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DEPARTMENT OF  
PUBLIC WORKS  
  
OFFICE OF THE DIRECTOR

CITY OF SACRAMENTO  
CALIFORNIA

CITY HALL  
ROOM 200  
915 I STREET  
SACRAMENTO, CA  
95814

May 23, 1994 **APPROVED**  
BY THE CITY COUNCIL

916-264-7110

City Council  
Sacramento, California

**JUN 8 1994**

ADMINISTRATION  
916-264-7100

OFFICE OF THE  
CITY CLERK

FAX 916-264-5573

Honorable Members In Session:

**SUBJECT: RESTRUCTURING OF THE DEPARTMENT OF PUBLIC WORKS**

**LOCATION AND COUNCIL DISTRICT:** City-wide

**RECOMMENDATION:**

This report recommends that the City Council:

- (1) Approve, by resolution; restructuring plans for the Department of Public Works; and
- (2) Incorporate organizational changes into the FY 1994-95 approved budget.

**CONTACT PERSON:** Michael Kashiwagi or Robert Lee, Deputy Directors of Public Works, 264-5312 or 264-7751

**FOR COUNCIL MEETING OF:** June 8, 1994

**SUMMARY:**

This report presents the Department of Public Works' restructuring recommendations to meet Council's priorities emphasizing economic development, neighborhood issues, and fiscal viability and reinventing our city government. These changes will facilitate coordination of planning efforts, enhance customer services, and improve management practices. Two task forces reviewed and recommended improvements in the areas of planning, development, CIP project management and customer service.

The proposed restructuring will be accomplished within the department's existing budget. However, one time relocation costs will occur as a result of restructuring and will be addressed in a separate report.

City Council  
Restructuring of the Department of Public Works

**COMMITTEE/COUNCIL ACTION:**

On March 1 and 8, 1994, the Neighborhood Work Group Committee and City Council approved the Design Construction and Long-Range Planning Task Forces' recommendations.

**BACKGROUND:**

Public Works' restructuring efforts are consistent with reorganization principles and criteria adopted by the Council on August 26, 1993. On November 15 and 30, 1993, the City Council Neighborhood Work Group Committee and City Council approved the concept of restructuring among Planning and Development, Public Works, and the Utilities Departments. Concurrently, the Council convened two task forces to review and recommend CIP design/construction and long-range planning improvements.

The purpose of the task forces are threefold:

- (1) Consolidate development review activities;
- (2) Improve coordination of long-range planning; and
- (3) Improve CIP design/construction process and project delivery.

**Summary of Task Force Recommendations**

Long-Range Planning/Development Task Force recommends:

- (1) Co-locate existing Planning, Public Works, and Utilities staff at one site for permit process;
- (2) Common public counter;
- (3) Designate project manager(s);
- (4) Coordinate a team approach;
- (5) Annual review;
- (6) Strengthen coordination role for planning; and
- (7) Develop departmental plans.

CIP Design/Construction Task Force recommends:

- (1) Self-directed project teams;
- (2) Separate unfunded activities;
- (3) Improve inter-department coordination of policies/procedures;
- (4) Train project managers in communications skills; and
- (5) Adopt and monitor performance measures.

City Council  
Restructuring of the Department of Public Works

**The Department of Public Works**

Public Works is one of the largest and most diverse of all city departments. With a current workforce of approximately 780 employees and an annual budget of \$80 million, Public Works administers basic programs and services that contribute to economic development, neighborhood livability and quality of life in our city. The department currently consists of nine divisions: Administration, Engineering, Transportation, Animal Control, Solid Waste, Streets, Fleet, Facility Management, and Special Services. Some of these services include:

- Transportation planning;
- Manage design/construction of 47 projects totalling \$103.8 M;
- Maintain approximately 1,000 miles of streets and over 1,000 alleys;
- Maintain 320 public buildings with 5.2 M square feet;
- Collect average of 885 tons per day of solid waste;
- Service 100,000 residential accounts for garden refuse pickup; and
- Service and maintain city fleet which includes 2,000 vehicles and related equipment.

The department works closely with other city departments and redevelopment agency, as well as county, state, regional and federal agencies related to planning, economic development and public works issues.

**Proposed Public Works Restructuring**

The primary focus of this restructuring proposal is function/task based and reflects Public Works' commitment to improve customer service and staff effectiveness. It represents conclusions and recommendations of Public Works' management and staff, based upon an evaluation of current roles and responsibilities, key functions and tasks, as well as customer service requirements for the City Council, neighborhood and business community, and City departments. The proposed restructuring will provide greater opportunities to improve the quality of services provided by the Department of Public Works by:

- Clarifying roles and responsibilities through the development of a function/task based organization;
- Eliminating duplication of similar functions performed by multiple divisions;
- Combining transportation planning and landuse planning staff to facilitate higher levels of coordination in the development of comprehensive planning documents;
- Developing a staffing structure to improve responsiveness to changing economic conditions and a higher level of customer service.

## City Council

### Restructuring of the Department of Public Works

The proposed department organizational charts and summary of restructuring components are described in Exhibits A and B. Restructuring accomplishes the following:

- Re-organizes department functions into two distinct sections:

Technical Services - Consolidates planning, designing, building, and inspecting functions under: Architecture/Engineering, Transportation & Engineering Planning, Special Districts, Traffic Engineering, and Landscape Architecture and Real Estate;

Operations Services - Consolidates maintenance and service functions under: Solid Waste, Fleet & Facility Management, Streets, Animal Control, and Parking;

- Implements task force recommendations;
- Coordinates Public Works and Planning & Development Departments permit/development functions at one location with co-location responsibilities;
- Relocate flood plain management responsibility to the Utility Department;
- Modifies and/or eliminates reporting levels; and
- Creates project managers and teams which clarifies roles/responsibilities and maximizes accountability.

Restructuring achieves Council priorities that:

- Facilitates economic development by improving planning coordination and expediting permit process;
- Increases community involvement in planning studies and design services;
- Improves customer service and product delivery to the community;
- Promotes partnerships between departments and the community; and
- Reduces cost, streamlines operations, and improves efficiency.

### Co-location Responsibilities

Based on the need to improve permit processing among Public Works, Planning & Development and Utilities and to better coordinate transportation planning activities, the Long-Range Planning Task Force recommends:

City Council  
Restructuring of the Department of Public Works

- Co-locate all permit processing under Planning & Development;
- Designate Planning & Development as *the* location to service customers;
- Co-locate 25 Public Works employees to Planning & Development to facilitate permit process; and
- Assign project managers to serve as a single point of contact to improve communication and increase accountability.

**Staffing Changes**

The proposed restructuring requires reclassification of five existing budgeted positions with no net increase in cost to the department's base budget. Four of the five positions proposed to be reclassified are vacant.

The proposed changes are:

- Transportation Division Manager to Supervising Engineer (21686);
- Associate Engineer to Senior Engineer (15309);
- Sr. Personnel Transaction Coordinator to Administrative Technician (11093);
- Office Supervisor to Typist Clerk III (10098); and
- Typist Clerk II to Account Clerk II (11043).

The reclassifications are requested to fulfill the department's goal to decentralize, consolidate, and/or eliminate administrative functions.

**Restructuring Timeline**

The proposed restructuring timeline spans up to twelve months in three phases:

<u>Phase</u>	<u>Estimated Date</u>	<u>Activity</u>
Phase One	Begin June 9, 1994	Implement changes in Operation Services
Phase Two	August/September 1994	Begin moving staff to Planning Dept. to share responsibilities on one stop public counter and permit processing
Phase Three	January/May 1995	Consolidate Architecture/Engineering

City Council  
Restructuring of the Department of Public Works

**FINANCIAL CONSIDERATIONS:**

The proposed restructuring and staff reclassifications will be accomplished within the existing Department of Public Works' base budget. One time costs for moving, telephone, and equipment will be required and is discussed in a separate report.

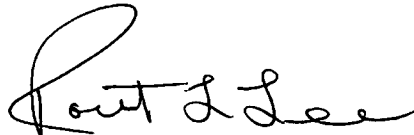
**POLICY CONSIDERATIONS:**

The proposed restructuring efforts support the Council's highest priorities related to economic development, neighborhood revitalization, and fiscal viability and reinventing our City government.

**MBE/WBE:**

None. No goods or services are being purchased.

Respectfully submitted,

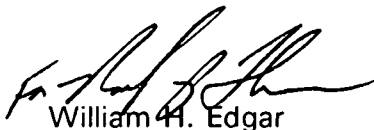


Robert L. Lee  
Deputy Director of Public Works



Michael Kashiwagi  
Deputy Director of Public Works

APPROVED BY:



William H. Edgar  
City Manager

Attachments

[mkgmrest.sr]

**RESOLUTION NO.**

94-361

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF \_\_\_\_\_

APPROVE THE DEPARTMENT OF PUBLIC WORKS'  
PROPOSED RESTRUCTURING AND POSITION RECLASSIFICATIONS  
WHICH WILL BE INCLUDED IN THE  
1994-95 ADOPTED BUDGET FOR  
THE DEPARTMENT OF PUBLIC WORKS

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

The restructuring plan and organizational changes described in the accompanying staff report be incorporated in the 1994-95 Public Works Approved Budget.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

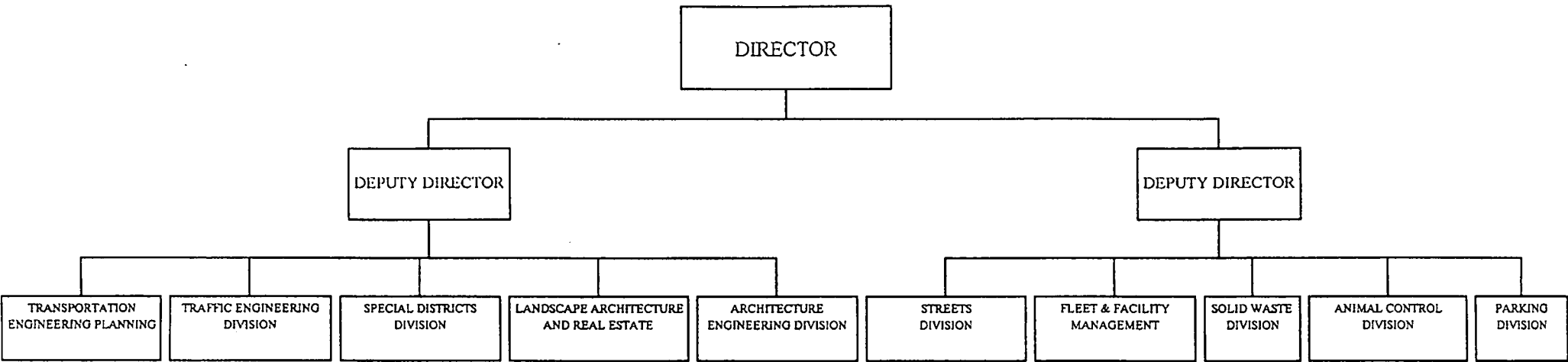
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FOR CITY CLERK USE ONLY

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_ 7

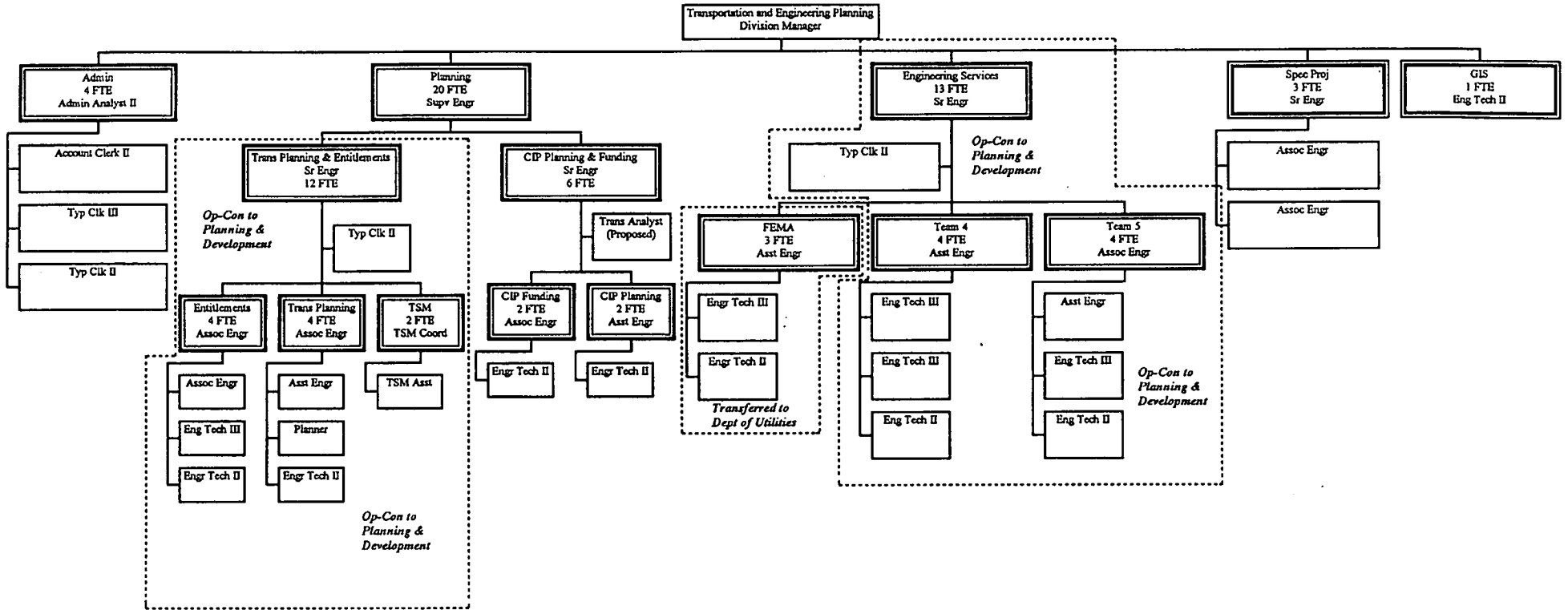
# PUBLIC WORKS REORGANIZATION

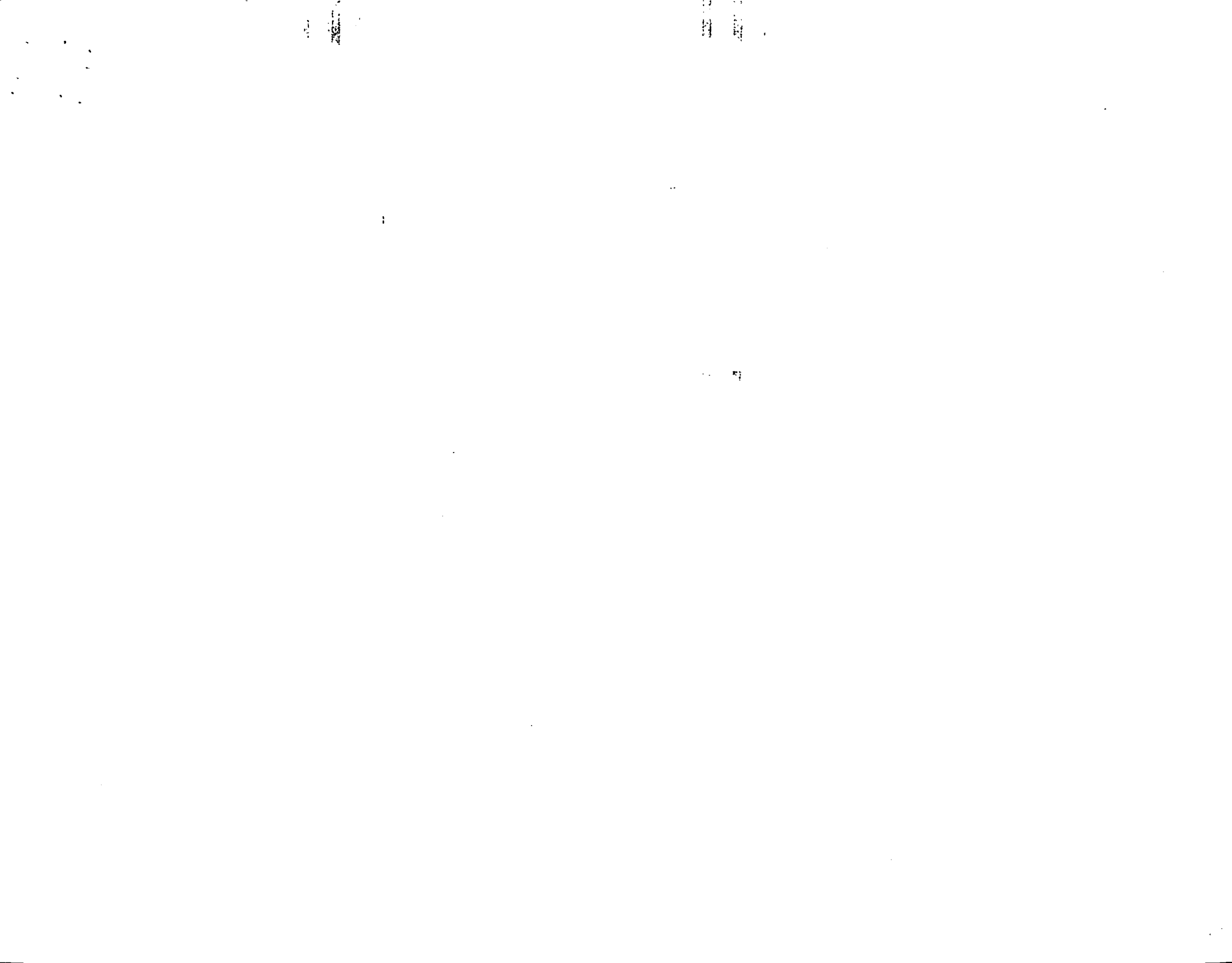


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**TRANSPORTATION AND ENGINEERING PLANNING DIVISION**  
Proposed Organization Chart  
42 FTE





## SUMMARY OF PROPOSED CHANGES

### **Eliminate Transportation Division**

re-locate Parking to Operations Services as a Division

re-locate Signals and Lighting to Street Division

Traffic Engineering direct to Deputy Director

re-locate Transportation Planning to new Transportation and Engineering Planning Division

transfer Bikeway Planning and coord to Landscape Architecture and Real Estate Division

### **Re-structure Engineering Division**

re-locate design and construction to new Architecture and Engineering Division

re-locate development functions to new Transportation and Engineering Planning Division

### **Create new Transportation and Engineering Planning Division**

create new CIP Planning and Funding Section

create new Special Projects Section

consolidates transportation planning (policy/funding)

propose op con to Planning Department:

advanced planning (policy)

plan check/permits

develop entitlements

### **Create new Architecture/Engineering Division**

consolidate design and construction

project team organization

centralize contract administration

### **Eliminate Facility Management**

re-locate Design to new Architecture and Engineering Division

re-locate Facility Maintenance to Fleet and Facility Division