

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY



DEPT: GENERAL SERVICES AGENCY

BOARD AGENDA # *B-7

Urgent

Routine

AGENDA DATE March 3, 2009

CEO Concurs with Recommendation YES NO

4/5 Vote Required YES NO

(Information Attached)

SUBJECT:

Approval to Accept the 2007-2008 Annual Report for the General Services Agency

STAFF RECOMMENDATIONS:

Accept the 2007-2008 Annual Report for the General Services Agency.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2009-136

On motion of Supervisor Chiesa, Seconded by Supervisor Grover

and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Grover, Monteith, and Chairman DeMartini

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) Approved as recommended

2) Denied

3) Approved as amended

4) Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

Approval to Accept the 2007-2008 Annual Report for the General Services Agency
Page 2

DISCUSSION

Background

The Stanislaus County General Services Agency (GSA) was established in 2006 and is comprised of five divisions – Administration, Central Services, Facilities Maintenance, Fleet Services, and Purchasing. As a newly created county department, GSA needed to put a plan in place to address current and future challenges. A Strategic Planning Committee that represented a cross section of the Agency was created to develop the 2006-2009 Strategic Plan to not only foster the Agency's development, but also support the Board of Supervisors priorities.

The priorities, goals, and action plans have seen tremendous progress in the first two years. Year one of the strategic plan was dedicated to setting benchmarks by which to measure progress. Year two has seen improvement in all priorities and nearly all goals and the GSA mission of "supporting Stanislaus County through innovation and excellence." As an internal support Agency GSA is committed to excellence and ensuring that County departments have the necessary tools to provide direct services to the community.

As the first year unfolded, the Strategic Planning Committee completed an effective strategy for focusing on critical priorities over a three year period. However, GSA needed to set baselines as a new agency in order to measure progress. Therefore, the Strategic Planning Committee transitioned from the development committee to the Leadership Team. This team is comprised of Priority Teams responsible for each Strategic Priority, which ensures that steady progress toward each goal is made, with participation of all Agency staff. The Priority Teams surveyed and assessed customers' needs by facilitating focus group sessions. This collective data identified both successes in meeting customers needs and areas for improvement.

Through this plan, GSA has improved the delivery of services and increased efficiency through the centralization of resources while providing measures for accountability and accomplishments.

Accomplishments:

With a strategic plan completed, baselines identified, the priorities teams have realized several accomplishments during the past year. This Agency has worked hard to centralize resources from independently operated divisions and create one department operating under the same mission.

Priority Team 1 focused on improving customer service. This team conducted an annual survey, which reflected a 14% increase in customer satisfaction over our baseline of 73% set the previous year that resulted in an overall satisfaction rating of 87%, which can be attributed to many agency improvements. For example, online statement of charges, flat printing rates, the countywide postal training seminars, a new centralized after hours phone line, and the ability for customers to request and to track GSA projects online.

Priority Team 2 focused on the efficient delivery of service. This team monitored process improvements for each division. Collectively, there has been a cumulative improvement of 46% for the 7 processes reviewed. The seven processes include:

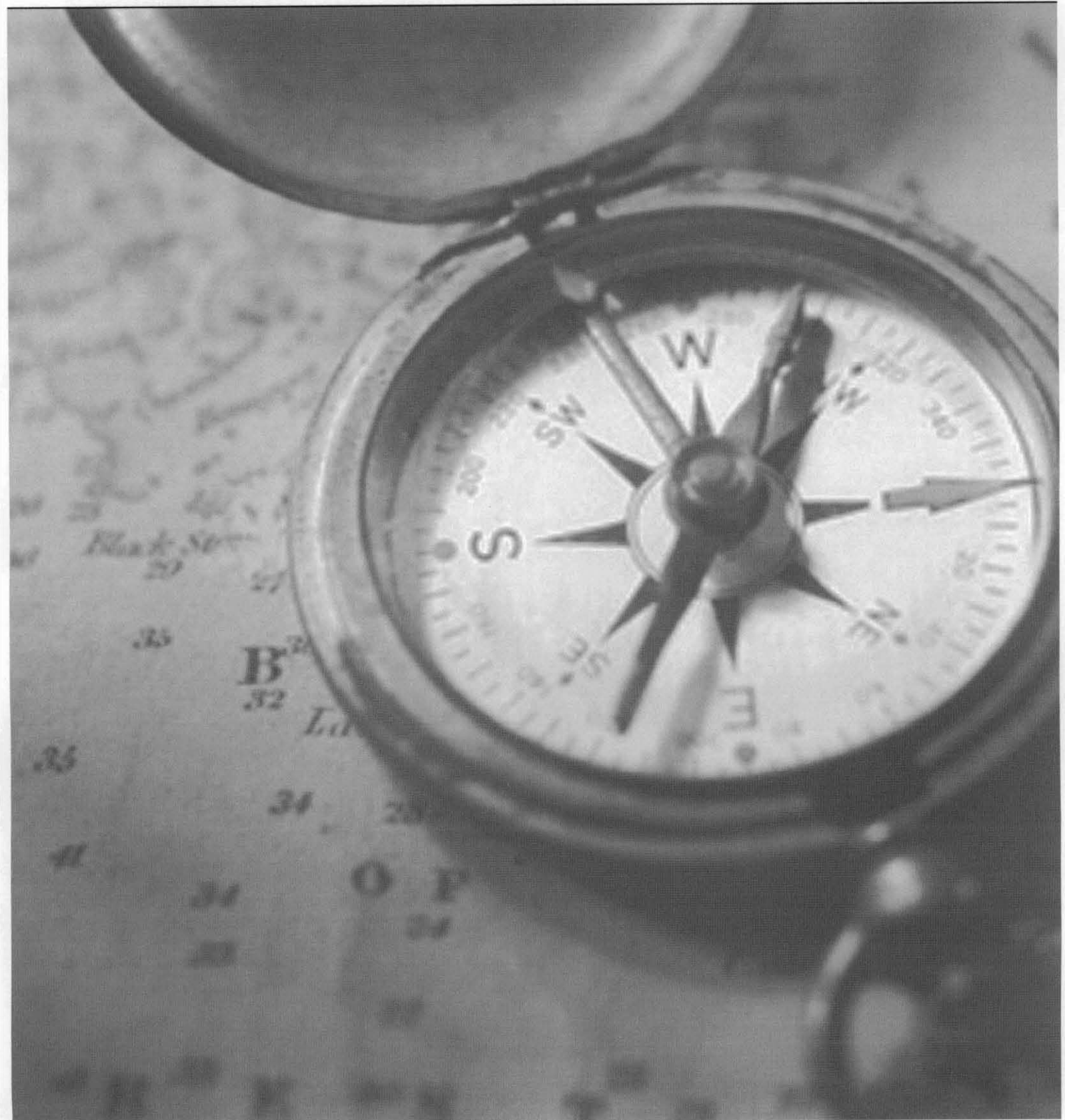
- Work Order Process
- New Hire PAF
- Oracle Strip Signoff
- Driver's Authorization Form
- Emergency On Call Phone Tree
- Purchase Card Reconciliation
- Business Card Process

Saving time and money as process time frames by either reducing or eliminating processes, money and time has been saved. For example, the purchasing division implemented an online vendor management system that automates the release of the request for proposal process. The county no longer has to manually view vendor lists and mail announcements, bids, or addendums as they are automatically updated and released through the online system. By having a shared database with the City of Modesto, there has been an increase in the number of vendors resulting in a more competitive and cost saving opportunities. In the case of Public Works, it ensures we meet all the legal posting requirements.

And lastly, Priority Team 3 supports the Staff Knowledge and Skills improvement process. Its efforts are centered on cross training and ultimately developing a succession plan for the Agency. This team has developed a training matrix to identify all agency and county mandatory classes which must be completed per classification, as well as, have performed a gap analysis to identify key job functions and tasks.

STAFFING IMPACT:

There are no staffing impacts associated with this item.



Stanislaus County
General Services Agency
Annual Report
2007-2008

Mission Statement

THE GENERAL SERVICES AGENCY
SUPPORTS STANISLAUS COUNTY
THROUGH INNOVATION AND
EXCELLENCE.

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INTRODUCTION

This is the General Service Agency's (GSA) 2007-2008 Annual Report. The purpose of this report is to inform the Board of Supervisors and County leadership of the Agency's direction and progress. This report provides strategic plan summaries and action plans, including benchmarks, by which GSA is measured, while maintaining enough flexibility to meet our customers changing needs.

SUMMARY

The General Services Agency is an internal service department. Formed April 26, 2005 by Board order, it is comprised of five Divisions: Administration, Central Services, Facilities Maintenance, Fleet Services, and Purchasing. Although the services from each division are unique, the purpose is uniform. In parallel, each Division ensures that County Departments have the necessary tools to provide direct services to the community. A collaborative partnership with County departments and agencies improves the delivery of services and increases efficiency through the centralization of resources. This provides a measure for accountability and accomplishment.

The General Services Agency is responsible for the following services:

The **Administration** Division serves as a support function for GSA and is accountable for the overall administration of operations and coordination of activities. Administration is responsible for budget development and tracking, project management, planning, training and personnel. The Administrative staff is charged with finding cost effective ways to administer the affairs of the Agency and improve the structure and operating procedures of the organization.

The **Central Services** Division has three areas of concentration: Print Shop, Mailroom, and Warehouse operations. This division produces 12 million impressions and delivers 1.8 million pieces of mail annually while maintaining the County's asset management system, which promotes recycling, reusing and repurposing of County equipment. A revised salvage policy was approved by the Board on June 3, 2008. The Warehouse operations manages approximately six 40 yard bins of scrap metal, 120 pallet of computers for sale or recycling, and six 40-yard bins of refuse sent to the landfill annually.

Facilities Maintenance Division oversees the maintenance of both Stanislaus County owned and leased buildings. Building inventory includes 140 buildings totaling 2.7 million square feet of owned and leased space that ranges from construction as early as 1938 to 2006. Facilities Maintenance services include: Carpentry, Custodial Services, Lock Shop, Maintenance and Repair, and Security



Services.

Fleet Services Division is responsible for the maintenance of 850 County vehicles. This division provides both preventive and prescriptive maintenance that include vehicle acquisition, disposal, record keeping, licensing, and fuel management. In addition, Fleet Services offers specialized services to accommodate certain department requirements that may include emergency vehicle outfitting, motor pool operation and vehicle parts management. Additionally, Fleet Services ensures compliance with State and Federal regulatory requirements, which include vehicle smog inspections.

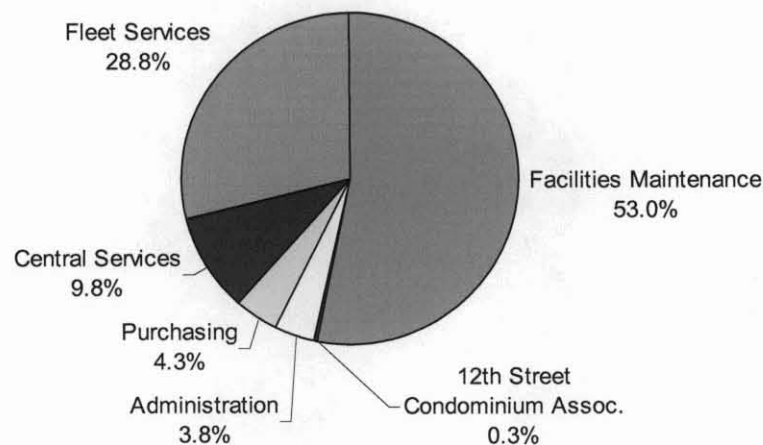
The **Purchasing** Division provides internal controls for managing and coordinating County purchasing activities and for leasing both equipment and property to maximize the value of tax dollars by utilizing ethical and effective practices through the competitive bid process or state contracts. The County's Purchasing Agent is ultimately responsible for procurement of all County goods and services. In fiscal year 2007-2008, this division oversaw County procurements in excess of \$458 million.

BUDGET OVERVIEW:

General Services Agency is a mixture of both General Fund and Internal Service Fund Divisions having a total annual budget of over \$13 million responsible for providing facilities maintenance for 2.7 million square feet, vehicle maintenance on 850 county assets, printing 12 million impressions, and over \$458 million in procurements:

Division	FY 2007-08 Legal Budget
Administration	\$ 511,531
Central Services	1,336,748
Facilities Maintenance	7,227,913
Fleet Services	3,924,477
Purchasing	580,707
12 th Street Condominium Association	46,651
Total GSA Budget	\$13,628,027

Stanislaus County General Services Agency Fiscal Year 2007-2008 Legal Budget



STRATEGIC PRIORITY OVERVIEW

As a measurement of progress, the Strategic Priority Teams have conducted surveys and focus groups with customers to identify both successes in meeting Stanislaus County’s needs and to identify areas of improvement. GSA has taken a comprehensive approach to achieve these objectives as outlined in our strategic plan that are in direct alignment with the Board of Supervisor’s Priority: Efficient Delivery of Public Services.

In the initial year, GSA defined four, which were later consolidated into three, priorities aimed at quantifying our goals, and making cost effective decisions, in direct alignment with the Board of Supervisors’ Priorities and the needs of county and community.

STRATEGIC PRIORITY 1: IMPROVE CUSTOMER SERVICE

The number one priority for GSA is to improve customer service. This priority team conducted a series of focus groups and surveys to compile information on what GSA

is doing well, what needs improvement, and what additional services customers would like to have offered.

Based upon customer feedback, GSA has made the following changes:

- Created a centralized after-hours phone number for facilities related issues;
- Created the vehicle replacement plan to address customer budget concerns;
- Conducted countywide training seminars demonstrating cost savings tips for metered business mail prior to postal rate increases;
- Distributed an agency newsletter highlighting the County initiatives and purchasing cost savings programs to educate customers on services currently offered;
- Implemented the use of environmentally friendly “green” hand soap in the County buildings; and
- Revised the County’s Salvage and Surplus policy, which clarifies policy and oversight.

These changes have resulted in an overall 87% customer satisfaction rating, which reflects a 14% increase in customer satisfaction, since the previous year.

STRATEGIC PRIORITY 2: IMPROVE EFFICIENCIES

Utilizing the County intranet, GSA has worked to improve the Efficient Delivery of Services. By allowing County departments the ability to enter and track the status of their work requests, efficiency is improved in both GSA and the customer department. Of the process reviewed for improvement there was a 46% cumulative increase in efficiency. In addition, this priority team has made the following changes:

- Implemented new web-based applications (FASTER, Maintenance Connection, and TEAM), which allow our customers the ability to request services and track status of work requests ranging from printing to facilities maintenance. These applications provide customers with 24 hour access to their service needs;
- Re-designed the General Services Agency Intranet web page to provide easy access to applications, reference material, and interactive forms which include courier routes, cost saving printing tips and purchasing guidelines;
- Conducted countywide training seminars to demonstrate cost savings tips for metered business mail prior to postal rate increases;
- Implemented an on-line billing system in partnership with SBT, allowing departments to use the same User ID to obtain both GSA and SBT billing information; and
- Implemented an on-line vendor management system (Planetbids) that allows vendors to submit electronic bid submissions, as well as receive automatic

notifications on new bid opportunities. This is a shared resource between the County and the City of Modesto.

STRATEGIC PRIORITY 3: IMPROVE STAFF KNOWLEDGE AND SKILLS

A well-trained and dedicated staff is essential for the growth of our agency. This priority team developed a training matrix to provide training requirements for all staff and provide gap analysis for succession planning.

- Developed cross-training matrix for all key job functions/positions;
- Provided training opportunities for Fleet Technicians and Mechanics;
- 100% of staff CPR Certified;
- 100% of staff compliant with Preventing Sexual Harassment Training;
- Identified key GSA positions for succession planning; and
- Developed cross-training processes in each division.

LEGAL ACTIONS

Currently, there is no litigation against the County relating to procurement. GSA has successfully negotiated contracts, and issued Purchase Orders for goods and services, in excess of \$458 million.

The GSA project management system (TEAM) maintains all contract records processed through the County's Purchasing Agent. This system enables collaboration between purchasing, County Counsel, and the requesting departments, streamlining the process with automatic notifications and escalation to ensure deadlines and budgets are being met and by documenting the process along the way. This process is extremely important as it represents the County's documentation for compliance with all local, state, and federal laws that is used to defend the County contract award process.

This system will become increasingly important as more vendors may potentially protest the competitive award process during these difficult economic times. It is important that the County ensures that all vendors have an equal understanding of the requirements and that the bids and proposals can easily be compared. This promotes a level playing field, and results in cost savings to the County, as it ensures the County receives the best product for its dollars.

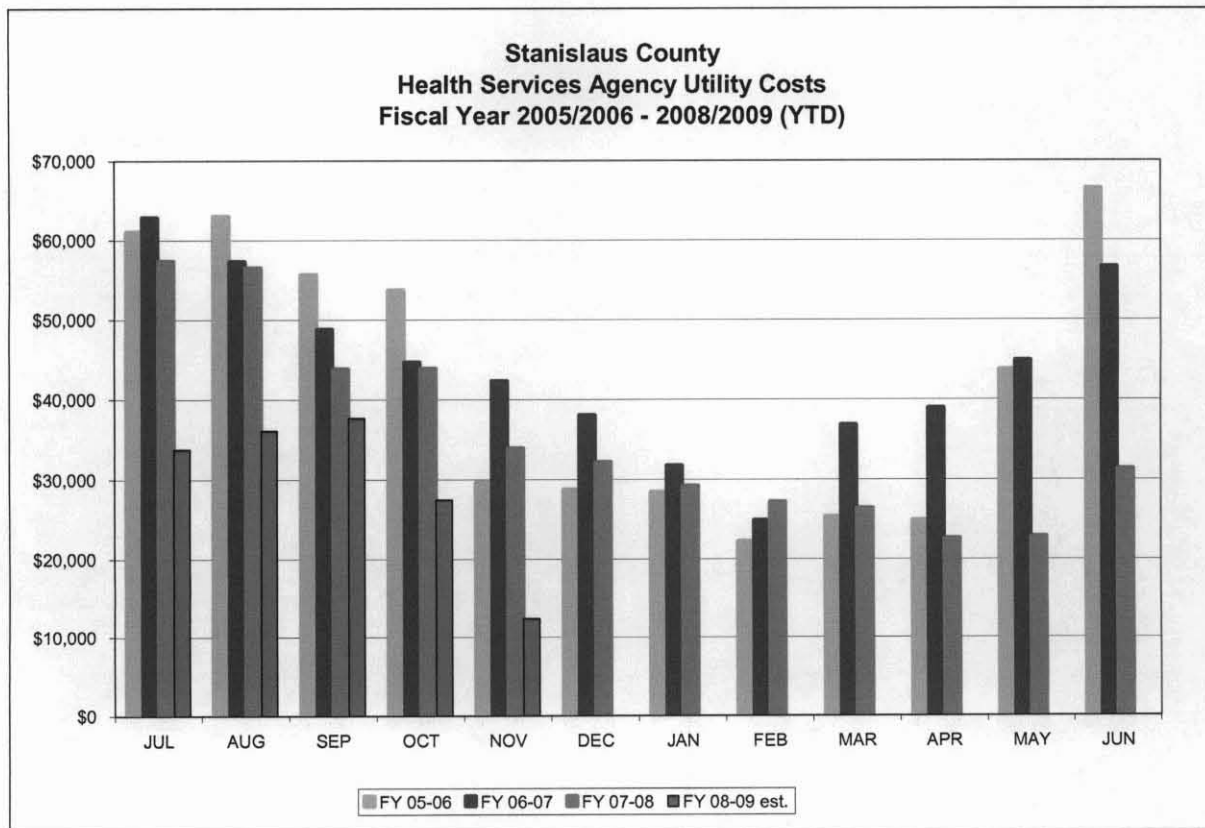
ENERGY CONSERVATION OVERVIEW

The Facilities Maintenance Division replaced a failed absorption chiller at the Health Services Agency. The absorption chiller used a chemical process to convert steam



to cold water to provide cooling to many of the buildings on the campus. Rather than replace the existing chiller with a new absorption chiller, Facilities recommended that the system be replaced with a smaller, air-cooled system. The results have been dramatic. There has been a reduction of natural gas during the initial three months since the installation of the new chiller of 836% compared to the same period last year. In addition, the County has achieved a reduction of green house gas and Nox emissions equivalent to the reduction in natural gas consumption.

As shown below, the replacement of this one piece of equipment has reduced costs for the Health Services Agency by \$50,149 over the first three (3) months of this year. The total project cost was slightly under \$187,000. If this trend continues the County could see a return on investment by year one. Normally, projects are analyzed for a five-year return on investment.



COUNTY AUDITS – PURCHASING CARDS

GSA – Purchasing is charged with the oversight of the Stanislaus County Purchasing Card Policy. During this fiscal year, the Auditor-Controller reviewed employee purchasing card transactions to ensure compliance with the Purchasing Card Policy. The Internal Audit Division has completed 28 Purchasing Card audits, concluding that County departments are in compliance with the Purchasing Card and Travel Policies, which represented 9,764 transactions totaling \$1,652,698.

CURRENT AND FUTURE CHALLENGES

- Locate a structure to accommodate all divisions and workshops of GSA;
- Continue to develop and expand awareness on County initiatives through collaborative government;
- Continue to build and expand County partnerships;
- Develop a County plan to address aging County buildings and resources;
- Identify HVAC replacement plan; and
- Prepare succession planning.



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BOARD PRIORITY: Efficient Delivery of Public Services
GENERAL SERVICES AGENCY STRATEGIC PRIORITY 1: Improve Customer Service

PURPOSE	GOAL 1	ACTION PLAN	OUTCOME
<p>To provide a coordinated plan for conducting departmental surveys</p> <p>To avoid duplication in survey instruments</p> <p>To provide needed feedback on how the GSA is performing and allow the Agency to provide outstanding customer service.</p> <p>To allow the GSA to accurately gauge current customer service and provide direction where improvement is needed.</p>	<p>Coordinate survey design and survey schedule</p> <p><u>Expected Outcomes:</u> Surveys are conducted according to the timeline contained in the survey schedule.</p> <p>Priority teams rate surveys as valuable and useable.</p> <p><u>Actual Outcome:</u> This goal was met. Surveys were conducted in accordance to the timeline contained in the survey schedule.</p>	<ol style="list-style-type: none"> 1. Customer Service Team will contact each Priority Team to receive any additional surveys or questions to add to existing surveys. 2. Customer Service Team will develop a survey schedule to define when surveys will be conducted. 3. Customer Service Team will present survey schedule to GSA Leadership Team for approval at the October 11, 2007 Leadership Team meeting. 4. Customer Service Team will work with Survey Monkey to conduct all surveys according to the survey schedule. 5. Customer Service Team will compile & present survey trend results at to the Leadership Team. 6. Customer Service Team will present survey trend results to managers. 7. Customer Service Team will present survey trend results to staff at the All-Staff Meeting. 	<ol style="list-style-type: none"> 1. Focus groups were conducted to provide specific information. 2. A survey scheduled was created for three surveys. (09/07) 3. Schedule has been presented and approved. (10/07) 4. All three surveys were designed in Survey Monkey and were released as per survey schedule. 5. Surveys results were completed and results presented to Leadership Team. (02/08) 6. Trend results were presented at managers meeting. (03/08) 7. Survey trend results were presented at the June All Staff Meeting.



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BOARD PRIORITY: Efficient Delivery of Public Services

GENERAL SERVICES AGENCY STRATEGIC PRIORITY 1: Improve Customer Service

PURPOSE	GOAL 2	ACTION PLAN	OUTCOME
<p>To provide information to our customers to help them meet their goals</p> <p>To help the customer understand how to access the services that we provide</p> <p>To provide needed feedback on how the GSA is performing and allow the Agency to provide outstanding customer service.</p> <p>To allow the GSA to accurately gauge current customer service and provide direction where improvement is needed.</p>	<p>Monitor the communication plan and satisfaction of GSA customer</p> <p><u>Expected Outcomes:</u> Measure results against year one baseline:</p> <p>Communication baseline 40%</p> <p>Satisfaction baseline 73 %</p> <p>Improve communication satisfaction above baseline measurement by:</p> <p>5% in 2007 7% in 2008 10% in 2009</p> <p><u>Actual Outcome:</u> Communication 47% - 7% increase Satisfaction 87% - 14% increase</p> <p>This goal was met for communication and exceeded for satisfaction.</p>	<ol style="list-style-type: none"> 1. Customer Service Team will submit to GSA Director a letter to be distributed with the year two surveys. 2. Customer Service Team will conduct the year two Customer Communication survey, compile, and present survey trend results according to the survey schedule. 3. Customer Service Team will conduct the year two Customer Satisfaction survey, compile, and present survey trend results according to the survey schedule. 4. Customer Service Team will provide feedback to priority teams. 	<ol style="list-style-type: none"> 1. Director reviewed and approved letter. (01/08) 2. Customer Communication survey was conducted and analyzed in accordance to survey schedule. (02/08) 3. Customer Satisfaction survey was conducted and analyzed in accordance to the survey schedule. 4. Survey results were given to division managers. (03/08) The goal of 7% over year one baseline was reached and exceeded in all areas except "Staff courteous & respectful."



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BOARD PRIORITY: Efficient delivery of public services
GENERAL SERVICES AGENCY STRATEGIC PRIORITY 1: Improve Customer Service

PURPOSE	GOAL 3	ACTION PLAN	OUTCOME
<p>To know what type of information the staff wants</p> <p>To know how the staff wants the information communicated</p> <p>To be able to make improvements to current system based on staff feedback</p>	<p>Monitor the communication plan for GSA employees</p> <p><u>Expected Outcomes:</u> Measure results against year one baseline Survey baseline 59%</p> <p>Improve communication satisfaction above baseline measurement by : 5% in 2007 7% in 2008 10% in 2009</p> <p><u>Actual Outcomes:</u> This goal of 7% improvement over baseline was not met.</p> <p>Survey result 36% - 23% decrease</p> <p><u>Lessons Learned</u> A monthly meeting was created to meet with all division supervisors and leads to discuss both County and agency initiatives and direction.</p>	<ol style="list-style-type: none"> 1. Customer Service Team will conduct the survey to measure employee satisfaction with communication. 2. Customer Service Team will compile and present survey trend results according to the survey schedule. 3. Customer Service Team will develop action plan steps based on the survey results. 4. Customer Service Team will meet bi-weekly to review the progress of communication plan and report to the GSA Director. 5. Customer Service Team will utilize quarterly all-staff meetings to communicate with staff. 	<ol style="list-style-type: none"> 1. Employee satisfaction survey was conducted. (12/07) 2. Survey trend results were presented to the Leadership team. (01/08) 3. Customer Service Team developed an action plan based upon the varied survey results. Customer Service Team met with all division managers, supervisors, and leads to discuss their specific areas of improvement. 4. Due to varied overall survey results, each division manager will address their specific results with their staff to create an action plan to address their specific needs. The Customer Service Team will review progress monthly. 5. Customer Service Team provides a quarterly update at the All Staff Meetings.



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BOARD PRIORITY: Efficient Delivery of Public Services
GENERAL SERVICES AGENCY STRATEGIC PRIORITY 2: Improve Delivery of Services

PURPOSE	GOAL 1	ACTION PLAN	OUTCOME
<p>To reduce the time to complete a job/task;</p> <p>To improve customer satisfaction; and</p> <p>To decrease unneeded processes.</p>	<p>Improve the efficiency of GSA services provided to our customers.</p> <p><u>Expected Outcomes:</u> In 2006-07, created an inventory of processes, prioritized the inventory, and used the Q.U.I.C. model to streamline the highest priority processes.</p> <p>Update inventory of processes, re-prioritize the inventory, and use the Q.U.I.C. or Before & After model to streamline the highest priority processes.</p> <p>Reduce process time by an average of 10% per process evaluated in 2007-08; and 10% in 2008-09.</p> <p><u>Actual Outcomes:</u> Total Year 1 Average Improvement: 42%</p> <p>Total Year 2 Average Improvement: 48%</p> <p>Cumulative Improvement: 46%</p>	<ol style="list-style-type: none"> 1. Division Managers will provide the top three priority processes per division to the Efficiency Team, by August 1. Newly prioritized process lists will be posted in Team by the Efficiency Team, when received. 2. Working with the CARE unit, the Efficiency Team will train additional GSA staff, at a minimum of one per division, to become Q.U.I.C. experts by June 2008. 3. Efficiency Team will complete a Q.U.I.C. or "Before & After" process improvement for one process per division. The processes will be taken, in order of priority from the division lists. 	<ol style="list-style-type: none"> 1. Completed. Each Division has provided a newly prioritized list of processes. Completed Sept 2007 Admin – HR Processes C/S – Not Completed Facilities – Phone Tree/Help Desk Fleet Service – Vehicle Replacement Purchasing – Contracts 2. Five Q.U.I.C. experts have been trained, one additional person has been identified in Central Services, and training is being scheduled. 3. Processes completed to date: Work Order Process 07/07 Reduced work order processing by 5 min/work order, while this is an insignificant change per work order, the cumulative effect on hundreds of work orders per year is substantial. New Hire PAF 9/07 Reduced processing time from 20 minutes to 10 minutes, a 50% improvement. Oracle Strip Signoff 11/07 Eliminated unnecessary process, saving 62.8 hours annually, 100% improvement Driver's Auth Form 2/08 Reduced processing time from 102 hours to 6 hours, a 94% improvement Emergency On Call Phone Tree



PURPOSE	GOAL 1	ACTION PLAN	OUTCOME
		<ol style="list-style-type: none"> 4. Division Managers, working with the CARE unit, will post the processes evaluated for their division to the intranet within 30 days of completion. 5. Efficiency Team will present results of each process analysis to the GSA Leadership Team with recommendations to improve process at monthly Leadership meetings, following the completion of each process. 6. GSA Leadership Team will present process improvements to staff at the Quarterly All-Staff Meetings. 	<p>04/08 Process improvement to customer satisfaction, no measurable improvement in cost or departmental time.</p> <p>Purchase Card Reconciliation 04/08 Reduced processing time from 6 hours to 1 hour 50 minutes/month, an improvement of 70%</p> <p>Business Cards Process 06/08 Reduced turnaround time from 45 days to 14 days, a 69% improvement.</p> <ol style="list-style-type: none"> 4. Credit Card Processing, Emergency on Call, and Phone Tree process improvements presented at the May 1 Leadership Team meeting. 5. Provided updates to completed Q.U.I.C. processes at the April and May Efficiency Team meetings. 6. Presentation of improvements were scheduled, but not completed at the June 4 GSA All-Staff Meeting.



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BOARD PRIORITY: Efficient Delivery of Public Services

GENERAL SERVICES AGENCY STRATEGIC PRIORITY 2: Improve Delivery of Services

PURPOSE	GOAL 2	ACTION PLAN	OUTCOME
<p>To increase customer service;</p> <p>To allow easier access to customers to request service;</p> <p>To provide self help option to customers.; and</p> <p>To stream-line processes.</p>	<p>Improve web services to customers</p> <p><u>Expected Outcomes:</u> In 2006-07 – All GSA Divisions offered at least one web service to their customers.</p> <p>In 2007-08 – Working with Priority Team 1, focus groups will be conducted to determine what improvements could be made to web based services currently provided by the General Services Agency.</p> <p>In 2008-09 - Increase overall customer satisfaction specific to web services by 3 – 5% above established baseline.</p> <p><u>Actual Outcomes:</u> The goal in Year 2 was met. Focus Groups were conducted to determine what web services were needed. Prior to the Focus Group, extensive improvements were made to both the internet and intranet pages. Focus Group input centered on training needs associated with the improvements already made. Initial follow-up with the Focus Group verified that their concerns were documented correctly.</p>	<ol style="list-style-type: none"> 1. Working with Priority Team 1 and the CARE unit, the Efficiency Team will hold a focus group to develop a baseline of satisfaction with web based services currently provided by the General Services Agency and to determine what improvements could be made to the services by December 2007. 2. Efficiency Team will meet with GSA Division Managers to review feedback from the focus group and report back on changes that would be made by January 2008. Refinements to intranet functionality based on focus group input to be completed by March 2008. 3. Division Managers are to review web pages not less than quarterly for possible improvements and reported at monthly Leadership meetings. 	<ol style="list-style-type: none"> 1. A meeting to review and schedule focus groups was held December 7. Focus Group held June 12. 2. The group compiled the Focus Group feedback, and presented outcome to Division Managers, in June 2008. 3. The Intranet page has been redesigned by Agency Confidential Assistant. Links were created to each GSA department for ease of use by our customers. Maintenance Connection, Faster, and Planet Bids™ for Purchasing, were linked to the Intranet page. Team, project management software, was expanded with additional reports and templates for Purchasing.



ANNUAL REPORT 2007-08

BOARD PRIORITY: Efficient Delivery of Public Services

GENERAL SERVICES AGENCY STRATEGIC PRIORITY 3: Improve Staff Knowledge and Skills

PURPOSE	GOAL 1	ACTION PLAN	OUTCOME
<p>To strengthen weaknesses to increase customer satisfaction and meet legal and regulatory requirements.</p>	<p>Develop a mandatory training program.</p> <p><u>Expected Outcomes:</u> Training program, schedule, and matrix completed by October 30, 2006.</p> <p>GSA staff to complete mandatory training in the following increments: 75% by the end of 2007 100% by the end of 2008 Maintain 100% each year</p> <p><u>Actual Outcomes:</u> This goal was not met. 75% of mandatory training was completed by the end of 2008.</p> <p><u>Lessons Learned:</u> The mandatory training was re-assessed, as the initial goal was unrealistic due to staff turnover. The agency will maintain 80% in future years.</p>	<ol style="list-style-type: none"> 1. Employee Development Team will maintain and inform Agency of updated training on a quarterly basis. 2. Employee Development Team to develop a list of mandatory training/ classes not sponsored by Stanislaus County for job specific certification or cross training by November 1, 2007. 3. Employee Development Team will partner with the GSA Director to insure 100% mandatory training is achieved each year. 	<ol style="list-style-type: none"> 1. Both lists are maintained and Agency informed on a quarterly basis. 2. List for additional training/classes not sponsored by Stanislaus County for job specific certification and for cross training were completed by January 31, 2008. <ul style="list-style-type: none"> • ASE Certification • Forklift Training (every 3 yrs) • Hybrid Training 3. Mandatory classes for all GSA Staff. <ul style="list-style-type: none"> • CPR/AED/FA (every 2 yrs) • Preventing Sexual Harassment (every 2 yrs) • Customer Service Training (every 2 yrs) • Defensive Driving (every 4 yrs) • Ethics (every 4 yrs) • NIMS / ICS (once)



ANNUAL REPORT 2007-08

BOARD PRIORITY: Efficient Delivery of Public Services
GENERAL SERVICES AGENCY STRATEGIC PRIORITY 3: Improve Staff Knowledge and Skills

PURPOSE	GOAL 2	ACTION PLAN	OUTCOME
<p>To insure qualified and skilled staff are available to fill vacancies</p>	<p>Develop a Succession Plan for GSA</p> <p><u>Expected Outcomes:</u></p> <p>Core competencies developed for 40% of the classification and 40% of interested employees completed Self-Assessment tools and Individual Development Plans in 2008.</p> <p>The remaining 60% will complete Self-Assessment tools and Individual Development Planning with their managers/supervisors in 2008.</p> <p>85% of employees will be crossed trained over the next three years.</p> <p><u>Actual Outcomes:</u></p> <p>Core competencies classifications 40% developed and 20% of interested employees completed Self-Assessment tool and Individual Development Plans in 2008.</p> <p>Remaining 60% core competencies will be addressed in FY 2008-09.</p> <p>30% completed Self-Assessment tool and Individual Development Planning.</p>	<ol style="list-style-type: none"> 1. Employee Development Team will partner with the GSA Director, GSA Managers and CEO-Human Resources to review current job descriptions and functions to insure they clearly define the experience, behaviors, value, skills and knowledge required to perform the jobs. The team will also insure the job descriptions clearly define what is expected of the employees when performing in their current positions and will develop career path opportunities for each job function by February 28, 2008. 2. Management Staff will partner with the GSA Director to meet with staff to start discussions about career development. Interested staff in partnership with their manager/supervisor will complete a clearly defined and documented Individual Development Plan (Employee Self-Assessment tool to be completed by interested staff as part of the development plan) by May 20, 2008. 3. Employee Development Team will partner with the GSA Director and GSA managers to develop a gap analysis identifying the skill level of the GSA employees and the skill level required to perform current job functions by July 31, 2007. 4. Employee Development Team, based on the staff/manager/supervisor career development discussions, will partner with the GSA Director and Management 	<ol style="list-style-type: none"> 1. Six binders with job descriptions and requirements, Org chart, etc were completed and distributed to various sites for in June 2008. 2. Discussions on career development still in process. Self-Assessment and planning tool for employees and supervisors are available in binders. 3. The “employee assessment tool” was created and is being utilized during the employee evaluation period to identify, develop, and better direct the employee upon a path of improving their skills and knowledge within their position as well as potential promotions and/or lateral moves within the department. 4. List will be completed in FY 2008-09.



PURPOSE	GOAL 2	ACTION PLAN	OUTCOME
	<p>95% of division key functions have been cross-trained.</p> <p><u>Lessons Learned:</u> The remaining core competencies will be addressed in FY 2008-09 with the support of division managers and supervisors.</p> <p>The self-assessment tool and individual development planning will be addressed in FY 2008-09 as the reference binders have been distributed to each worksite.</p>	<p>Staff to develop a list of staff interested in career development by September 30, 2007.</p> <ol style="list-style-type: none"> 5. Employee Development Team will partner with the GSA Director and Managers to develop a list of functions that will be vacant due to attrition by September 30, 2007. 6. Employee Development Team will partner with the GSA Director and Managers to develop a cross-training list and schedule to implement cross training of key functions/positions by November 30, 2007. 7. Employee Development Team will partner with the GSA Director and Managers to develop a list of new opportunities, technologies and other issues that have emerged which may lead to change in the succession plan and its objectives by January 30, 2008. 8. Management Staff will partner with staff every six months to assess progress toward meeting the goals established and offer alternatives to those who are not meeting the expectations by April 30, 2008. 	<ol style="list-style-type: none"> 5. The list has been completed. 6. Cross-training lists developed and schedules were implemented by Divisions by November 30, 2007. 7. Assess progress of cross training every six months to begin in FY 2009. 8. Assess progress FY 2009.



ANNUAL REPORT 2007-08

BOARD PRIORITY: Efficient Delivery of Public Services

GENERAL SERVICES AGENCY STRATEGIC PRIORITY 3: Improve Staff Knowledge and Skills

PURPOSE	GOAL 3	ACTION PLAN	OUTCOME
<p>To insure qualified and skilled staff are available to fill vacancies.</p>	<p>Develop Workforce Plan for GSA key positions.</p> <p><u>Expected Outcomes:</u></p> <p>FY 07/08</p> <ul style="list-style-type: none"> • Pilot completed • Competencies Defined • Knowledge Inventory completed <p>FY 08/09</p> <ul style="list-style-type: none"> • Implementation plan for knowledge gap in place and 25% of the gaps addressed. <p><u>Actual Outcomes:</u></p> <p>Competencies have been defined and knowledge inventory has been completed.</p> <p><u>Lessons Learned:</u></p> <p>The knowledge gap will be addressed in FY 2008-09 with the assistance of the CEO - Workforce Planning TEAM and GSA Management.</p>	<ol style="list-style-type: none"> 1. Identify key positions by October 1, 2007 that are difficult challenges to fill. <ul style="list-style-type: none"> • GSA Director • GSA Division Managers: <ul style="list-style-type: none"> - Admin Business Manager - Central Services Manager - Facilities Maintenance Manager - Fleet Manager - Purchasing Manager • Equipment Mechanic 2. The team will partner with the Chief Executive Office (CEO) Workforce Planning Team to be a pilot workforce-planning department by February 2008. 3. The team will partner with CEO Workforce Planning Team to implement core competencies for key positions between February and May 2008. 4. The team will complete the Knowledge Inventory to identify knowledge gaps for key positions between May and July 2008. 5. The team will develop a plan to close the knowledge gaps for key positions between August and October 2008. 6. The team will implement the plan to bridge knowledge gaps between October 2008 and June 2009. 	<ol style="list-style-type: none"> 1. List of key positions has been completed. 2. TEAM met with CEO office and Key Function Knowledge Inventory form was received & distributed to supervisors. All forms received and summarized by June 30, 2008. 3. Will be addressed in FY 2008-09. 4. Will be addressed in FY 2008-09 5. Will be addressed in FY 2008-09. 6. Will be addressed in FY 2008-09.

General Services Agency Locations

Administration

1010 10th Street, Suite 5400
Modesto, 95354

Central Services/Mailroom

1018 Scenic Drive
Modesto, 95355

Central Services/Print Shop

1018 Scenic Drive
Modesto, 95350

Central Services/Warehouse

909 County Center Drive
Modesto, 95350

Central Services/Warehouse

1904 Richland Avenue
Ceres, 95307

Facilities Maintenance/ Administration

1010 10th Street, Suite 2300
Modesto, 95354

Facilities Maintenance/ Custodial Services

Morgan Road,
Modesto, 95354

Facilities Maintenance/ Lock Shop

E Hackett Road
Modesto, 95354

Facilities Maintenance/ Support Services

E Hackett Road
Modesto, 95354

Fleet Services

448 E Hackett
Modesto, 95350

Purchasing

1010 10th Street, Suite 5400
Modesto, 95354