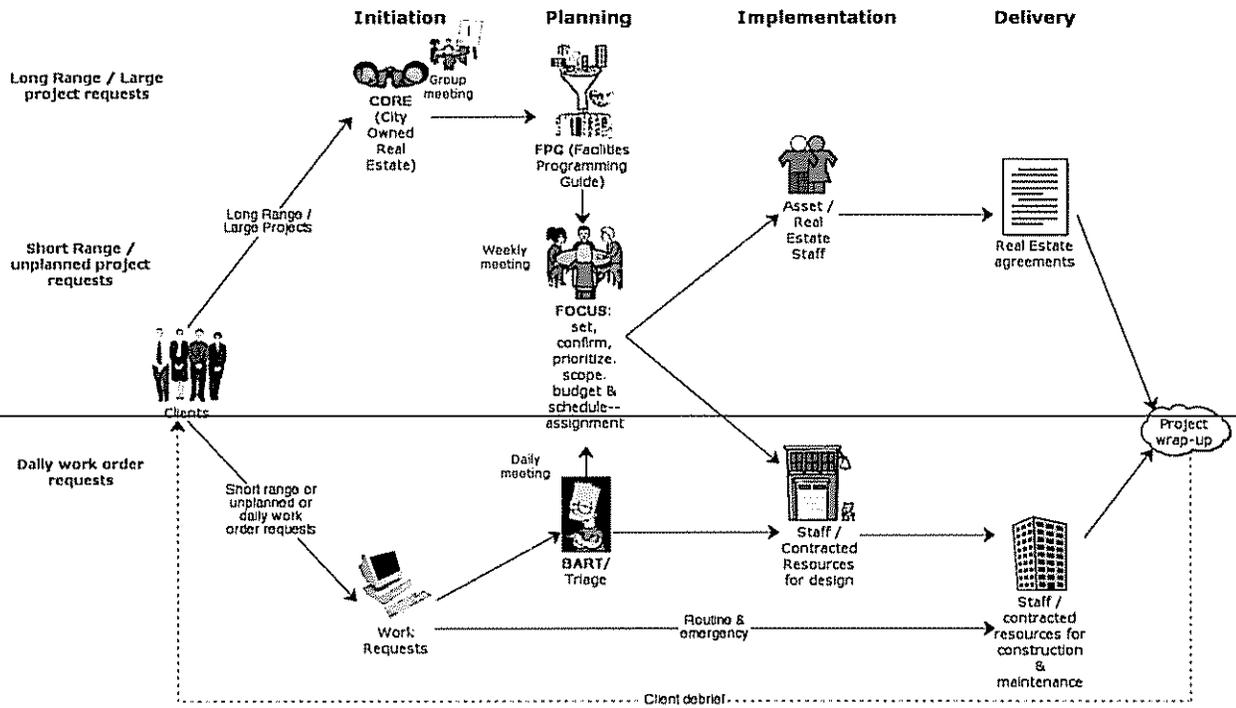
CITY COUNCIL/CITY MANAGER DEPARTMENT GOALS



ATTACHMENT 4

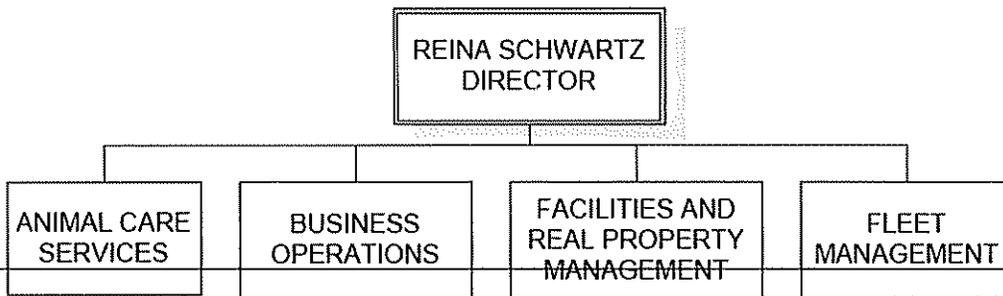
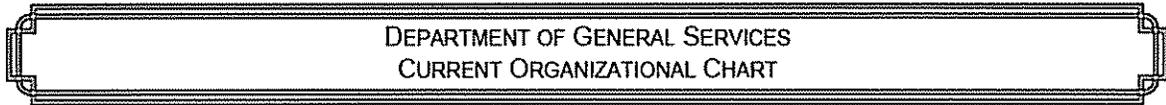
FACILITIES AND REAL PROPERTY MANAGEMENT PROCESS PLAN

Facilities & Real Property Management Division Plan for  
**Getting the Customer to Success**



**ATTACHMENT 5**

**CURRENT  
DEPARTMENT OF GENERAL SERVICES  
ORGANIZATIONAL CHART**



**ATTACHMENT 6**

**PROPOSED  
DEPARTMENT OF GENERAL SERVICES  
ORGANIZATIONAL CHART**

