

(1)

ITEM #1. HUMAN RESOURCES DEPARTMENT. (D-ALL)
UPDATE ON HIRING OF AREA TEAM MANAGERS FOR
NEIGHBORHOOD SERVICES DEPARTMENT.

ORAL PRESENTATION

AGENDA
CITY COUNCIL WORK GROUP COMMITTEE

Tuesday, March 1, 1994

11:00 A.M. to 12:00 P.M.

City Hall Council Chamber
915 I Street, Second Floor
Sacramento, California

1. Human Resources Department. (D-All)
Update on Hiring of Area Team Managers for Neighborhood Services Department

RECOMMENDATION OF STAFF: ORAL PRESENTATION

2. Design Construction Task Force. (D-All)
Final Report of the Capital Improvement Project Design/Construction Task Force

RECOMMENDATION OF STAFF: ADOPT STAFF RECOMMENDATION

3. Planning Restructuring. (D-All)
Consolidation and Coordination of Functions Relative to Entitlement and Permit Processing and Long Range Planning Activities

RECOMMENDATION OF STAFF: ADOPT STAFF RECOMMENDATION

4. Items Not Agendized

A. Citizens Addressing Council Committee on Matters not on the Agenda

(A Three Minute time limit is imposed on speakers addressing the Council Committee under this heading.)

B. Council Committee Ideas and Questions

COMMITTEE MEMBERS: Ortiz (Chair), Fargo, Pannell, Steinberg

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COMMITTEE MEMBERS: Ortiz (Chair), Fargo, Pannell, Steinberg

MINUTES
OF THE
CITY COUNCIL WORK GROUP COMMITTEE

Tuesday, March 1, 1994

CALL TO ORDER

The meeting of City Council Work Group Committee was called to order by Chairperson Ortiz at 11:00 a.m. on the above date in the City Council Chamber located at 915 I Street.

ROLL CALL

Present: Councilmembers Fargo, Pannell*, Steinberg, Ortiz
*Arrived during presentation of Item #1

1. Human Resources Department. (D-All)
Update on Hiring of Area Team Managers for Neighborhood Services Department

Donna Giles, Director, Human Resources Department, presented status of the hiring of the Neighborhood Services Department Area Team Managers. The City received 81 applications for the examination. The screening panel consisted of eight members including community members, city management staff, and business members for the first stage of the screening process. Sixteen candidates were invited to participate in the assessment center. Ten panel members were involved in the assessment center process. The assessment center exercises included two leaderless group discussions, one oral presentation, an interview, and a written exercise. The 16 candidates were made up of 5 applicants from City of Sacramento staff and 11 applicants from outside the City. The next step will be to send recommendations to a panel of two councilmembers, Deborah Ortiz and Sam Pannell, and two management members, David Martinez and Bina Lefkovitz, who will make the final recommendations to Bill Edgar for the final appointment. The names are expected to be announced in two weeks.

Councilwoman Ortiz explained she was asked to sit on the panel as chairperson of the committee overseeing the reorganization of the Neighborhood Department. Councilman Pannell is on the panel because he is Chairperson of the Personnel and Public Employees Committee. Input from the community will help in determining the final process. The ultimate decision will be Bill Edgar's. The panel will make recommendations and they welcome input from other Councilmembers.

Karen Hellickson, a resident from the Mansion Flat and Alkali Flat areas, stated she attended a meeting Thursday night with City staff regarding this. She expressed concern that this not be just another new program that doesn't work. She said it is important that they have people who can really hear what residents are trying to say.

There was discussion among the Councilmembers regarding where the final four managers would be placed and how that will be determined, particularly in areas shared by two Councilmembers.

2. Design Construction Task Force. (D-All)
Final Report of the Capital Improvement Project Design/Construction Task Force

Robert P. Thomas, Deputy City Manager, gave the highlights of the report. The objective is to consolidate their efforts in order to have a team approach with very significant performance objectives in terms of the cost, time of delivery, change orders, etc. This is in accordance with the original directions from the committee on November 15, 1993, in terms of economic development and streamlining the application process. Mr. Thomas explained that if the staff recommendations are approved by this committee the final reorganization plans will go to the full City Council around the end of March. Mr. Thomas introduced Mike Coleman.

Mike Coleman, Senior Management Analyst, went over the goals adopted by the City Council in November 1993 and the background related to City operations. He stated the switch to the project team approach will have strong accountable project managers. The project managers will have training in leadership, public presentations, and public relations. They will monitor the performance and come back to the Council at a future date with those results. The project teams will have a designer, inspector, client department participation, people who are going to maintain and operate the facility, and contract administration who deal with the paper work. The team will be working together from the beginning to the end of the project. They will separate out the unfunded activities, activities that haven't been established as a project yet and have no budget established.

Councilwoman Fargo asked if they will be limiting the project manager positions to architects or will other staff with the appropriate background be given opportunities to take the lead as project managers; for example, Landscape Architects.

Mr. Thomas said the project managers will vary from project to project, depending upon the expertise needed.

A motion was made by Councilwoman Fargo, seconded by Councilman Steinberg to adopt the staff recommendation to endorse and forward to City Council for adoption of

resolutions approving conceptual approaches for improving the implementation of capital improvement projects. The motion passed unanimously.

3. Planning Restructuring. (D-All)
Consolidation and Coordination of Functions Relative to Entitlement and Permit Processing and Long Range Planning Activities
-

Robert P. Thomas, Deputy City Manager, gave a background of the planning restructuring process. On November 15, 1993, this working group approved the goals for restructuring the City's application process and was approved by the full City Council November 30, 1993. This report recommends conceptual approval of reorganizations of both architectural and engineering operations for public projects as well as conceptual approval of reorganization on both the application project process and long-range planning.

Mr. Thomas stated that subject to approval today, the report will go on to the full City Council with any additional comments the committee may have. They will come back with the detailed reorganization report for Public Works, Utilities, and Planning and Development around the end of March or first of April. Subject to that action, there will be some reallocation and remodeling to support the reorganizations.

Dianne Guzman, Director of Planning and Development Department, went over the six priorities the Council approved for the City in economic development, public safety, neighborhood revitalization, diversity, reinventing the way we perform government, and the area of youth initiatives. The Planning and Development, Public Works, and Utilities Departments are currently located in different facilities throughout the downtown and south part of the City. Changes would include having a common public counter where the Planning and Development counter is currently located at 13th & I Streets. Ms. Guzman added that along with the consolidated permit process, with a more coordinated planning program for the whole City, there will be an annual review with the City Council of all the plans.

If this committee forwards this item on to the full City Council and it is approved, June 1st will be the date they would open the common public counter at 13th and I Streets. The first annual review would be in one year from today.

Councilwoman Ortiz talked about the review for dance hall permits, arcades, etc., and asked that this be addressed when it is brought to the City Council.

Ms. Guzman answered that at present that is not part of this initial consolidation; however, with the time schedule they would have the opportunity to look at consolidating some of these other permits at the one-stop permit counter.

Councilwoman Fargo suggested that assessment districts needs to be connected to Planning. She asked what will happen to the Subdivision Review Committee.

Ms. Guzman stated the Subdivision Review Committee will continue because it is a formal step in the process. They may find as they are physically located in the same place they won't need to have regular meetings. They will be doing all the coordination things on a daily basis.

Councilwoman Ortiz asked that the notification of neighborhood groups be more streamlined. She asked that it be further defined and how it will fit into this proposal.

The following members of the audience spoke in support of the proposal: Dick Walker, representing both the College Glen Neighborhood Association and the Sacramento Metropolitan Chamber of Commerce; and Kim Bollinger, Building Industry Association.

A motion was made by Councilwoman Fargo and seconded by Councilman Steinberg to move this item to the City Council to:

- (1) Approve the organization structure proposed to improve coordination of development review activities.
- (2) Approve the process for prioritizing advance planning activities.

The motion passed unanimously.

4. Items Not Agendized

A. Citizens Addressing Council Committee on Matters not on the Agenda

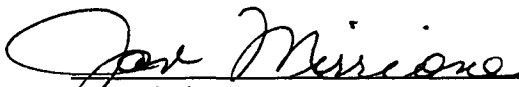
None.

B. Council Committee Ideas and Questions

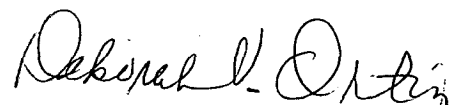
Councilmember Fargo requested the committee think about what this committee is designed to do. She feels it isn't clear anymore with relation to the other committees.

ADJOURNMENT - There being no further business before the Committee, the meeting was adjourned at 12:05 p.m.

Submitted:


Jan Mirrione, Secretary

Approved:


Deborah V. Ortiz, Chairperson

ITEM NO: 3

ROLL CALL

WORK GROUP COMMITTEE

MOVED BY: HF SECONDED BY: DS DATE: 3-1-94

MOTION: Adopt staff recommendation to (1) approve organization structure proposed to improve coordination of development review activities and forward to City Council; (2) approve the process for prioritizing advanced planning activities and forward to City Council.

		AYE	NO	ABSTAIN	ABSENT
FARGO	D1	✓			
PANNELL	D8	✓			
STEINBERG	D6	✓			
ORTIZ	D5	✓			

NOTES: _____

SEQUENCE ORDER: 2



3

DEPARTMENT OF
PLANNING AND DEVELOPMENT

CITY OF SACRAMENTO
CALIFORNIA

1231 I STREET
ROOM 302
SACRAMENTO, CA
95814-2978

February 10, 1994

ADMINISTRATION
PH 916-264-5571
FAX 916-264-7185

City Council Work Group
Sacramento, CA.

Honorable Members in Session

Subject: CONSOLIDATION AND COORDINATION OF FUNCTIONS
RELATIVE TO ENTITLEMENT AND PERMIT PROCESSING AND
LONG RANGE PLANNING ACTIVITIES

LOCATION AND COUNCIL DISTRICT:

Citywide

RECOMMENDATION:

It is recommended:

1. That the Work Group approve the organization structure proposed to improve coordination of development review activities and forward to the City Council.
2. That the Work Group approve the process for prioritizing advance planning activities and forward to the City Council.

CONTACT PERSON:

Dianne Guzman, Director of Planning & Development
264-5571

COMMITTEE DATE:

March 1, 1994

SUMMARY:

This report presents the first phase of the plan to streamline the entitlement and permit process and to improve coordination of long-

range planning activities in the Planning & Development, Public Works and Utilities Departments. As part of the streamlining effort, a common public counter will be established to help businesses and the public obtain information and application materials for required permit and development approvals at one physical location.

COUNCIL ACTION:

The concept of consolidation and coordination of development review activities was unanimously approved by the City Council Work Group on November 15, 1993 and the City Council on November 30, 1993.

BACKGROUND INFORMATION:

The Departments of Planning & Development, Public Works and Utilities were given the task to provide a central focus for development concerns in the City of Sacramento. A task force was created to deal with the wide variety of issues that needed to be addressed. This report outlines the first phase of the process which involves relocating approximately 26 Public Works Department employees and 2 Utilities Department employees to work with staff of the Planning & Development Department.

Staff from these 3 Departments will be assigned to the public counter at 1231 I Street to answer general questions and process applications. Questions requiring research and analysis will also be taken in for early response by the appropriate department. Transportation planning activities will also be relocated to the Planning & Development Department. Staff from Public Works and Utilities working in these areas will be co-located on an op-con basis. They will remain employees of their parent organization but receive day-to-day direction from the Planning & Development Department. The goal is to have the common public counter in operation by June 1, 1994.

The creation of the common public counter will improve customer service by: improving communications among staff involved in development review, enhancing the ability to fast track a project, reducing or eliminating the need for duplicate submittals, and creating consistent review standards. Colocation will facilitate the processing of entitlements and permit applications. The staff processing applications will now be in close proximity increasing their ability to answer questions and resolve issues in a timely manner.

A key function of this new process is to designate Project Managers for each project. Project Managers will be assigned responsibility for applications, as well as for planning studies. They will be responsible for seeing that decisions on a project are made in a timely, efficient manner and for resolving conflict when necessary. The project manager will be the single point of contact for the

applicant and will act as the applicant's agent in terms of timely processing and project status reports. Project managers will be assigned for every planning application. Major benefits from the use of project managers include improved communications, increased accountability and a single contact person for an applicant.

In addition to the recommendation to create a common public counter, the Task Force recommends that a comprehensive long range planning program needs to be coordinated among the Departments of Planning & Development, Public Works and Utilities. This program should be directly responsive to the City Council objectives of economic development and neighborhood enhancement and preservation. This report recommends that an annual program of prioritized planning activities be developed with an ad hoc committee of the City Council. Input will be sought from neighborhoods, businesses, the development industry, the environmental community and the City Planning Commission. In this way, we can ensure that plans for infrastructure and land use are coordinated and consistent and that the City will be able to respond quickly to new opportunities. It is anticipated that the first coordinated planning program will be presented in one year (March 1995).

There are many details that will need to be resolved quickly as we begin to work together in new ways. We anticipate implementing short term staff work groups to resolve issues and solve problems as they arise. We will also evaluate the program as we go along and make adjustments as needed. A program to train staff to manage projects and to give them the resources to do the job will also be implemented. This is the first phase; as other needs are identified, they will be addressed. These proposed changes are part of a larger program of changes which include rethinking our regulatory structure, developing better data on our processes and systems and improving our automation, especially in the areas of project and permit tracking.

The organizational structure of the proposal is shown in Exhibit 1. There are also restructuring reports being developed for the Public Works, Utilities and Planning & Development Departments. These reports will be submitted to the City Council on March 22.

FINANCIAL CONSIDERATIONS:

At this time, no budget change is recommended. It is anticipated that there will be one-time start up costs for the first phase of the plan: cost of relocation, improvements to the public counter, phone systems, physical modifications and equipment are some examples. There are also costs associated when we look at the longer term. These include a permit automation system, computers, and workstations. Following conceptual approval, details will be costed out and presented in a separate report.

We believe that there will be cost savings over time but are not able to quantify them at this time. For our customers, there will be the immediate benefit of improved customer service. We will be able to expedite the process to make decisions and get answers quicker.

POLICY CONSIDERATIONS:

A major goal of the consolidation is to support the City Council's highest priorities relating to economic development and the need to focus on neighborhoods and neighborhood issues. This restructuring is consistent with City Council policies and priorities on the City's reorganization to improve service delivery and streamline the permit process.


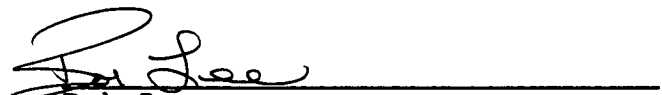
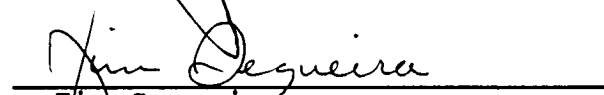
MBE/WBE

No impact

Respectfully submitted,



Dianne Guzman
Director of Planning & Development


Mike Kashiwagi
Deputy Director of Public Works
Bob Lee
Deputy Director of Public Works
Jim Sequeira
Director of Utilities

SYNOPSIS
OF THE
NEIGHBORHOOD AND PUBLIC SAFETY ISSUES COMMITTEE

WEDNESDAY, FEBRUARY 9, 1994

CALL TO ORDER at the hour of 6:42 p.m., at Luther Burbank High School Cafeteria, 3500 Florin Road, Sacramento, California.

ROLL CALL

Present: Councilmembers Kerth*, Ortiz*, Pannell, Steinberg
*Arrived during presentation of Item #1

1. Expansion of Parking Enforcement Operations (D-All)

RECOMMENDATION OF STAFF: Approve and Forward to City Council

COUNCIL COMMITTEE ACTION:

Adopted staff recommendation to endorse and forward to City Council for adoption of resolution. Staff to report back to committee with following requested information:

- (1) What would it take to be more pro-active in the neighborhoods in terms of routine patrols of streets for parking violations?
- (2) Should the program for illegal disabled persons parking enforcement also include illegal fire lane parking enforcement.
- (3) Create a classification between a Police Officer and a Parking Enforcement Officer to handle issuing citations for illegal disabled persons parking, fire lane parking, and graffiti taggers.
- (4) Provide a program similar to the Strike Force to enforce neighborhood truck parking violations.

- (5) Should Park Maintenance Workers, Code Enforcement Officers, and Parking staff be given citation authority so they could cite illegally parked vehicles? (Check with Employee Relations Department.)
- (6) Survey to see how many people get away with parking violations.
- (7) Feasibility of existing resources for citing truck parking violators from 8:00 a.m. to 10:30 a.m.

VOTING RECORD: Move: Kerth Sec: Pannell
Passed unanimously.

2. New Headstart Facility in Meadowview (D-8)

RECOMMENDATION OF STAFF: For Committee Information Only

COUNCIL COMMITTEE ACTION:

Therolyn Brown, Director, Meadowview Community Action, gave overview of the new program and facility serving children in the Meadowview area.

3. Conversion Housing Concept (D-8)

RECOMMENDATION OF STAFF: For Committee Information Only

COUNCIL COMMITTEE ACTION:

Anne Moore, Acting Director of Community Development, Sacramento Housing and Redevelopment Agency (SHRA), and Cassandra Jennings, SHRA, gave oral presentations regarding effort encouraging development of mid-priced housing stock in target areas. Handout - Primary Discussion on Integration of Housing Types in Target Areas - Meadowview Pilot Study.

4. Late Night Sacramento (D-All)

RECOMMENDATION OF STAFF: For Committee Information Only

COUNCIL COMMITTEE ACTION:

Ralph Pettingell, Recreation Superintendent, made oral presentation of the Late Night Sacramento program to provide youth an opportunity to participate in sports, visual and performing arts, in a safe environment. The kick-off is March 4, 1994.

5. G Parkway Street Closure and Franklin Villa Update (D-8)

RECOMMENDATION OF STAFF: For Committee Information Only

COUNCIL COMMITTEE ACTION:

Gary Little, Citizens Assistance Officer, presented status of efforts to improve the safety and livability of these areas.

Jeff MacKanin and Bill Champion, Neighborhood Police Officers (NPO), talked about their experiences in working with the neighborhood.

6. Drug House Closures and POP (Problem Oriented Policing) Projects (D-8)

RECOMMENDATION OF STAFF: For Committee Information Only

COUNCIL COMMITTEE ACTION:

Susan Feenstra and Mike Cooper, Problem Oriented Policing Officers (POP), gave an update on the closures of drug houses and completed POP projects in South Sacramento.

Councilman Steinberg asked about the status of the Neighborhood Nuisance Ordinance.

Kellie McNair, Deputy City Attorney, is assisting with the implementation of the Neighborhood Nuisance Ordinance. The City Attorney's Office, Police Department, City Manager's Office, and Housing and Dangerous Buildings Division are meeting and considering the various cases that might fit into the ordinance. They have established policies and procedures for the Neighborhood Nuisance Ordinance program. One of the challenges with this ordinance will be coming up with the evidence that the violations are occurring.

David Martinez, Deputy City Manager, said they will publicize the program the first part of March. They want to highlight for the community some of the cases and let them know the tools are in place. They will share with this committee and the City Council some of the examples.

7. Items Not Agendized

A. Citizens Addressing Council Committee on Matters not on the Agenda

None

B. Council Committee Ideas and Questions

Councilman Pannell wants to give this committee more information and more action items. There are a lot of things going on and he wants to do something to show the community they are trying to respond to their issues.

Councilman Steinberg talked about taking these committee meetings out all over the city so that people who cannot come downtown to City Hall can participate.

Meeting adjourned at 8:15 p.m.

ITEM NO: 2

ROLL CALL

WORK GROUP COMMITTEE

MOVED BY: HF SECONDED BY: DS DATE: 3-1-94

MOTION: Adopt staff recommendation to
endorse and forward to City Council for
adoption of resolutions approving
conceptual approaches for improving
the implementation of capital
improvement projects.

		AYE	NO	ABSTAIN	ABSENT
FARGO	D1	✓			
PANNELL	D8	✗			
STEINBERG	D6	✓			
ORTIZ	D5	✓			

NOTES: * out of room for vote!

SEQUENCE ORDER: 3



2

OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 101
915 I STREET
SACRAMENTO, CA
95814-2684

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February 17, 1994

City Council Work Group Committee
Sacramento, California

Honorable Members in Session:

**SUBJECT: FINAL REPORT OF THE CAPITAL IMPROVEMENT PROJECT DESIGN/
CONSTRUCTION TASK FORCE**

LOCATION AND COUNCIL DISTRICT: City-wide

RECOMMENDATION

Receive the attached report and forward it to the full City Council with a recommendation to adopt resolutions approving conceptual approaches for improving the implementation of capital improvement projects.

CONTACT: Robert Thomas, Deputy City Manager 264-5704

FOR THE COMMITTEE MEETING OF: March 1, 1994

SUMMARY

The Final Report Capital Improvement Project Design / Construction Task Force has been completed and is attached. The report discusses the current practice for capital improvement project

City Council Work Group Committee
Final Report of the CIP Design / Construction Task Force
February 17, 1994

delivery and makes a series of recommendations for improvement. The report describes the current process, organizational structure, workload and performance for CIP design and construction. Next, the report reviews the Council adopted goals for the Task Force and describes some of the current issues related to those goals. Finally, it outlines a series of recommendations for improving the delivery of capital projects from planning and design through construction and completion.

BACKGROUND

On November 23, 1993, the City Council received a report describing the formation by the City Manager of a staff task force to improve the design and construction of capital improvement projects from planning and design through construction and completion. The report had been reviewed by the Council Work Group Committee. Council approved a set of goals for the task force as follows:

- improve the quality of project design and construction,
- reduce the cost of project design and administration,
- reduce the cost of construction,
- improve the rate of project delivery,
- reduce the life cycle cost - including maintenance - of completed projects,
- improve the consistent and effective implementation of City policies including:
 - general conditions for construction contracts and design agreements
 - solicitation and selection of consultants
 - use of MBE/WBE consultants and contractors.
- improve the quality of the public review and input process.

Members of the Task Force include:

Bob Lee, Deputy Director of Public Works
Mike Kashiwagi, Deputy Director of Public Works
Terry Moore, Engineering Manager in Public Works
Duane Wray, Facility Manager in Public Works
Walt Ueda, Special Services Division Manager
Jim Sequeira, Director of Utilities
Gary Reents, Acting Engineering Manager in Utilities
Michael Coleman Senior Management Analyst
Robert Thomas, Deputy City Manager

After a series of meetings and research, the Task Force produced a report outlining its recommendations. Specific restructuring proposals to implement these recommendations will be

City Council Work Group Committee
Final Report of the CIP Design / Construction Task Force
February 17, 1994

brought to the Council by the affected departments in two weeks.

FINANCIAL CONSIDERATIONS

There are no direct financial impacts as a result of these recommended actions. Specific recommendations for restructuring the organization will be brought to Council within two weeks following Council approval of these recommendations. Some specific restructuring recommendations may result in fiscal impact. However, consistent with the goals of improving efficiency and reducing costs, the net effect of these changes is will be better use of fiscal limited resources.

POLICY CONSIDERATIONS

The recommendations contained in this report are consistent with the goals of the Task Force approved by the City Council and in furtherance of Council approved priorities of economic development, neighborhood revitalization and enhancement, and fiscal viability and "reinventing" our City government.

MBE/WBE EFFORTS


Not applicable since no goods or services are being purchased as a part of the recommended actions.

Respectfully Submitted By:



ROBERT THOMAS
Deputy City Manager

Recommendation Approved By:



WILLIAM H. EDGAR
City Manager

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

RESOLUTION APPROVING IMPROVEMENTS THE DESIGN AND CONSTRUCTION OF CAPITAL IMPROVEMENT PROJECTS

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

1. The City Manager is authorized and directed to implement changes in the design and construction of capital improvement projects as follows:
 - A. Adopt a team approach (using self directed project teams) with Project Managers who are held accountable.
 - B. Restructure the current organization to facilitate this.
 - o Reorganize design and construction functions into project teams.
 - o Centralize the contract administration / labor compliance functions.
 - C. Improve the quality and cost effectiveness of capital improvement projects by:
 - o Separating "unfunded" activities (e.g., master planning, preliminary work on unfunded projects, etc.) from those responsible for producing funded projects.
 - o Continuing to conduct life cycle cost analyses (value engineering) including operating and maintenance cost considerations on projects where this may result in lower long-run costs.
 - o Adopting improved city-wide standardized policies and procedures for the preparation of technical specifications for construction projects.
 - o Each division involved in CIP design and construction should examine indirect cost rate plan and timecard (project billing) practices.
 - D. Increase the opportunity for public review and input and strengthen the skills of

FOR CITY CLERK USE ONLY

4

RESOLUTION NO.: _____

DATE ADOPTED: _____

Project Managers in support of this.

- o Include adequate and timely public review and comment periods in project schedules.
- o Train Project Managers in leadership and public relations skills.

E. Adopt quantifiable performance standards in order to measure success.

2. The City Manager is directed to report back to the City Council with specific recommendations in this area in two weeks.

MAYOR

ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

5

RESOLUTION NO.: _____

DATE ADOPTED: _____

C.I.P. Design / Construction Task Force

Report and Recommendations

February 8, 1994

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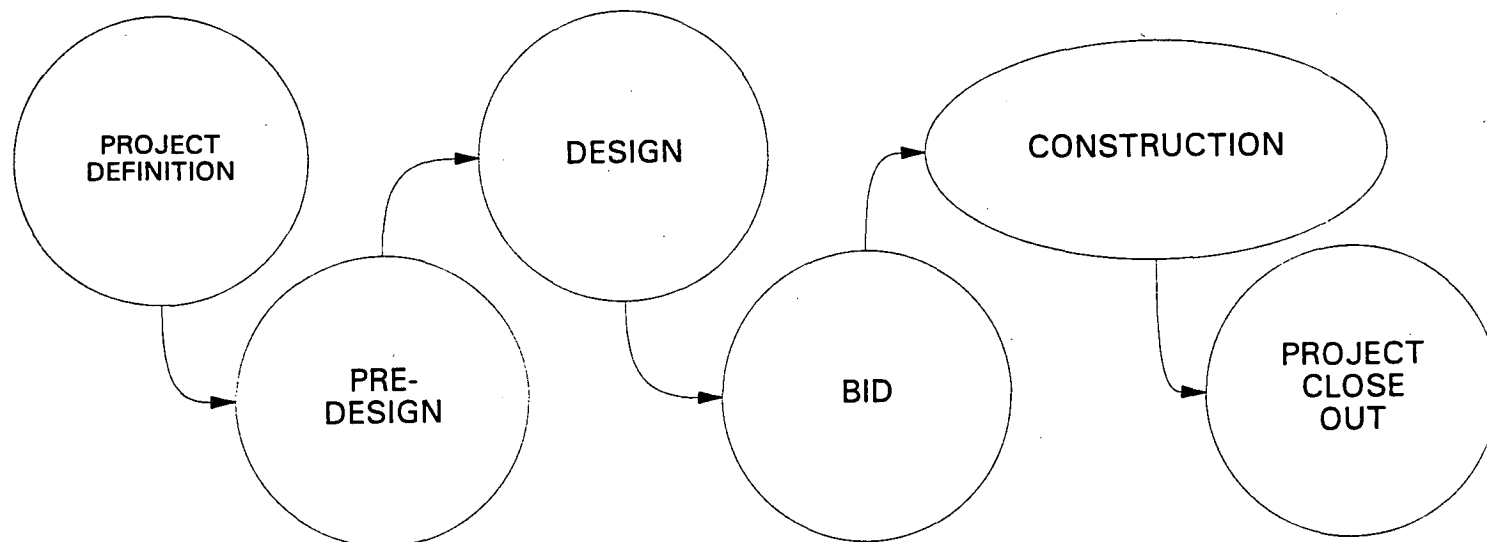
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I. INTRODUCTION: THE CIP DESIGN AND CONSTRUCTION PROCESS

The building of a public facility such as a bridge, a traffic signal or a community center involves many phases of work, many people and money. Exhibit 1 shows the process for a capital improvement from first concept to completion.

EXHIBIT 1

Capital Improvement: From Concept to Completion



A. Preliminary Scoping and Planning of a Capital Improvement

The idea for a capital improvement might begin with a suggestion from City staff, a citizen or a Council member. The project is usually first included in a long-range plan, often called a "master plan". In these preliminary stages, staff begins to define the size and scope of the project, develops a title, a description and perhaps a "ball-park" cost estimate. The project, if included in a master-plan, is ranked in priority relative to other projects in the same program. It may also be ranked among projects competing for the same funding source.

Each year the City prepares a five year Capital Improvement Program, a comprehensive plan which takes into account both program priorities and financing strategies. Using master-plans and other proposed projects as a basis, the 5-year Capital Improvement Program marries the long-range priorities with a financing strategy to go beyond "what?", to answer "when?" and "how?" and "why?". In approving the five year Capital Improvement Program, the City Council approves a more specifically defined scope, objectives funding and timing for each project. Each year, the first year of the Capital Improvement Program is adopted as the

Capital Improvement Budget for the following year.

Not every Capital Improvement Project is included in a Master Plan and not everyone is included in the five year Capital Improvement Program. During the year, certain unforeseen needs and opportunities arise that result in City Council approval of new Capital Improvement Projects.

B. Design and Construction

Once a Capital Improvement Project is approved as a part of the Capital Improvement Budget, work on the project can proceed beyond the preliminary stages. In addition to those who design and construct the project, there are support services provided to the effort from many other parts of the City organization.

At the design phases, architects and engineers work closely with the facility users ("the client"), and the public to develop a design which meets the needs within available resources. Operating and maintenance staff, environmental and others review and provide input as the design progresses.

The project may be designed with in-house staff or by outside consultants. Construction is almost always done by private contractors. These agreements with consultants and contractors must be solicited, written, and administered. These and other administrative tasks including accounting, paying bills, monitoring compliance with contract and labor codes are accomplished with the assistance of City specialists. Professional inspectors provide critical services as the project proceeds through construction.

II. THE CURRENT ORGANIZATIONAL DESIGN FOR C.I.P. DESIGN / CONSTRUCTION GENERALLY FEATURES SEPARATE DECENTRALIZED UNITS FOR DESIGN, CONTRACT ADMINISTRATION AND CONSTRUCTION INSPECTION.

The current City organization has most elements of Capital Improvement Project implementation decentralized by type of project. That is, projects which are street improvements are handled by staff that is located and operates separately from staff that handles water distribution system improvements, separately from park improvements, separate from building facilities, etc. This is most clearly true for project design phases. However, construction inspection is provided by a centralized unit for all projects except

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facilities (new and remodelled buildings).

A. Design of CIPs is Decentralized Among More than Six Divisions, Each With a Different Program Focus.

There is a wide variety among city Capital Improvement Projects, from computer systems to parks to roads to public buildings to sewage treatment systems. The design and construction of these projects requires special expertise. Consequently, the design of these projects is handled by professionals with expertise which is unique to the particular type of project at hand.

The City organization reflects these design specialties with the design of programs performed by separate units with a focus and expertise in a particular program area.

- The design of transportation projects is the responsibility of the Public Works Department. Street Improvements, Traffic Signals / Lighting and Street Rehabilitation / Overlays are handled by the Engineering Division, Design Section.
- The Facility Management Division of Public Works is responsible for the design and construction of new buildings, and building repairs and remodellings.
- The Special Services Division of Public Works includes the Landscape Architecture Section which is responsible for the design and construction of Parks and Landscaping.
- The design and construction of Water, Sewer, and Drainage projects is the responsibility of the Engineering Services Division of the Utilities Department.
- Other departments are responsible for the implementation of some CIPs including the Information Computer Services Department (Computer Systems and Communications), and others.

Attachment A contains current organization charts for those City functions involved in the design and construction of capital improvements.

B. Contract Administration / Labor Compliance Functions are Handled by at Least Two Different Units Which Provide Services to Their Own Design Functions as Well As Others.

In contrast to most local governments, Contract Administration / Labor Compliance functions in Sacramento are decentralized among several different organizations responsible for capital improvement design and construction. Such units exist in Facilities Management and Public Works Engineering. Some units (i.e. Landscape Section, Utilities Engineering) receive Contract Administration / Labor Compliance services from these units in other divisions but may conduct some of these functions themselves. In summary, the organization and process differs for different types of projects. The current organization is neither fully decentralized nor centralized and, consequently tends to have the disadvantages of each approach.

C. Construction Inspection for CIPs is Performed by the Construction Inspection Section of the Engineering Division in Public Works, with the Exception of Facilities Projects (new buildings, repair, remodel) Which are Performed by the Facilities Management Division.

The Construction Inspection Section provides its services for all capital improvement projects from roads and signals to parks to sewer collection systems and drainage projects... except those managed by the Facilities Management Division. Projects managed by Facilities Management involve buildings (new, repaired or remodelled) as opposed to other types of infrastructure improvements. Attachment A contains current organization charts showing these functions.

D. The Facility Management Division Uses Self-Directed Project Teams Which Include Design Staff and Construction Inspectors.

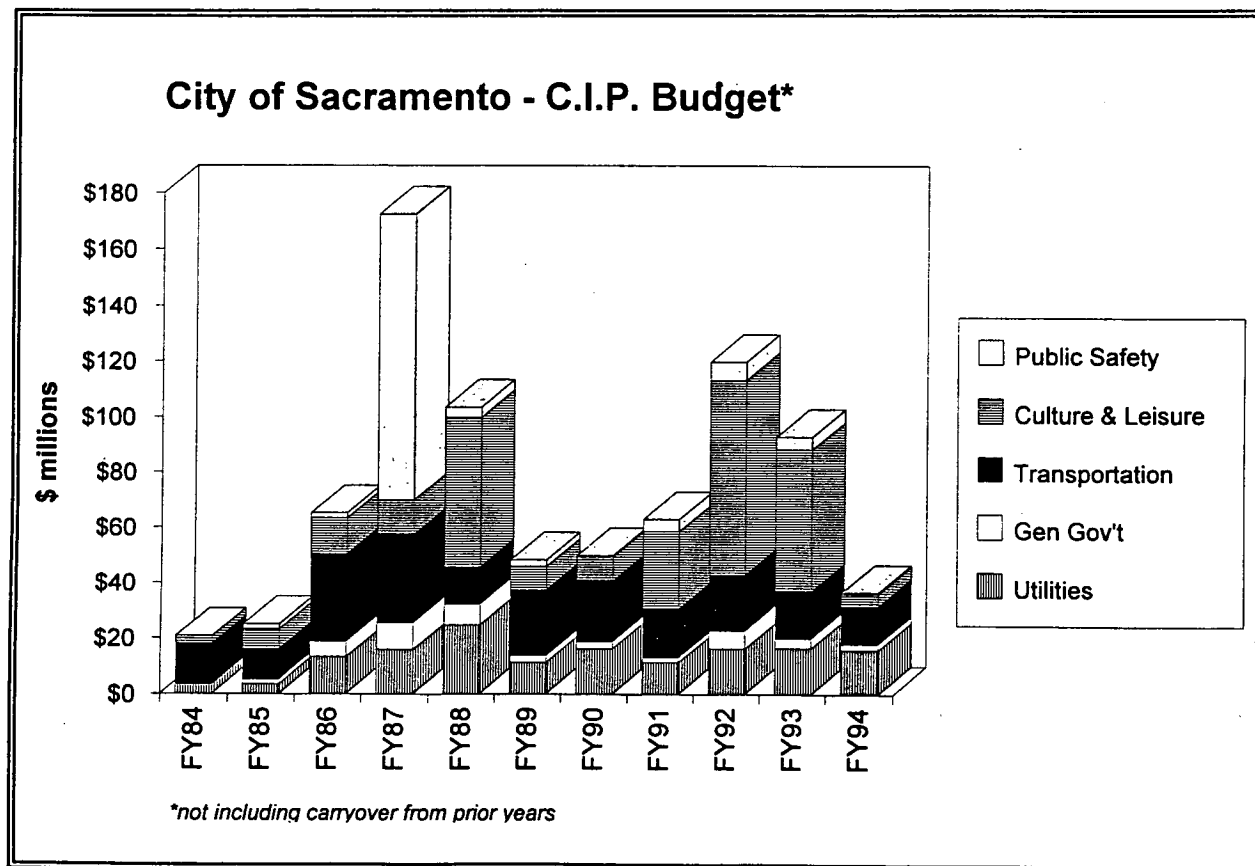
While the Engineering functions in both Public Works and Utilities separate design activities from construction inspection and contract administration functions, the Facility Management Division employs a team approach. Under this approach, design professionals and construction inspectors are decentralized among project teams which are self-directed in their work.

III. THE WORKLOAD FOR DESIGN AND CONSTRUCTION OF C.I.P.s HAS VARIED HISTORICALLY.

The workload of capital improvement project design and construction has varied historically and shows no clear trend. Exhibit 2 shows the annual Capital Improvement Budget over the last ten years. In part, the variances are due to debt financing which usually results in several large projects budgeted in a single year from the debt proceeds. This is particularly the case in the public safety and culture/leisure programs in which include new police sub-stations, fire stations, community centers and the convention center expansion. The work on these projects actually takes several years.

The variances in workload have been managed either by adding additional staff when there is greater project budget to support the additions, or through the use of consultants and contractors. Of course, construction, which accounts for 60% to 80% of project costs is almost always performed by an outside contractor.

EXHIBIT 2



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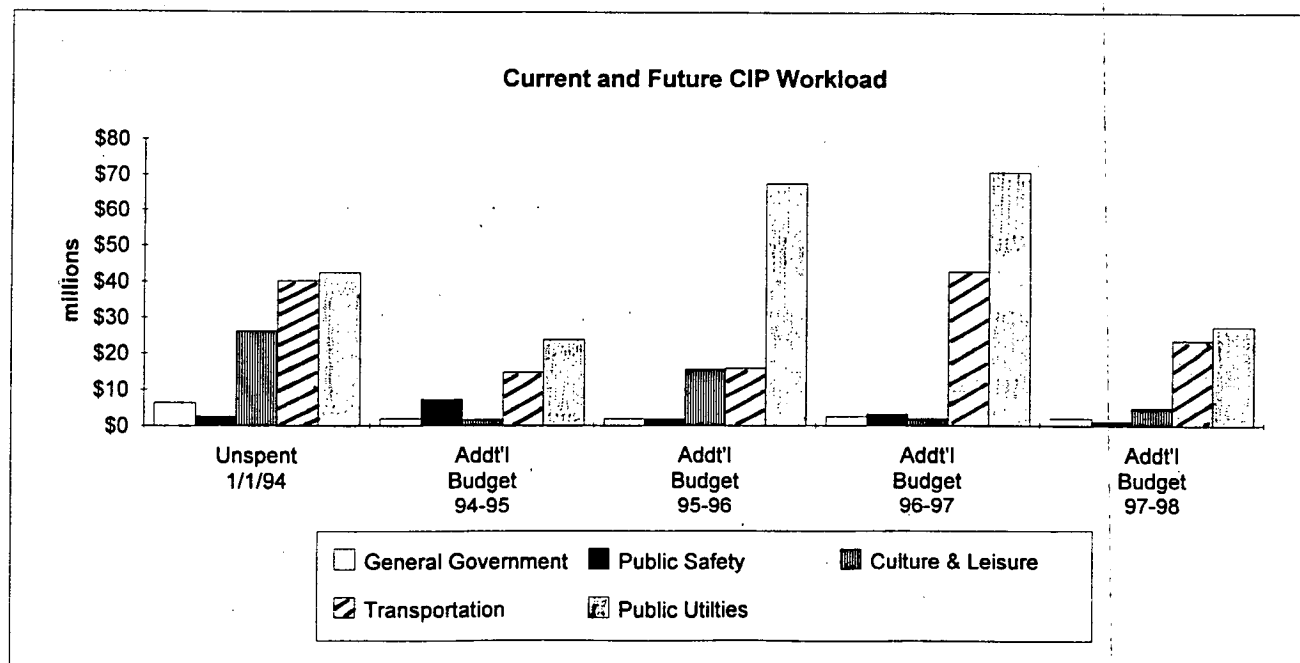
Exhibit 3 below shows how staffing for the design and construction of CIPs has changed over the last five years.

EXHIBIT 3: Historical Annual Staffing by Division - Design & Construction Functions

Division	Adopted 1990-91	Adopted 1991-92	Adopted 1992-93	Amended 1993-94	Projected 1994-95
Street/Signal Design	51.0	50.0	55.0	46.0	27.0
Utilities Design	34.5	34.5	34.5	34.5	34.5
Facility Design/ Inspection	24.0	24.0	24.0	24.0	24.0
Landscape/Park Design	6.5	5.5	5.5	5.5	5.5
Construction Inspection	49.0	49.0	45.0	34.0	34.0

Exhibit 4 shows, in millions of dollars, the additional CIP workload that is planned in the 1993-98 Adopted CIP for each program area. The chart also shows the current budgeted but unspent dollars in capital improvement projects. This could be the result - in part - of a current "backlog" of CIP work in progress. However, a portion of this may be due to large projects which are being financed with a "pay as you go" strategy in which funding is accumulated in the project over time until adequate funds exist to pay for construction. The chart suggests that capital improvement workload will significantly increase during the next five years, especially in the areas of transportation improvements and utilities (water, sewer, drainage).

EXHIBIT 4



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**IV. THE GOALS OF THE TASK FORCE CONCERN IMPROVING
EFFICIENCY AND QUALITY**

On November 15, 1993, the City Council reviewed a preliminary report on the CIP Design/Construction Task Force assembled by the City Manager in August. The mission of the task force is to examine improvements to the delivery of capital improvement projects from planning and design through construction and completion. After reviewing the report, the Council adopted a resolution with specific goals for the Task Force.

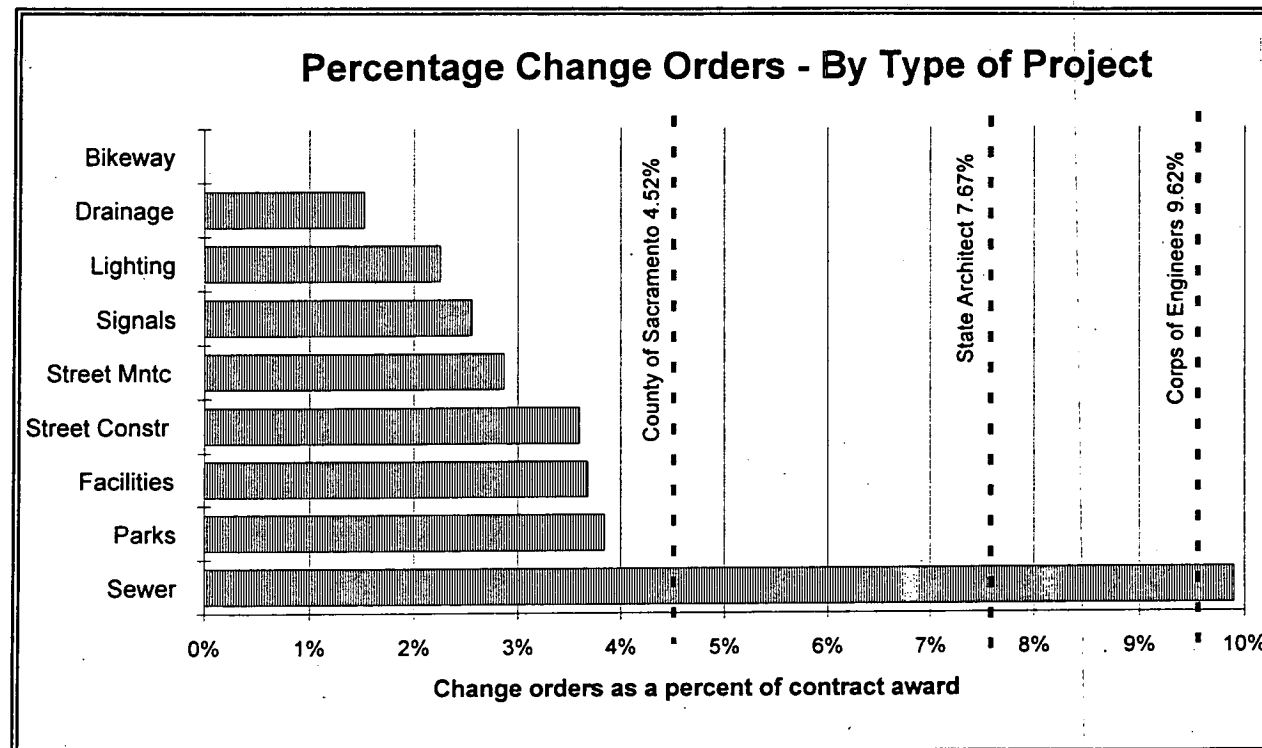
A. Goal #1: Improve the Quality of Project Design and Construction

The Task Force examined ways to ensure that completed projects meet the needs of the users, are safe, durable, and are cost effective to maintain and operate. Poor quality design can cause project delays and add to project costs. Poor quality construction impairs the usability of the facility and costs extra to repair and maintain.

In general, comments by citizens suggest that most people are satisfied with the quality of the City's completed projects. However, everyone acknowledges that even better project quality can be achieved.

Exhibit 5, on the following page, shows the percentage of change orders by type of project for a sampling of ninety (90) projects. The number and dollar volume of change orders on a project can be an indicator of the quality of design and specifications. Even the highest quality projects may have some changes in design or specification after construction begins. For example, projects which involve underground construction (e.g. water, sewer, drainage, etc.) are more likely to have change orders because of unpredictable underground conflicts including geology, and toxics and other impediments. On the other hand, if projects are consistently plagued by change orders in excess of the standard for similar types of projects, it is likely that improvements in the design process can be made.

EXHIBIT 5

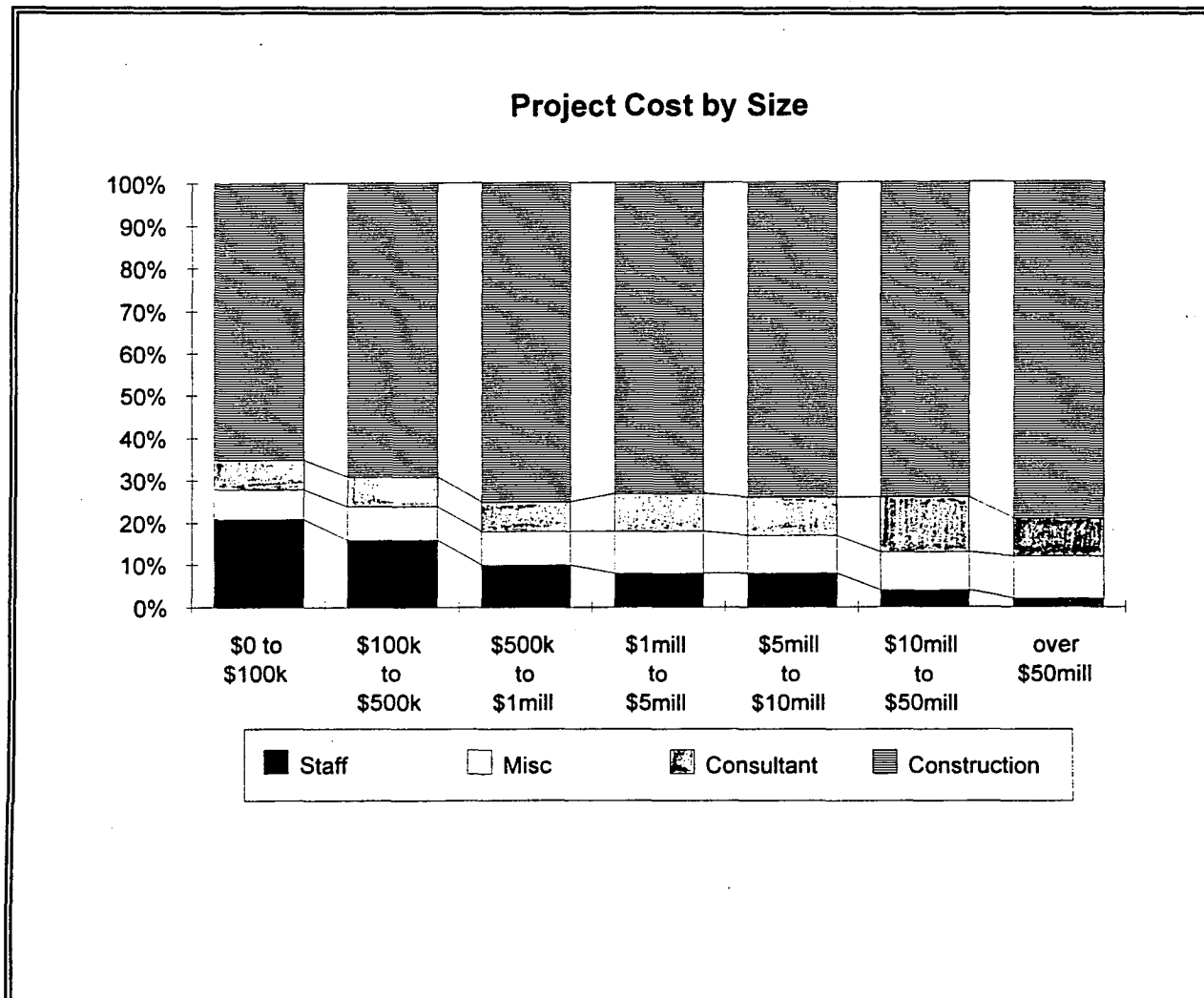


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B. Goal #2: Reduce the Cost of Project Design and Administration

While project construction is almost always contracted out, project design is sometimes performed by City staff, and project management/administration is almost always performed in-house. As Exhibit 6 illustrates, the larger the total cost of the project, the smaller the proportion of city staff costs. However, design and miscellaneous costs remain approximately the same percentage of total costs, regardless of total project size.

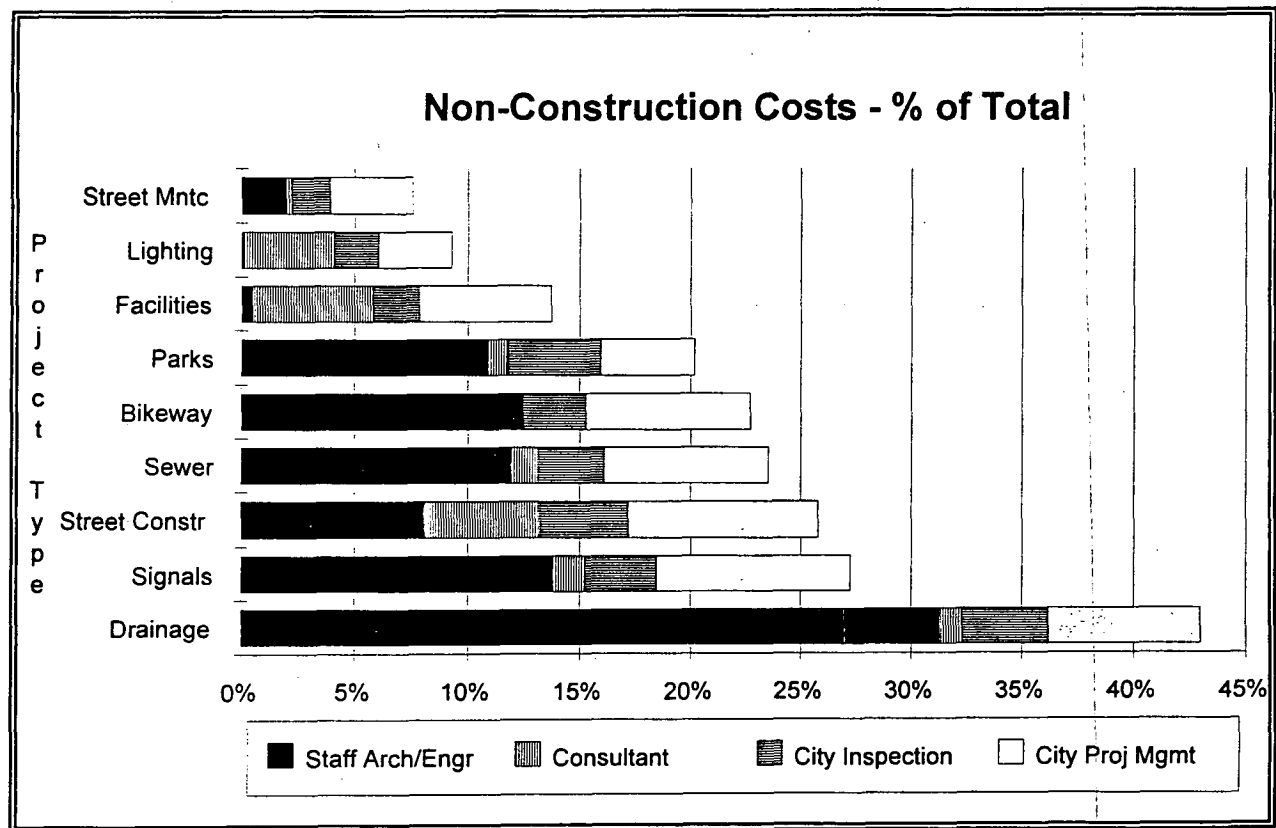
EXHIBIT 6



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Exhibit 7 shows that design and administration costs vary depending upon the type of project. Some (but probably not all) of this variance may be justifiable: street maintenance and street lighting projects are more standard in design than major street construction or drainage projects. Also, some types of projects, especially water and sewer and drainage, involve substantial underground work. The design of underground projects requires higher engineering costs due to utility reconnaissance, utility relocation / coordination, and higher level of design complexity which increase labor costs.

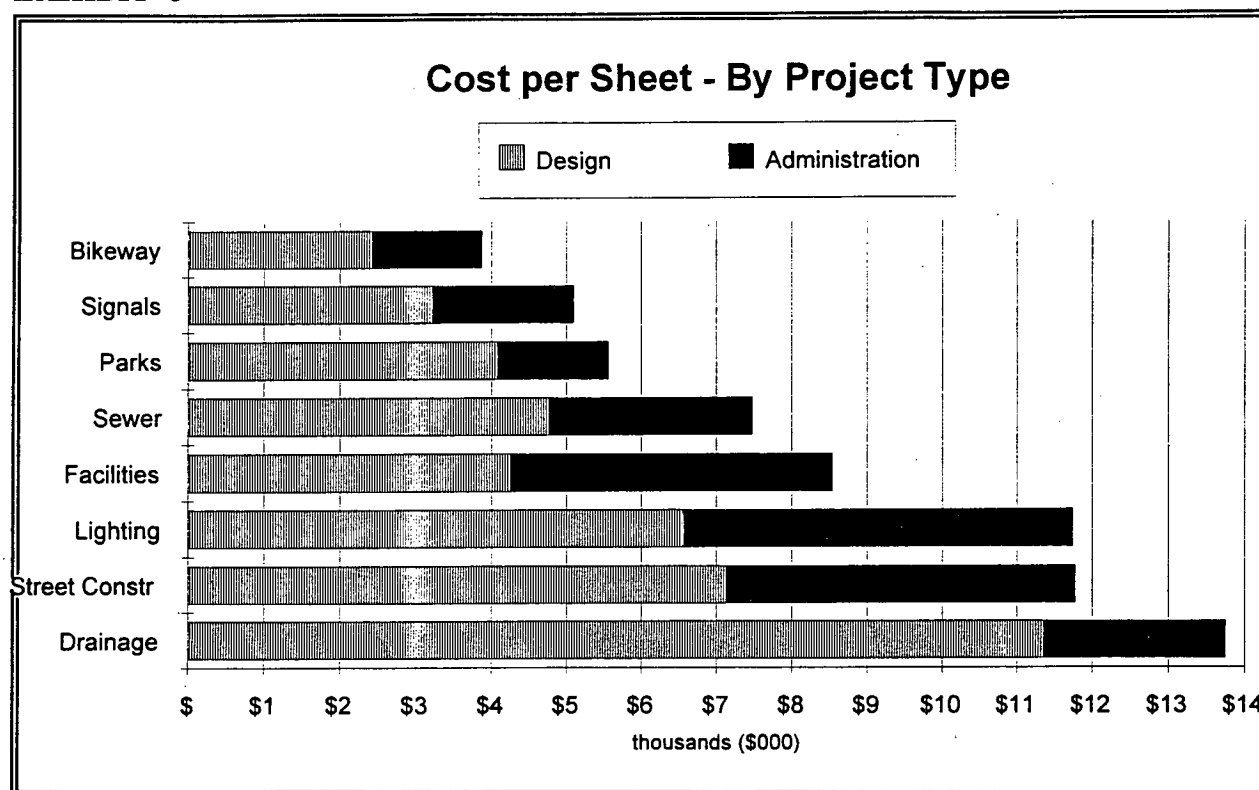
EXHIBIT 7



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Exhibit 8 shows design and administration costs per sheet of design plans for different types of projects. Some types of projects are more design-intensive per sheet of design than others. Some may typically have very few sheets for each project and thus certain "fixed costs" of design and administration may have to be spread over a smaller number of plan sheets. For these reasons and others, some of this variation may be justified. Still, the graphic suggests there may be a potential for reducing design and administrative costs.

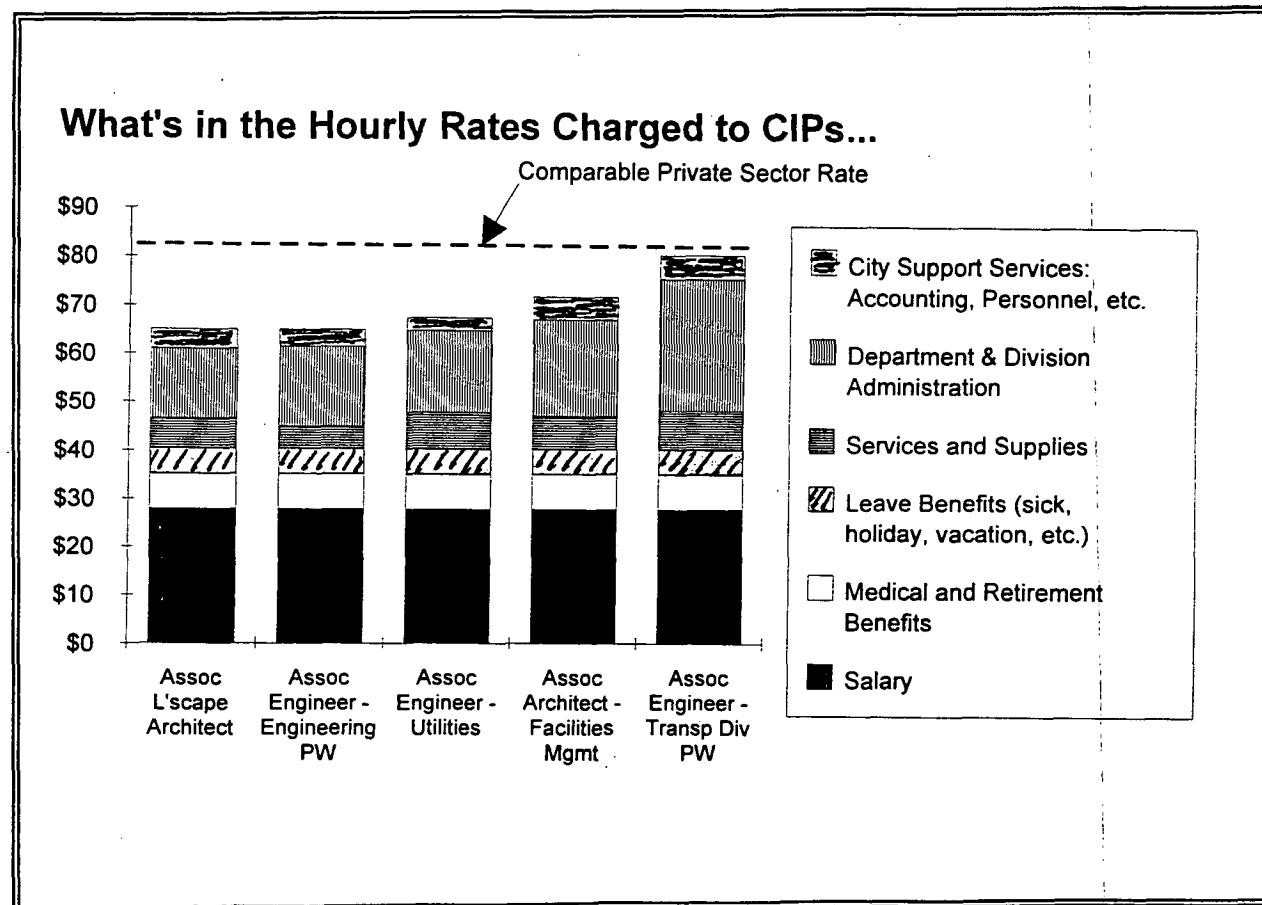
EXHIBIT 8



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Exhibit 9 shows - for several typical job titles - the components of the hourly rate that is charged by City staff to projects. Each year, the Accounting Division completes a "cost allocation plan" (produced by a consultant in recent years), which assigns a fair portion of the costs of administration and support services to each hour of time charged to capital projects. In this way, a fair portion of such costs as payroll, legal, insurance, utilities, computer services, city management and department administration is paid by the project which receives the services of City project staff. As the chart shows, the largest portion of "overhead" (costs other than direct wages and benefits) is for administration within the division or department. Citywide costs account for less than 5% of the total hourly cost.

EXHIBIT 9

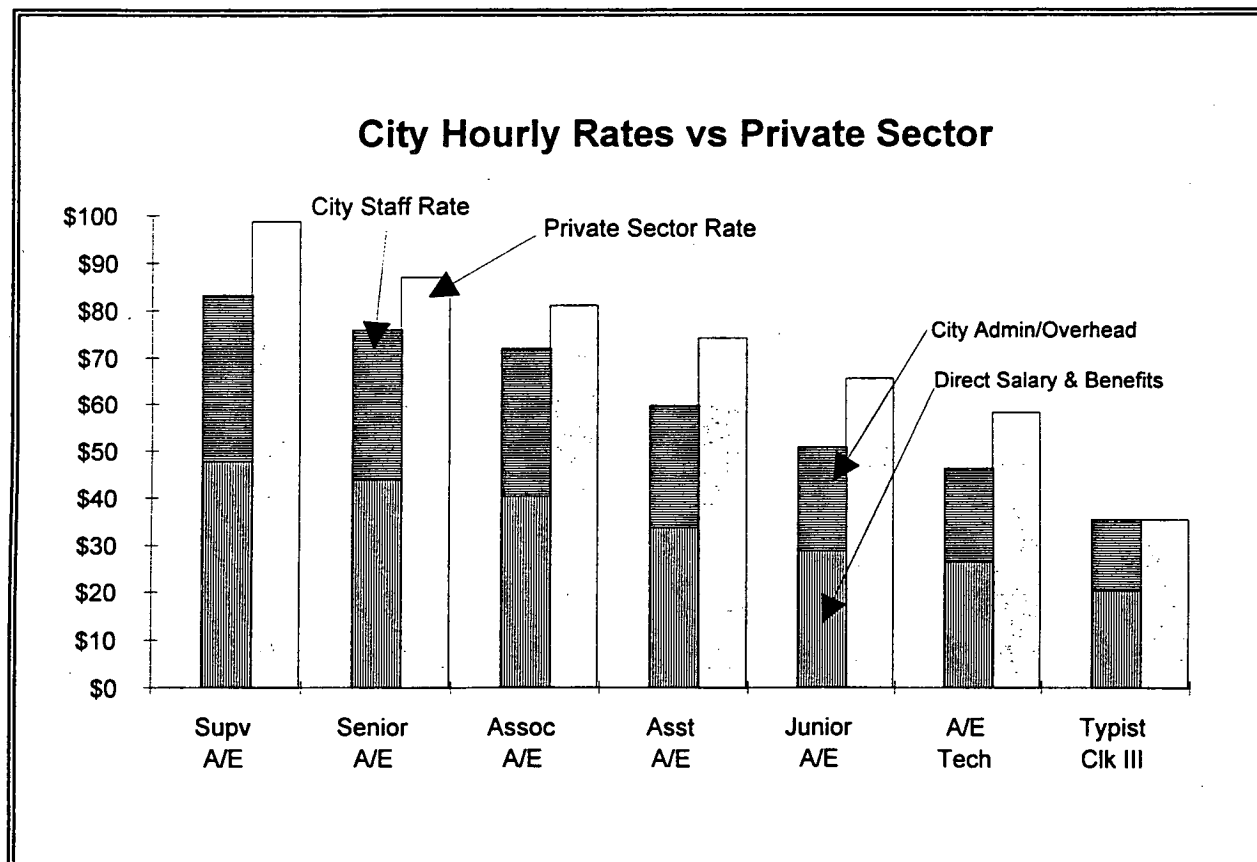


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Exhibit 10 below compares the hourly rates of City design professionals with their counterparts in the private sector. The table and chart show that City labor costs per hour are less.

EXHIBIT 10: CITY OF SACRAMENTO vs. PRIVATE SECTOR: HOURLY RATES

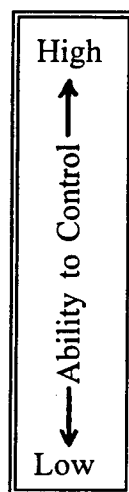
Private Sector Job Titles	Principal	Project Architect/Engineer	Project Manager	Architect/Engineer	Designer	Senior Drafts-person	Clerical
Avrg Billable Hourly Rate	\$98.79	\$86.98	\$81.05	\$74.04	\$65.55	\$58.19	\$35.46
City Job Titles	Superv. Architect/Engineer	Senior Architect/Engineer	Associate Architect/Engineer	Assistant Architect/Engineer	Junior Archtct/Engineer	Archtct/Engineer Techn	Typist Clerk III
Billable Hrly Rate (Step E)	\$83.31	\$75.98	\$71.92	\$59.68	\$50.78	\$46.30	\$35.44
Difference	\$15.48	\$11.00	\$9.13	\$14.36	\$14.77	-\$11.89	- \$0.02
	-16%	-14%	-11%	-19%	-23%	-20%	- 0%



SOURCES: Facility Mgmt, Budget Office

C. Goal #3: Reduce the Cost of Construction

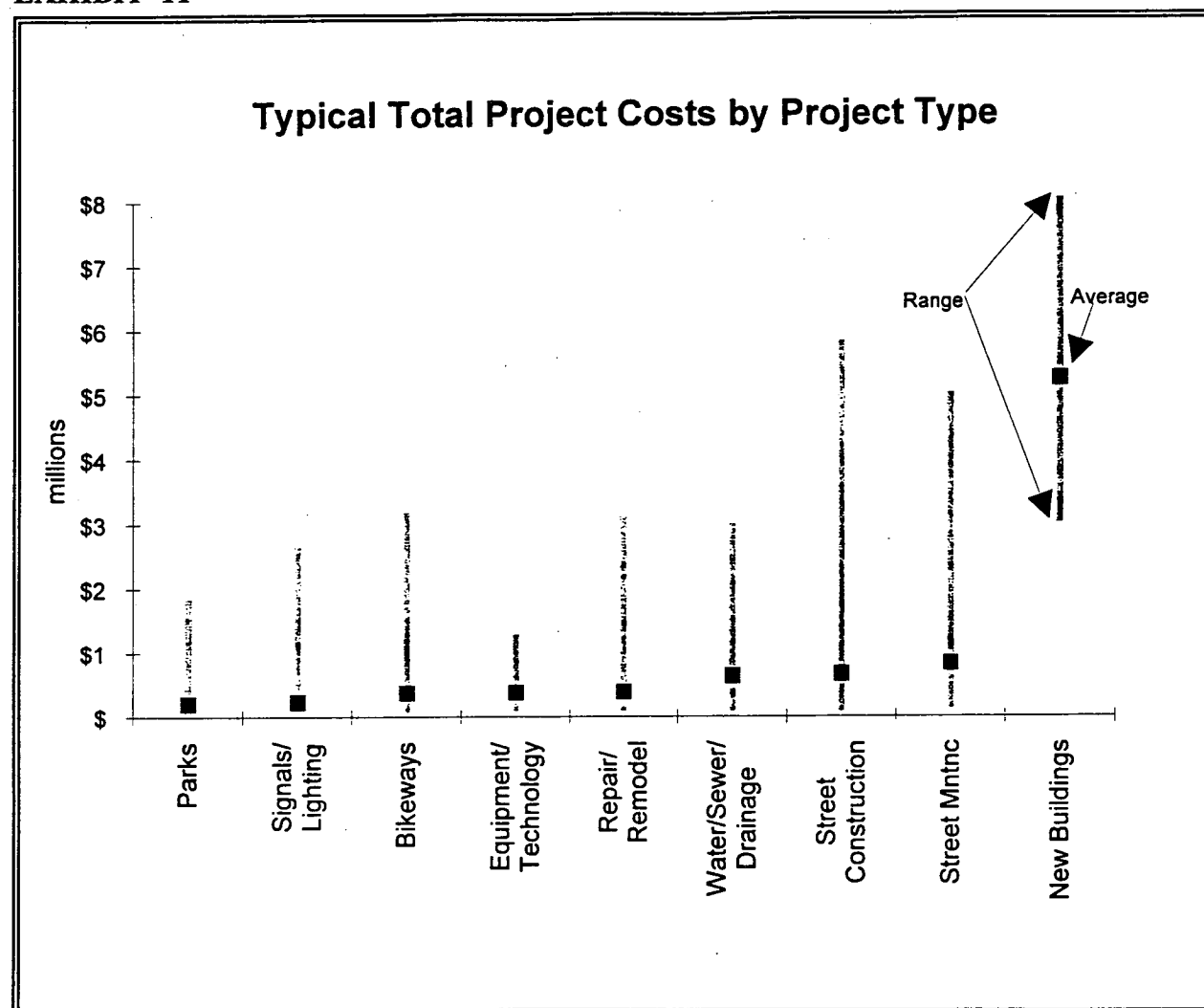
A variety of factors affect the cost of construction. Some of these factors are implicit in the type and scope of the project. Others are unplanned. Some of these factors are within the control of project managers, designers, contractors or others. Some factors are more outside the control of staff. The focus of the Task Force improvement strategies is on the controllable factors. The following things increase the cost of construction:



1. Incomplete or faulty plans and specifications
2. Scheduling problems
3. Relocations of staff
4. Lack of internal coordination / communication
5. Disputes with contractors / claims
6. Lack of public acceptance and support / Failure to identify stakeholders
7. Change in project scope, or objectives
8. Unforeseen underground interferences
9. Property acquisition problems
10. Regulatory compliance (including environmental)
11. Toxic remediation

For a variety of quite justifiable reasons, the total cost of projects varies depending on the type of project. Exhibit 11 on the following page, shows typical total project costs by type of project.

EXHIBIT 11



D. Goal #4: Improve the Rate of Project Delivery

Project delays cost money. Delays inconvenience users and impact other services while resources are underutilized. Most factors which can cause delays in a project schedule can be controlled to some extent. Although project managers can take into account seasonal variations in their scheduling, the weather is outside of our control. Some things that can cause delays in project schedules are:

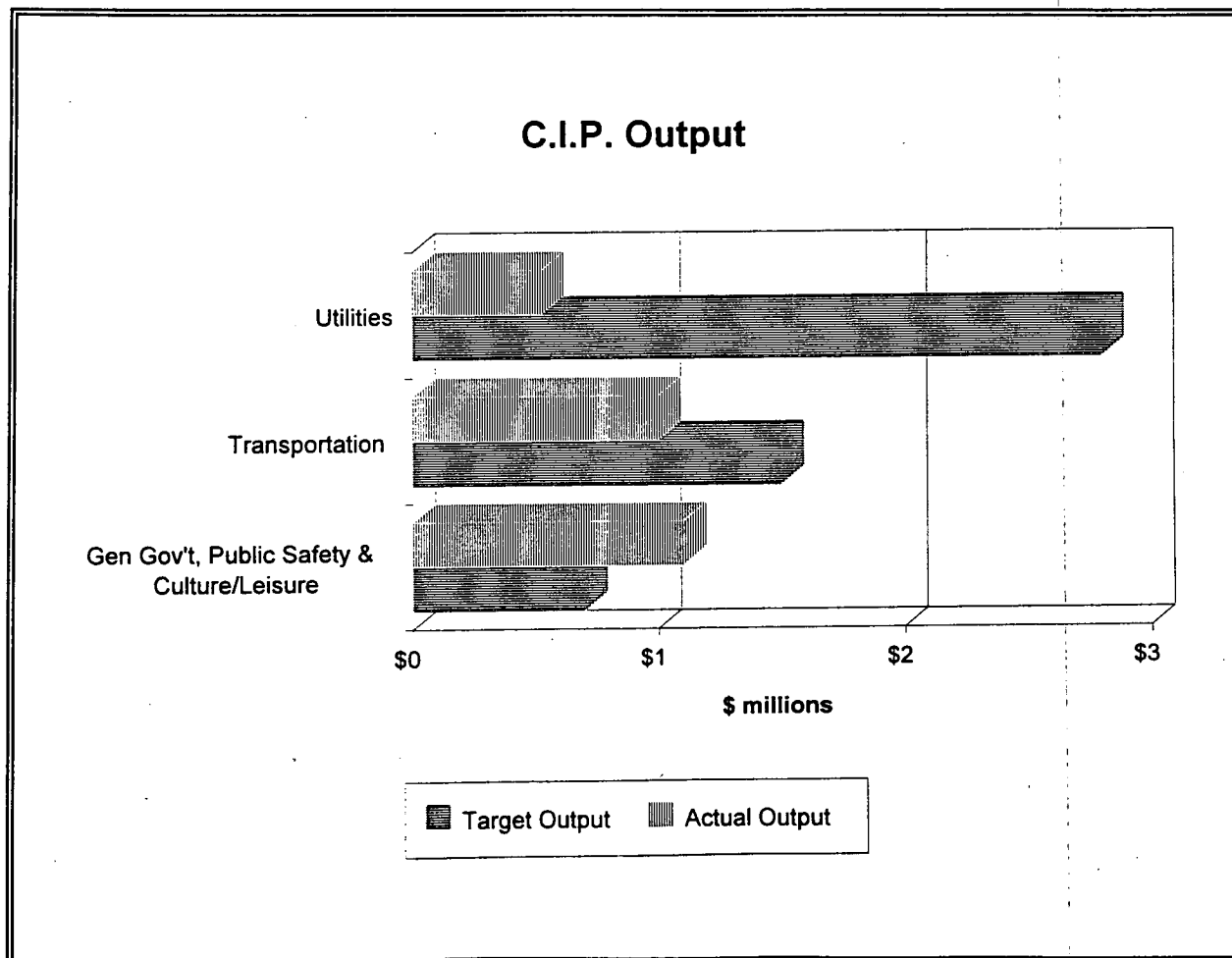
1. Funding problems (e.g. revenue shortfalls, etc.)
2. Property acquisition / right of way problems

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3. Regulatory compliance (including environmental)
4. Public acceptance / support
5. Inter-agency coordination (internal and external to the City organization)
6. Materials delivery
7. Weather

Exhibit 12 shows the output rate over a recent two year period for different types of projects compared with the target output as indicated in the five year Capital Improvement Program.

EXHIBIT 12



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E. Goal #5: Reduce the Life Cycle Cost - Including Maintenance - of City Projects

To answer the question of how well a capital improvement meets the needs of its users, one must look beyond the day the facility is completed and first used. A well designed facility will be durable while minimizing maintenance and operating costs. To achieve real cost effectiveness in capital improvements over time, it is helpful to do cost analyses which examine how the needs of the user can be met while minimizing the "life-cycle" costs of the improvement, including maintenance, repairs and operations.

One way to address this issue is to actively include maintenance and operations personnel in the design phases of the project. Another is to perform "value engineering", quantitative analyses of alternative designs and approaches taking into account the construction costs as well as operations and maintenance costs.

Life-cycle costs are currently included in the design of many capital projects where the project designer feels this approach is warranted.

F. Goal #6: Improve the Consistent and Effective Implementation of City Policies Including:

- general conditions for construction contracts and design agreements
- solicitation and selection of consultants
- use of MBE/WBE consultants and contractors.

Contractors who work with the City may work with different departments depending on the project. If policies, processes and specifications differ significantly and without reason this costs the contractor and the City time and money.

For example, consultants are relied upon to prepare the bulk of specifications for City construction. There is such variety in format and requirements among consultants that unreasonable amounts of time are spent resolving issues about individual specifications, educating consultants as to City requirements, and

ensuring compliance with evolving state and federal laws.

G. Goal #7: Improve the Quality of the Public Review and Input Process

On several occasions, Council members have expressed dissatisfaction with the quality of public presentations, public meeting organization, and public relations by City staff. Council members made a particular point of asking the Task Force to find ways to improve the quality of our public review and input efforts.

In particular, the areas that need improvement are:

1. greater emphasis on public review/input in project scheduling
2. better public presentations: clearer, more organized, more informative, more open, better facilitation.

V. RECOMMENDATION: ADOPT A TEAM APPROACH (USING SELF DIRECTED PROJECT TEAMS) WITH PROJECT MANAGERS WHO ARE EMPOWERED AND HELD ACCOUNTABLE

The Task Force believes that the improvements that are desired in the quality and cost performance of capital improvements can be achieved best through the use of 1) accountable Project Managers and 2) Project Teams.

A. Empower Project Managers and Hold Them Accountable

One of the most formidable challenges in trying to improve quality and reduce costs concerns accountability. Many problems occur when there are many people or organizations involved in different portions of a project with no single person or organization taking responsibility for the total project, start to finish. Without such accountability, "things fall through the cracks" as the project is "handed off" from one person to another. It is too easy for the participants to then point the finger at someone or something else when a problem occurs than take responsibility themselves. For these reasons, the Task Force strongly endorses the concept of Project Managers with responsibility for projects from start to finish.

For Project Managers to be effective they must be empowered with the tools to achieve their goals and they must be held accountable for their performance. To

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this end, the Task Force proposes to:

1. Assign Individual Project Managers to Each Capital Improvement Project Responsible for All Aspects of the Project From Design Through Construction.
2. Improve Management Tools for Project Managers and Team Members.
 - a. Standardize computer equipment and software that:
 - (1) is easy to use,
 - (2) is standardized for all City CIP design / construction teams,
 - (3) reduces administrative costs and delays,
 - (4) produces shared information files,
 - (5) provides cost control, scheduling, organizational and project management tools,
 - (6) provides comprehensive, understandable project information for technical professionals as well as interested citizens without technical expertise.
 - b. Provide training in Project Management and teamwork. Attachment D provides a training program for Project Managers, team members and supervisors which includes training in project teamwork as well as project management tools and techniques.
3. Clearly Define the Roles and Responsibilities of Project Manager.

Attachment B contains a discussion and itemization of Project Manager roles and responsibilities. Most critical to the effectiveness of the Project Manager role are the following proposed improvements

- a. Strengthen follow-up of Project Managers by their Supervisors (management) to improve accountability.
- b. Project Managers to make all change order decisions (other than minor) with the advice of Construction Inspection.
- c. Project Managers to give prior approval of Notice of

Completion issued by Construction Inspector.

B. Use a "Self-Directed Project Teams" on Projects

The second major proposal for change concerns the use of the "Self-directed project teams." By using project teams, all of the major players in the design and construction of a project will have consistent, collaborative working relationships with leadership by the Project Manager. Team members will have common reporting relationships so that the potential for conflict is reduced and resolved at the lowest possible level of the organization.

1. Each project will be assigned to a team with representation from Project Design, Construction Inspection, Contract Administration, Maintenance, Client (User).
 - o In the Public Works Department, the design and inspection staffs will actually work under the same supervisor. Contract Administration, maintenance, the client, and other team participants, though housed in other organizational units will also function as members of the team.
 - o In the Utilities Department, the team approach involves project teams each with a design engineer, construction inspector and an operations/maintenance professional.
2. Team members will be involved in all aspects of the project including early stages - e.g. Construction Inspector to review pre-construction plans at 25% completion. Members of the team will be actively involved in the project early on so as to reduce problems at later, more costly points in the process.
3. Depending on the project, other adjunct members of the team may come from the following support / linkages:
 - a. Environmental Services
 - b. Arts in Public Places
 - c. City Manager / Budget & Policy
 - d. Neighborhood Services

VI. RECOMMENDATION: RESTRUCTURE THE CURRENT ORGANIZATION TO FACILITATE STRONG PROJECT MANAGERS AND THE USE OF SELF DIRECTED PROJECT TEAMS IN ORDER TO ACHIEVE BETTER QUALITY, EFFICIENCY AND RESPONSIVENESS.

In order to enable staff to operate effectively in teams with accountable, empowered project managers, reorganizations are needed. Specific proposed changes in the organization structure will be brought to the City Council following the Council's approval of the principle recommendations in this report. In particular, the reorganization proposals will reflect the following recommendations:

A. Reorganize Design and Construction Functions into Project Teams

In order to make the project team concept function effectively, the key design and inspection professionals on each project should work together on the same team responsible to the same supervisor. Currently, all construction inspectors are part of one unit, separate from engineering design and development services sections. The proposed reorganization would split these sections into project teams each containing engineers and at least one inspector. This organizational scheme is already in place in the Facility Management Division.

B. Centralize Contract Administration / Labor Compliance

In order to improve the standardization and efficient implementation of city policies, it is proposed that all Contract Administration and Labor Compliance functions be centralized into one unit for the purpose of policy consistency. In order to maintain a close working relationship with the project teams, parts of the contract administration function may be functionally located adjacent to these sections, for example, in the Utilities Department.

VII. RECOMMENDATION: IMPROVE THE QUALITY AND COST EFFECTIVENESS OF CAPITAL IMPROVEMENT PROJECTS

A. Separate "Unfunded" Activities (strategic planning, master planning, preliminary work on unfunded projects, etc.) From Those Responsible for Producing Funded Projects.

In order to improve the quality, output and cost-effectiveness of capital improvement design and construction, project teams must be "freed-up" from

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working on "unfunded" projects so they can concentrate on delivering product. It is proposed that unfunded functions be separated from project teams responsible for capital improvement delivery for the following reasons:

1. Project Managers and Teams should be focused on production. This is impaired if they have to spend time on unfunded projects
2. By separating out the budgets of these functions, the costs of unfunded activities can be more clearly identified. This then allows more clarity in viewing these activities as a component of the overhead rate.
3. Separating out these functions helps to protect the project delivery function from being impaired by additional unplanned, unfunded work requests that arise.

In Public Works, these activities will be assigned to a new division. Long-range and other unfunded park and landscape activities will be separated in the budget within the Special Services Division. In Utilities, these unfunded functions are already the responsibility of a separate design team within the Engineering Services Division.

B. Continue to Conduct Life Cycle Cost Analyses (Value Engineering) Including Operating and Maintenance Cost Considerations On Projects Where This May Result in Lower Long-Run Costs.

In order to achieve the best product for the least cost over the life of the project, life cycle cost analyses should continue to be routinely employed on large projects. In addition, operating and maintenance personnel should be included in the review of pre-design and design drawings.

C. Adopt Improved City-wide Standardized Policies and Procedures for the Preparation of Technical Specifications for Construction Projects.

In order to reduce costs and improve efficiency the Task force recommends that staff assemble an on-going Contract Specifications and Procedures Group composed of representatives from Public Works, Utilities and the City Attorney's Office to improve City standard specifications and procedures.

D. Each Division Involved in CIP Design and Construction Should Examine Indirect Cost Rate Plan and Timecard (project billing) Practices

1. to ensure that time is billed directly wherever possible rather than lumped into the overhead rate. This improves accountability, increases productivity and keeps overhead rates reasonable.
2. to ensure the accuracy and consistency of the indirect cost rate calculation.

VIII. RECOMMENDATION: INCREASE THE OPPORTUNITY FOR PUBLIC REVIEW AND INPUT AND STRENGTHEN THE SKILLS OF PROJECT MANAGERS IN SUPPORT OF THIS.

A. Include Adequate and Timely Public Review and Comment Periods in Project Schedules.

In the project definition, pre-design and design phases, Project Managers should provide time access (forums, publicity, etc.) for public review and input. This occurs on many projects now but can be improved in tandem with the new directions occurring in the City best exhibited by the reorganization of the Neighborhood Services Department.

B. Require that Project Managers be Trained in Leadership and Public Relations Skills.

Project Managers are typically design professionals who may not be trained or talented in public relations, public speaking, or organizing and running public meetings. These are skills the City needs to teach these people in order to improve the effectiveness of public review and input efforts. Accordingly, the Task Force recommends that all Project Managers (and prospects) and their supervisors be trained in each of the following areas:

1. Leadership skills, (e.g., FrontLine Leadership, Group Action, etc.)
2. Public Speaking skills, (e.g., Toastmasters, SpeechCraft, etc.)
3. Facilitator skills, (e.g., How to Make Meetings Work, etc., group management, etc.)

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4. Customer Service skills

Attachment D includes these training elements in a training program for project team members, project managers and supervisors. The Task Force recommends that adequate funding for this training be ensured in the budget and that the City Training Officer assist in this effort.

IX. RECOMMENDATION: ADOPT QUANTIFIABLE PERFORMANCE STANDARDS IN ORDER TO MEASURE SUCCESS.

The Task Force proposes that the following measures be used to assess the performance of capital improvement design and construction functions in the future.

GOALS: 1) Highest Quality, 2) On Time, 3) Least Cost

1. Quality

a. Exceed user/client needs

- (1) Completed project is received favorably by the public, and staff.
- (2) Scope of project is met and objectives of project are satisfied.

b. Limit change orders to less than the industry standard of 5%, 10% for projects involving underground work such as sewage collection, water distribution or drainage systems.

2. Timeliness

a. Complete 90% of projects on schedule

3. Cost

a. Complete 90% of all projects within budget.

b. Total project cost and construction cost is reduced from comparable projects in the last few years, adjusting for

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- inflationary increase in labor and materials.
- c. Maintenance, utility and repair costs are below those of comparable facilities.
 - d. Design and staff costs are within private sector standards
4. Overall Success City-Wide and of Each Division. The work of each team is cumulative in that some will be more efficient than others. Measuring performance at the division and citywide level is also important. The performance of the City as a whole and of each division will be measured by:
- a. CIP output meets the needs and priorities of the City Council and the user/client.
 - b. The backlog of CIP projects is reduced in a coordinated manner over several years. The rate of delivery in dollars contracted per fiscal year coincides with the production level indicated in the five year Capital Improvement Program.
 - c. CIPs reflect the latest established technologies.
 - d. CIPs are developed in a master-plan framework to encourage the use of prototypical designs.
 - e. CIPs are delivered on time and completed within budget while limiting change orders to less than the industry average of 8% at least 90% of the time.
 - f. The average combined staff and consultant project expense does not exceed the originally estimated costs for staff and consultants at least 90% of the time.
 - g. Project Team members have access to standardized computer programs and formats such that each team has at least one direct link within a computerized network.

**PUBLIC WORKS DEPARTMENT
ENGINEERING DIVISION
Current Organization Structure
February 1, 1994**

ENGINEERING DIVISION
Engineering Div Manager
Contract Compliance Officer
Typist Clerks (3)
Administrative Analyst
Account Clerk
Office Supervisor

CONSTRUCTION AND DEVELOPMENT
Supv Engineer
Asst Engineer
Typist Clerks (2)

ENGINEERING DESIGN
Supv Engineer
Typist Clerk (2)

PROJECT PROCESSING
Senior Engineer
Asst Engineer (2)
Engineering Tech (4)

CONSTRUCTION INSPECTION
Senior Engineer
Engineering Tech
Typist Clerk
Constr Insp II (2)

ENGINEERING PLANNING
Assoc Engineer
Asst Engineer
Engr Tech (3)

ELECTRICAL
Assoc Electrical Engr
Asst Electrical Engr
Student Trainee

Senior Engineer

Senior Engineer

Assoc Engineer
Constr Inspector (2)
Electrical Inspector

SURVEY
Supv Surveyor

Assoc Engineer (2)
Asst Engineer
Student Trainee

Assoc Engineer
Asst Engineer

Assoc Engineer
Constr Inspector (3)
Electrical Inspector

Party Chief
Engineering Aide (2)

Assoc Engineer
Asst Engineer (2)

DRAFTING POOL
Engineering Tech III (2)

Constr Inspector (4)

Party Chief
Engineering Aide (2)

DRAFTING POOL
Engineering Tech III
Engineering Tech (3)

DRAFTING POOL
Engineering Tech III (3)
Engineering Tech

Constr Inspector (2)

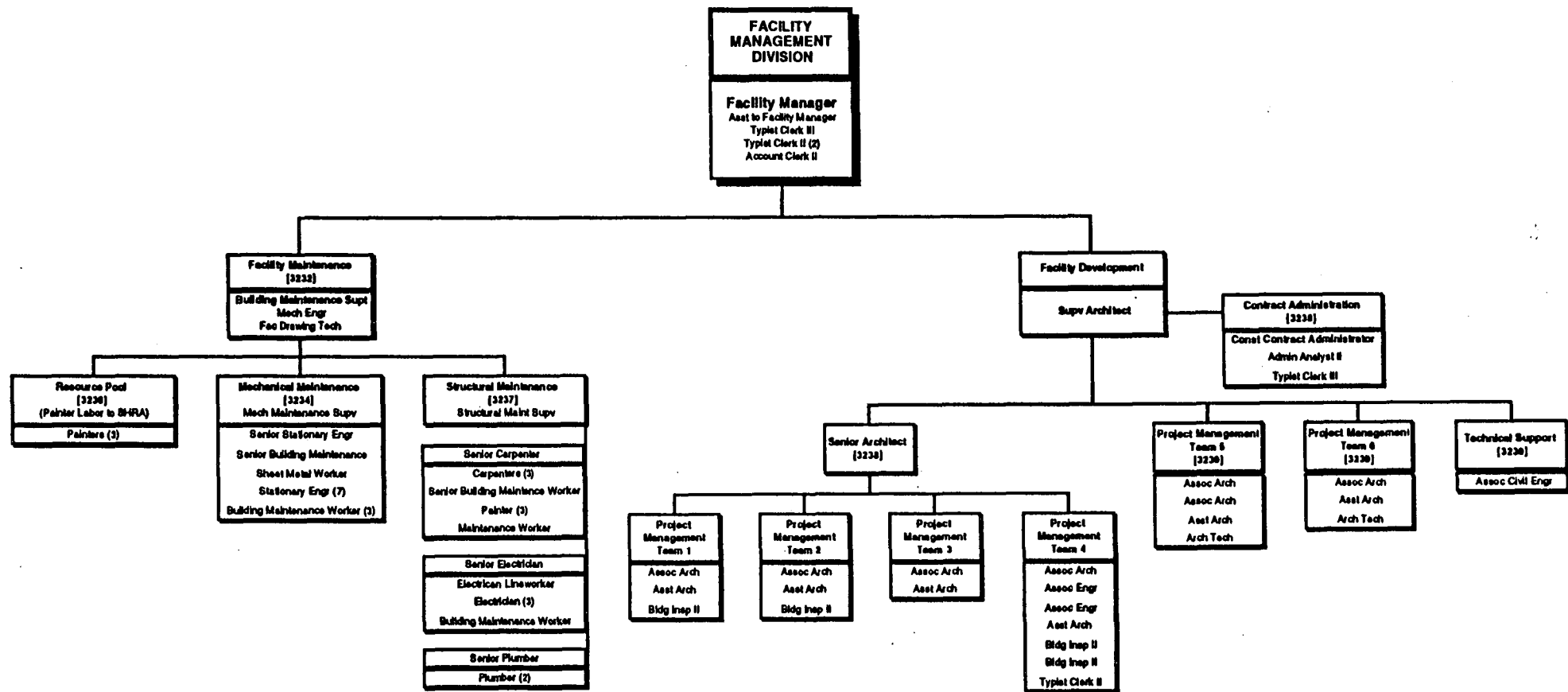
Party Chief
Engineering Aide (2)

26

33

FACILITY MANAGEMENT DIVISION

January 1994



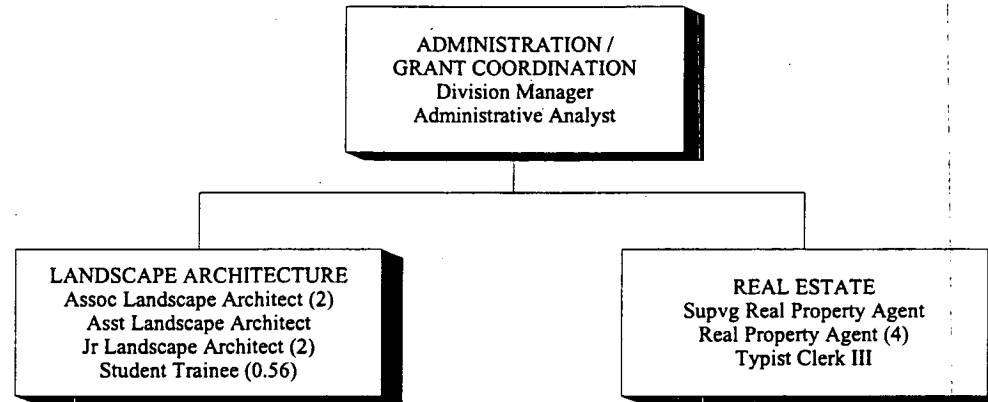
ATTACHMENT A: Current Organization Charts

27

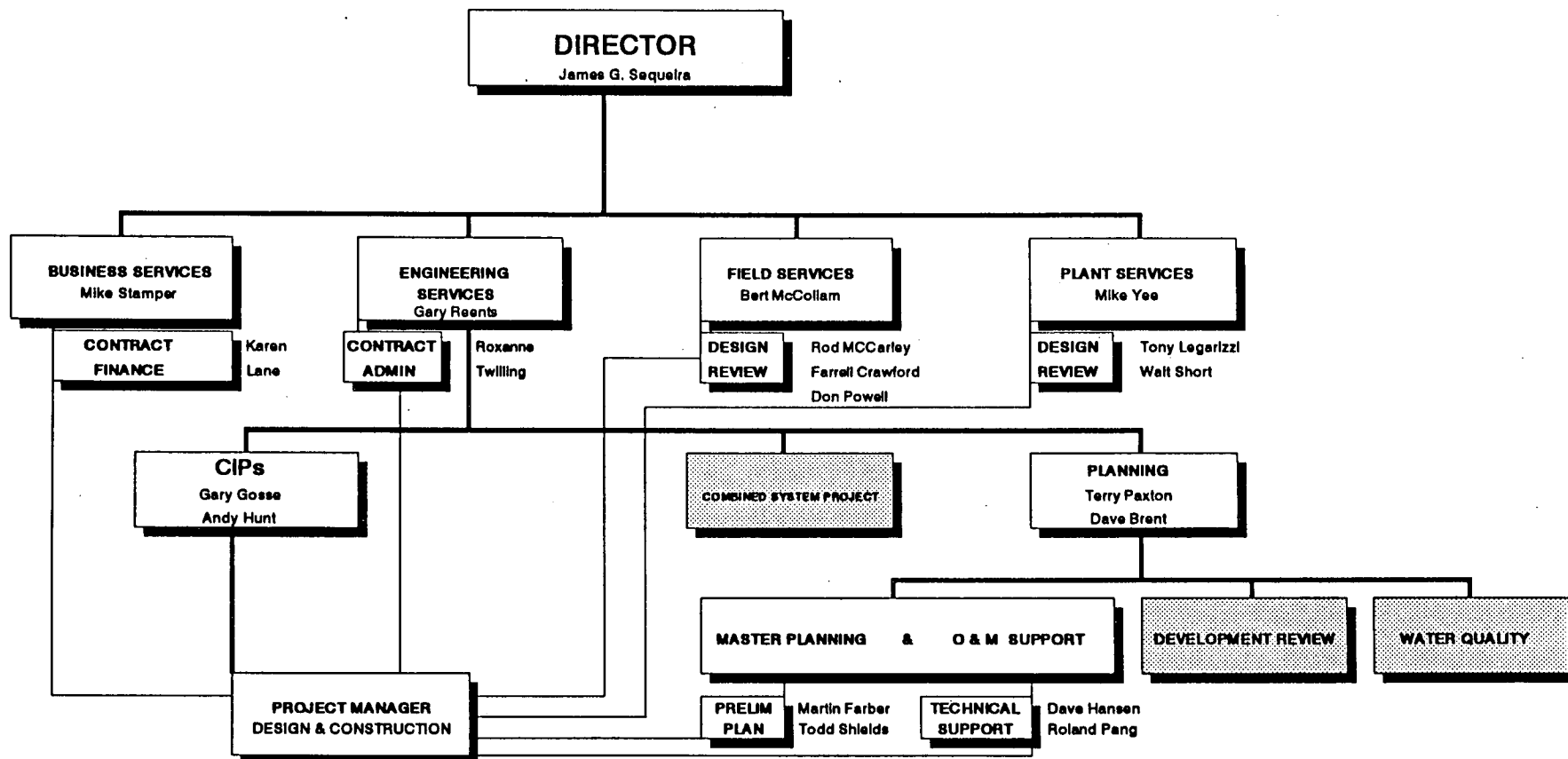
34

ATTACHMENT A: Current Organization Charts

**PUBLIC WORKS DEPARTMENT
SPECIAL SERVICES DIVISION
Current Organization Structure
February 1, 1994**



DEPARTMENT OF UTILITIES



Rick Batha
Candace McGahan
Wade Coleman
Diane Decicco
Calvin Yee
Rick Barber
Matt Rodgers
Joyce Campouris

28

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DEPARTMENT OF
PUBLIC WORKS

FACILITY MANAGEMENT
DIVISION

CITY OF SACRAMENTO
CALIFORNIA

5730 - 24TH STREET
BUILDING ONE
SACRAMENTO, CA
95822-3699

PH 916-433-6220
FAX 916-395-3250

DUANE J. WRAY
FACILITY MANAGER

Project Management Responsibilities

12-13-93

Each team needs a person who works with all the team members to incorporate all of the goals and needs of the project while also balancing all of the constraints (budget, time).

Within a vertical organization, authority increases at each higher level of managers while real responsibility for execution of the tasks may rest at the lowest operative level.

Within a horizontal organization, authority is assigned to a coordinator who manages the temporary team organization. When the project is completed, the team is dissolved and new authorities and responsibilities are assigned.

Within a horizontal organization, upper management must focus on expediting communications and avoid overruling decisions made by the responsible coordinator whenever possible.

Responsible: Having to account for one's actions; Having a duty or obligation.

Authority: The power to command, determine, influence or judge

Authority without responsibility does not work. There must be a sense of ownership for a project which comes with responsibility. Someone person must be held accountable for each project, only then will all of the necessary actions be incorporated, and the loose ends tied up. There is no passing of the buck.

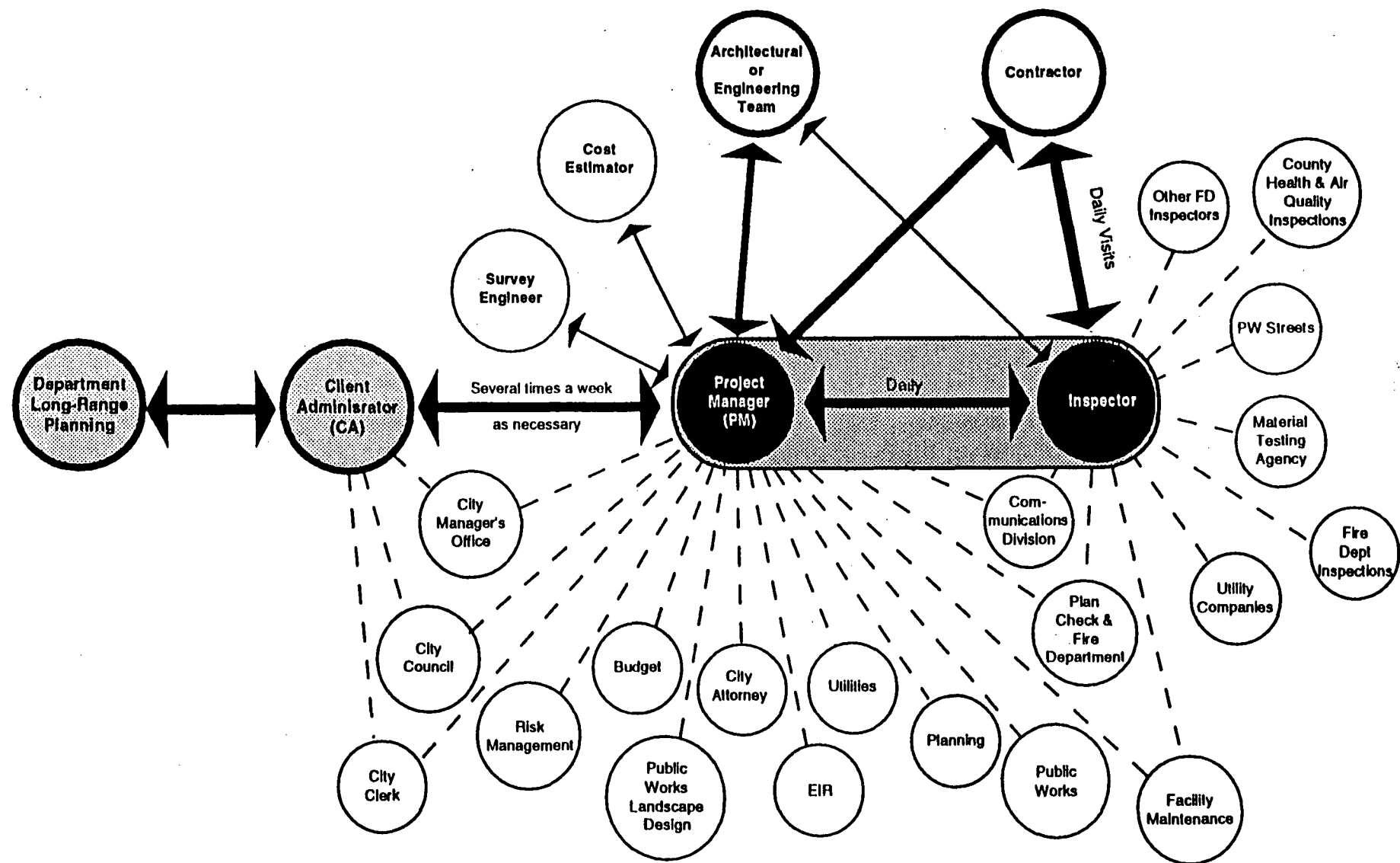
Because of an industry preference, Facility Management refers to these coordinators as Project Managers and demands that they be skilled, experienced techno-managers with Architectural or Engineering backgrounds.

Following, find a chart that notes and describes the most common phases of a project and the normal interactions the Facility Development Project Manager experiences.

Progress of Authority & Responsibility

12-13-93

PREDESIGN —————> DESIGN —> BID —> CONSTRUCTION —> POST CONSTRUCTION



As a Project progresses from idea to concept to budget and program the responsibilities and authorities shift until that point in Pre-design where physical description and selection of consultants signals that this project is moving ahead. At that time the Project Management team assumes all responsibility to deliver the project within budget, according to program, and on time. This means that a great deal of communication will be required between the Client Administrator and the Project Management, but that the Project Manager/Inspector alone have the authority to approve changes in program, time, and use of budget and only so long as these changes meet the preset goals as established by the City Council in authorizing the project.

Detailed Role Definition:

In defining the roles for a project management team, follow a simple format:

The user of the facility must have a staff member assigned to attend all necessary meetings, take responsibility for documenting and expediting user decisions, meet with interested community members and be able to work as a member of a team environment. This person is the Department's lead person with the title of **Client's Administrator (CA)**.

Managing Department must assign a technically skilled staff member who will organize the sequence and completion of activities which leads the team thru the design and construction to opening or occupancy. This person will organize such tasks as consultant selections, design reviews, will process all contracts, follow thru the entire construction process and be responsible for the project budget and schedule consistent with the approved program. This person is the **Project Manager (PM)**.

These two people will share a great deal of information and may be in almost daily contact. They make up the core team for all projects. If the project is large enough, this core team may be augmented by representatives from Finance and Neighborhood Services departments, as well as, Planning and Development, the City Attorney and City Manager's offices.

These two people also assume the primary responsibility to see that the project gets started off properly. All drawings, sketches and concepts need to be prepared under the guidance of the PM and reviewed by appropriate staff prior to any public presentation. This prevents problems associated with code compliance, maintainability, fire safety, and the general quality of design and construction. The experienced PM works constantly to fine tune consultant's concepts to match the project budget. Nothing slows or stops a project quicker than budget problems.

During Project Idea Planning and Programming most of the work and stewardship of the project rests with the CA. During Project Start-Up and Consultant Selection both the CA and the PM work together to assure a strong, positive approach. In the following phases the PM assumes the lead role.

The following pages list tasks which are highlighted to show when the CA is the lead responsible person and when the CA and PM share this role. **If no designation is entered, then the PM is the lead responsible person.**

Pre-design Phase:

Project Idea Planning and Programming:

- a. Conceives of Project Idea.(CA)
- b. Confers with Department Director about Project Idea.(CA)
- c. Meets with Community for discussion of their needs/wants/wishes.(CA)
- d. Prepares simple Program which prioritizes item c.(CA)
- e. Selection process for Programmer (if necessary) (PM).(CA)
- f. Requests CIP or small Project Estimate.(CA)
- g. Estimates Total Project based on Program
- h. Confers with City Manager's Office and Budget Office about Project Idea (CA)
- i. Secures City Council Review and Approval of Project Idea.(CA)

Project Start-Up:

- a. Receive Project/Assignment Sheet, and CIP Estimate Form 6B
- b. Review project number and budget assigned (PM).(CA)
- c. Create Project Schedule and confirm Budget
- d. Confirm Site Ownership with Public Works Real Estate. If new site/purchase see CEQA requirements below.
- e. Coordinate/Confirm Written Program (PM).(CA)
- f. Set up Project Files.
- g. Confirm Org. No. and Funding, and Entry of Information in LGFS.
- h. Set up Project Data Records in Computerized "Status Report" File System.
- i. Meet with Client and discuss Project Start-up (PM).(CA)
- j. Send Copies of Status Report Info which Relates to Project to Client.

Consultant Selection:

- a. Request proposals for special consultants (Marketing/Survey/Soils/Asbestos)
- b. Admin Asst. Prepares Requisitions for special consultant P.O.s.
- c. Write RFQ for specialty consultants such as feasibility / marketing studies (PM) (CA).
- d. Write RFQ for Architect/Engineer (PM).(CA)
- e. RFQs Out (Newspaper, AIA, Phone, Letters).
- f. Schedule Review Dates(s)
- g. Review RFQ (In-House) (PM).(CA)
- h. Prepare Evaluation Document.
- i. Select Firms (PM).(CA)
- j. Notify Those Firms Not Selected.
- k. Select Review Panel (PM).(CA)
- l. Schedule interview Date(s).
- m. Prepare Evaluation Document.
- n. Prepare Evaluation Questions/Documents (PM).(CA)
- o. Interviews (PM).(CA)
- p. Select Consultant (PM).(CA)
- q. Notify Firms Not Selected.
- r. Negotiate Fee(s).
- s. Prepare Consultant Agreement.
- t. Obtain Agreement Signatures.
- u. Letter and Resolution to Council (Contract Must Accompany) (PM).(CA)
- v. Council Meeting and Approval (PM).(CA)
- w. Write Notice to Proceed.
- x. Admin Asst. Prepares Requisitions for contract P.O.s.
- y. Issue Notices to Proceed

Design Phase:

Schematic Design

- a. Notice to Proceed - Design Consultant starts work.
- b. Consultant Confirms Program Needs (PM).(CA)
- c. City and Consultant review all changes to approved Program and Budget (PM).(CA)
- d. Distribute Final Program. (PM).(CA)
- e. Distribute Final Budget
- f. Field Schematic Design Questions
- g. Review Meetings at 30% Complete (Concept complete) (PM).(CA)
- h. Compare cost estimate with design concept.
- i. Send Concept design and site documentation to environmental for CEQA Process
- j. Review Art in Public Places Design Needs.(PM).(CA)
- k. Hold community meeting to discuss concept design.(PM).(CA)
- l. Send review comments to consultant
- m. Review Meetings at 65% Complete (PM).(CA)
- n. 95% Schematic Design and Cost Estimate submitted.
- o. Review Design and Estimate
- p. Review Design and Estimate with Client Department (PM).(CA)
- q. Review Design and Estimate with Community groups and Council members (PM).(CA)
- r. Assemble Revisions/Comments as Required
- s. Distribute Revisions to Consultants
- t. 100% Schematic Design Submitted
- u. Review Revised Schematic Design
- v. Review Revised Schematic Design with Client Department (PM).(CA)
- w. Confirm any schedule and budget changes (PM).(CA)
- x. Obtain Final Approval from Department (and Council, if necessary) (PM).(CA)
- y. Write Letter of Approval to Consultant
- z. Process Payment to Consultant

Design Development

- a. Notice to Proceed and Due Date for Design Development Phase
- b. Field Design Development Questions
- c. Review Meeting at 30% Complete (PM).(CA)
- d. Review Art in Public Places Design Needs (PM).(CA)
- e. Hold community meeting to discuss design and APP. (PM).(CA)
- f. Review Meeting at 65% Complete (PM).(CA)
- g. Send Progress Sets to Appropriate Staff
- h. 95% Design Development (D.D.) Documents and Cost Estimate submitted
- i. Review D.D. Documents and Estimate
- j. Review D.D. Documents and Estimate with Client Department (PM).(CA)
- k. Review D.D. Documents with Community Groups (PM).(CA)
- l. Review D.D. Documents with Energy Coordinator
 - Contact Appropriate Utilities
 - Review Life Cycle Cost Analysis
- m. Assemble Revisions/Corrections as Required
- n. Distribute Revisions to Consultant
- o. 100% D.D. Material In
- p. Review Revised Design
- q. Review Revised Design with Client Department (PM).(CA)
- r. Confirm any schedule and budget changes (PM).(CA)
- s. Obtain Approval from Department (and Council, if necessary) (PM).(CA)
- t. Write Letter of Approval to Consultant
- u. Process Payment to Consultant

Design Phase Continued:

Construction Documents

- a. Notice to Proceed and Due Date for Construction Phase
- b. Field Construction Document Questions
- c. Review Meeting at 30% Complete (PM).(CA)
- d. Review Art in Public Places Design Needs (PM).(CA)
- e. Hold community meeting to discuss design and APP. (PM).(CA)
- f. Review Meeting at 65% Complete (PM).(CA)
- g. Send Progress Sets to Appropriate Staff
- h. 95% Construction Document (C.D.) Submittal
- i. Review Construction Documents and Estimate
- j. Review Construction Documents and Estimate with Client Department (Allow 3 Weeks) (PM).(CA)
- k. Concurrent review. Allow 8 Weeks for all Parties:
 - First 2 Weeks Facility Management - (Below--All Concurrently)
 - Electrician Supervisor
 - Energy Coordinator/Utilities
 - Mechanical Maintenance Supervisor
 - Mechanical
 - Plumbing
 - Structural Maintenance Supervisor
- l. Review - Other Pertinent Departments (Allow 8 Weeks)
 - Building Inspections
 - Planning
 - Fire Department
 - Electrical Engineering
 - Others
- m. Collect Revisions/Corrections as Required (Scheduled for Weeks 5 and 6 of Review Period)
- n. Distribute Revisions to Client Department (PM).(CA)
- o. Distribute Revisions to Consultant
- p. During Weeks 7 and 8 of Review Period, Complete Steps Below:
 - Verify Schedule for Bidding (PM).(CA)
 - 100% C.D. Material In
 - Review Against Marked-Up Revisions Set
 - Coordinate City Documents with Specifications for Compatibility
- q. Review Revised Documents with Client Department (PM).(CA)
- r. Confirm any schedule and budget changes (PM).(CA)
- s. Obtain Approval from Department (PM).(CA)
- t. Write Letter of Approval to Consultant (after Council approves for Bid)
- u.. Process Payment to Consultant

Bidding Phase:

- a. Review Final Construction Cost Estimate (PM).(CA)
- b. Determine Type of Construction Contract
 - Under \$5,000 (Bonds not required, use short form contract)
 - Over \$5,000 (Bonds required, use long form contract)
- c. Ready Construction Contract
- d. Letter to Council for Bidding (Deadline Tuesday, a.m.) (PM).(CA)
 - Review by Facility Manager and Client Department: (PM).(CA)
 - Project Files
 - Plans
 - Specs
 - Letter to Council
 - Review/Sign-Off by Director of General Services (PM).(CA)
(To Director by Tuesday 12 noon)
- e. Run Copies of Contract, Specifications and Plans (Bid Documents) --Minimum 40 Copies)
- f. Council Meeting and Approval (PM).(CA)
- g. Take Bid Documents to Clerk's Office by Wednesday Noon (Keep 5 copies)
- h. Field Bidding Questions
- i. Write Addenda as Required
- j. Distribute Addenda (Allow Minimum 2 days processing) for Registered Mail to Bidders and 2 days for U.S. Mail)
- k. Send 2 Sets of Documents and All Addenda to Engineering/Inspection for Familiarity Review
- l. Send 1 Set of Documents and All Addenda to Client Department for reference use.
- m. Hold pre-bid walkthru / meeting as required (PM).(CA)
- n. Attend Bid Opening and Receive Bids (PM).(CA)
- o. Determine Lowest Qualified Bidder (License, Bonds, Quality of Work)
- p. Review bid information with Client Department (PM).(CA)
- q. Letter to Council to Award Bid (By Tuesday 12 Noon)
- r. Provide Bid Results to Admin. Asst. for Recording (Historical Log)
- s. Return Original Bids to Clerk's Office with Letter to Council
- t. Council Meeting and Approval (PM).(CA)
- u. Complete Construction Contract with Selected Contractor Information (4 copies)
- v. Contract to Contractor for Bonds and Signature (4 copies)
- w. Contract In (4 copies)
- x. Check Contracts for Completeness
 - If requesting an exception on insurance coverage, coordinate with Risk Management
- y. Obtain City Signatures (4 copies)
- z. Distribute Contracts (Contractor and City Departments)
- aa. Prepare Requisition
- bb. Review Documents with Assigned Construction Inspector
- cc. Schedule Pre-Construction Meeting
- dd. Write Notice to Proceed
- ee. Write Notice to EEOC
- ff. Pre-Construction Meeting (PM).(CA)
- gg. Distribute Notice to Proceed
- hh. Distribute Labor Compliance Data

Construction Phase:

- a. Start Construction
- b. Distribute "Construction Sets" of Drawings/Specs
- c. Check Contractor's Schedule of Values Breakdown for Acceptance
- d. Check Contractor's Schedule of Construction for Acceptance
- e. Check Contractor's Submittal Schedule for Acceptance
- f. Accept Schedule of Values, Schedule, and Submittal Schedule (PM).(CA)
- g. Set Up Submittal Log
- h. Set Up Clarification Log
- i. Set Up Change Order Proposal Log (COP)
- j. Set up Regular Field Job Meeting Schedule (PM).(CA)
- k. Receive and Review Submittals/Shop Drawings
- l. Review Contractor Pay Requests and Certified Weekly Payrolls (Form HC-347)
- m. Forward Pay Request and Certified Weekly Payrolls to Admin. Assist. for Prevailing Wage Check or P.M. Completes Partial Payments (PRR's)
- n. Review Monthly Utilization Report (Form CC-257)
- o. Review necessary change orders consistent with established contingency.
- p. Review optional change orders with Client Department (PM).(CA)
- q. Review all change orders that exceed established contingency with Client Dept. (PM).(CA)
- r. Write Change Order as Required by City Code - Chapter 58
- s. Send Letter to Council for Change Order Approval as Required by City Code (PM).(CA)
- t. Obtain Council Change Order Approval
- u. Periodic Visits to Job Site (PM).(CA)
- v. Review Construction Progress/Schedule
- w. Review Construction Progress/Schedule with Inspector
- x. Coordinate Telephone Installation (PM).(CA)
- y. Coordinate Transfer of Utility Accounts to Client Department (PM).(CA)
- z. Coordinate Art Installation
- aa. Coordinate Movers
- bb. Coordinate Furniture Order/Delivery (PM).(CA)
- cc. Coordinate Office Partition Order and Installation (PM).(CA)
- dd. Formally notify User Department(s) of One Month Prior to Completion
- ee. Review "Substantial Completion" request and list of outstanding items as submitted by contractor
- ff. Conduct Preliminary Walk Through: (PM).(CA)
 - Design Consultant
 - Contractor
 - Client Representative
 - Facility Maintenance Personnel
- gg. Accept/Reject "Substantial Completion"
- hh. Issue "Substantial Completion" Punch List (PM).(CA)
- ii. Facility Management Review of Maintenance Manuals
- jj. Review Record Drawings and for Completion
- kk. Review Maintenance Manuals for completion.
- ll. Certificate of Occupancy issued for habitation of new construction
- mm. Department(s) Occupy Facility (PM).(CA)

Project Closeout Phase:

- a. Punch List Items Complete (PM).(CA)
- b. Inspector Signs Off On Acceptance of Project
- c. Process Final Payment to Contractor (Less 10% Retention) (PRR)
- d. Use Worksheet for Job Completion Letters:
 - Prepare Letter to Council Accepting Facility
 - Prepare Notice of Completion
 - Prepare Letter to GSAP re Completed Project
- e. Council Accepts Facility--Start 35 Day Lien Period
- f. File Notice of Completion with County and Mail GSAP Completion Letter
- g. Process Retention Payment to Contractor (Day 36) (MRR)
- h. Check for Any Misc. Outstanding Consultant/Testing Labs Invoices
- i. File Record Drawings/Project Files and master O + M Manuals
- j. Distribute copies of Maintenance/Equipment Manuals
 - Facility Management
 - User Department(s) or Representative
- k. Update and Close Out Files
- l. Verify All Charges to Org. Number As Accurate (PM).(CA)
- m. Notify Client Department, Construction Inspector and Other Affected Departments by Memo That Org. Number Is About to Close
- n. Assure Admin. Asst. Closes Out Org. Number 30 Days After 35 Day Retention Period
- o. Coordinate One-Year Warranty Work (PM).(CA)
- p. Enter Building into Building Inventory and Record Warranty Period End Date

ATTACHMENT C: Project Leadership Training Curriculum

I. Team Leadership and Project Teams

A. Team Leadership

Who: All members of Project Teams with coaching/training by supervisory staff
Arch/Engr (PW): 40 staff, including 10 supervisors
Special Services/Landscape Section (PW): 5 staff
Engineering Services (Utilities): 34 staff

What: Training in leadership and group dynamics to include programs such as front line leadership, Group Action, etc. to develop skills of listening, evaluation, delegation, time management, creating high performance expectations, innovation, flexibility, service as a resource, recognizing strengths, and use of intuition.

B. Successful Project Teams

Who: All members of Project Teams with coaching/training by supervisory staff
Arch/Engr (PW): 40 staff, including 10 supervisors
Special Services/Landscape Section (PW): 5 staff
Engineering Services (Utilities): 34 staff

What: Using "self-directed project teams" involves reorganizing large groups into smaller teams and empowering the team members to divide, schedule, and deliver the work at an established rate of output according to an overall plan. To accomplish the transition to this new approach, team leaders and supporting team members must understand that the team is given both the authority and the responsibility for capital improvement project delivery, and that what standards and formats should be used. The content of this training will include:

- o Computer tools for project management
- o Standard formats for project schedules, planning, budgeting, etc.
- o Team-building

Time: about 35 hours per person

II. Project Management Tools and Techniques

Who: Project team members, their supervisors and support staff
Arch/Engr (PW): 80 Staff
Special Services/Landscape Section (PW): 6 Staff

CIP Design / Construction Task Force
Final Report & Recommendations
February 3, 1994

Engineering Services (Utilities): 50 Staff

What: To supplement the training in computer software, formats and tools provided in the Project Team training above, project managers, prospective project managers and their supervisors will be trained in Project Management tools and techniques. This will probably take the form of a Project Management training course provided by an outside vendor to include topics such as: reporting, scheduling, and budgeting.

Time: 12 to 24 hours per participant

III. Public Review and Input

A. Public Speaking

Who: Project Managers, prospective Project Managers and their supervisors
Arch/Engr (PW): 40 staff, including 10 supervisors
Special Services/Landscape Section (PW): 5 staff
Engineering Services (Utilities): 34 staff

What: Project Managers and their supervisors will be called upon to give public presentations at City Council meetings, Commission Meetings and neighborhood/community forums. In order to provide these staff with adequate public speaking skills, training in public speaking is required.

Time: 10 to 20 hours per participant

B. Public Meetings: How to Organization and Lead

Who: Project Managers, prospective Project Managers and their supervisors
Arch/Engr (PW): 40 staff, including 10 supervisors
Special Services/Landscape Section (PW): 5 staff
Engineering Services (Utilities): 34 staff

What: Another important aspect of successful public relations is well organized and well conducted public meetings. Project Managers and their supervisors will be required to receive training in this area.

Time: 4 to 6 hours per participant

CIP Design / Construction Task Force
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C. Customer Service

Who: Project Managers, prospective Project Managers and their supervisors
Arch/Engr (PW): 40 staff, including 10 supervisors
Special Services/Landscape Section (PW): 5 staff
Engineering Services (Utilities): 34 staff

What: Many staff have already had customer service training. Training in this area will be continued in order to improve responsiveness to staff to citizens.

Time: 6 to 8 hours per participant

ITEM NO: _____
ATTENDANCE

ROLL CALL

NEIGHBORHOOD SERVICES DEPARTMENT WORK GROUP COMMITTEE

MOVED BY: _____ SECONDED BY: _____ DATE: 3-1-94

MOTION: _____

*Meeting called to order at 11:00 a.m.
Adjourned at 12:05 p.m.*

		AYE	NO	ABSTAIN	ABSENT
FARGO	D1	✓			
PANNELL	D8	✓*			
STEINBERG	D6	✓			
ORTIZ	D5	✓			

NOTES: ** Arrived during presentation of
A tow #1*

SEQUENCE ORDER: _____

ITEM NO: 1

ROLL CALL
WORK GROUP COMMITTEE

MOVED BY: _____ SECONDED BY: _____ DATE: 3-1-94

MOTION: _____

		AYE	NO	ABSTAIN	ABSENT
FARGO	D1				
PANNELL	D8				
STEINBERG	D6				
ORTIZ	D5				

NOTES: Received and filed

SEQUENCE ORDER: 1

(1)

ITEM #1. HUMAN RESOURCES DEPARTMENT. (D-ALL)
UPDATE ON HIRING OF AREA TEAM MANAGERS FOR
NEIGHBORHOOD SERVICES DEPARTMENT.

ORAL PRESENTATION