



CITY OF SACRAMENTO
CALIFORNIA

OFFICE OF THE
CITY MANAGER

July 23, 1980

CITY HALL
915 I STREET - 95814
(916) 449-5704

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: Management and Organizational Study of the
Sacramento Housing and Redevelopment Agency

SUMMARY

In January 1979 the City Manager and the Agency's Executive Director were first asked by the City Council to examine the feasibility of making the housing and redevelopment functions a City department as one means of improving the Agency's management and administration. As a result of the staff work that has been done to date, I believe the Agency is in urgent need of a comprehensive, in-depth management and organizational study of its entire operations. The program now amounts to almost sixty-two and a half million dollars a year. It is recommended that an independent consulting firm be retained to do the study before the City Council makes a decision on making the functions a City department.

BACKGROUND

In 1973 after much turmoil resulting from the indictment of the former City-County Housing Authority Director, the City and County consolidated these independent governmental entities into a single agency. At that time the current Executive Director assumed leadership to resolve the HUD audit and credibility problems, reorganize programs and personnel, as well as reestablish the Federal government's trust in Sacramento's ability to operate the program. Mr. William Seline effectively accomplished that task and developed a respected joint Redevelopment Agency and Housing Authority. However, since the initial period, a number of management and organizational concerns have arisen which are of such magnitude that I believe the Agency's credibility with many members of the City Council and the general public is again tenuous.

While the City Council for the past two years has become increasingly concerned with the performance of the Sacramento Housing and Redevelopment Agency, now the Board of Supervisors has also taken a more active role in reviewing the Agency's activities. This review has been limited mainly to the handling of the housing rehabilitation program which uses \$1,000,000 of County funds under contract. The County has been giving serious consideration to withdrawing the rehabilitation program from the Agency and transferring it to County jurisdiction.

APPROVED
COUNTY CLERK

AUG - 5 1980

OFFICE OF THE
CITY CLERK

In January 1979, the City Manager and the Agency's Executive Director were first asked by the City Council to examine the feasibility of making the housing and redevelopment functions a City department as one means of improving the management and administration of the Agency. The staff work which was done by various City personnel only touched the surface and highlighted the complexity of the Agency's diverse programs, activities and problems.

I believe there is an urgent need for a thorough, independent management study of the entire operation of the Sacramento Housing and Redevelopment Agency. This step should be taken before the City Council decides to make the functions a City department. The Executive Director of the Agency has indicated his opposition to the housing and redevelopment programs being formed into a City department, but supports the concept of an independent review of current structure and its performance.

Neither City nor County staffs have been able to quantify the root causes of the problems affecting the Agency. Due to the autonomous administrative nature of the Agency, the analytical work by both City and County staffs have focused on particular problem programs rather than a complete overall management review of the Agency. The City Manager and County Executive's offices are in agreement that poor program performance exists but have not pinpointed the causes or remedies. At this time there are, however, general areas of concern which are clearly identifiable including the following:

Organization

The existing Agency is loosely organized with middle management lacking clear support or direction in the overall policies of both the City Council and the Board of Supervisors. As a result, some programs appear to be well run, others such as the rehabilitation and housing production activities fall short of their projected outcomes. Program goals and objectives as well as legislative instructions are not met in a uniform, comprehensive or timely manner. Finally, communications between the Agency and the legislative bodies on critical problem areas as well as solutions are fragmented.

Financial

Adequate communication of financial information to the Board of Supervisors and City Council in a meaningful and uniform manner has been lacking. Several attempts have been made to have the Agency adopt an annual budget which can be utilized as a meaningful control document. The complexity of various Federal funding and reporting requirements should not preclude this kind of uniform budgeting.

Communication and Reporting

Possibly the most significant area is the adequate and timely transmittal to both legislative bodies of easily understandable information regarding significant Agency activities and problems. Although the Council's Budget and Finance Committee reviews individual requests and the County has implemented a quarterly reporting process, problems are all too often communicated to the Board and Council via the media or concerned citizens after they have reached serious proportions. This is aggravated by a lack of meaningful financial data and clear lines of authority. Confusion is created as to how the problem started and who is responsible for implementing immediate and effective remedial action.

In summary, these concerns are symptomatic of the root causes which as yet have not been clearly identified by either Agency or local government personnel. A thorough, in-depth management study if accomplished by a private firm of national stature would assist immeasurably in identifying the causes and providing a base for both legislative bodies, as well as the Executive Director, to implement new directions for the Agency. The City Council would be in a position then to determine if the best solution is to form the housing and renewal functions into a City department.

Timing is critical if the Agency's credibility with elected officials and the public is to be restored. Therefore, I believe the best course of action is to engage a recognized private consultant to conduct a thorough management and organizational study of the Agency. The consultant firm should report directly to a task force composed of the Executive Director of the Agency, the City Manager and the County Executive during the course of the consultant's work. The final report would then be submitted to both the City Council and Board of Supervisors for action.

Attached also is an overview of the activities of the Sacramento Housing and Redevelopment Agency which has been prepared by the City Manager's office for your information.

RECOMMENDATION

It is recommended that:

1. A comprehensive management and organizational study of the Sacramento Housing and Redevelopment Agency be conducted by an independent consulting firm;
2. The Board of Supervisors be requested jointly to approve conducting such a study;
3. The Advisory Commission of the SHRA be asked to comment on the proposal to retain a consulting firm; and
4. The City Manager be directed to report back in cooperation with the County Executive and SHRA Executive Director regarding the specific implementation procedure and timetable to carry out recommendation #1 above.

Respectfully submitted,


Walter J. Slipes
City Manager

Concur in Recommendation:


William G. Selene

CITY STAFF REVIEW OF THE
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY
PREPARED BY
THE SACRAMENTO CITY MANAGER'S OFFICE
JULY 23, 1980

This report summarizes the history and status of the Sacramento Housing and Redevelopment Agency and identifies special areas of concern. It accompanies the City Manager's report of July 23, 1980 which recommends retaining an independent consulting firm to conduct a comprehensive management and organizational study of the Sacramento Housing and Redevelopment Agency.

History and Workload

The January 1980 Annual Report of the Sacramento Housing and Redevelopment Agency states that the Agency evolved from four separate entities: the Sacramento City Housing Authority formed in 1939; the Sacramento County Housing Authority formed in 1940; the Sacramento City Redevelopment Agency formed in 1950; and the Sacramento County Redevelopment Agency formed in 1974.

In 1973, the Board of Supervisors and the City Council assumed the separate roles of the Governing Boards of the Sacramento City and County Housing Authorities, and the Redevelopment Agency of the City. The Board of Supervisors subsequently created the Sacramento County Redevelopment Agency in 1974 and directed that it be administered in the same manner as the other legal entities.

Since 1973 all four legal entities have been administered by a combined central staff. The current structure includes the nine (9) member appointed Sacramento Housing and Redevelopment Agency Advisory Commission whose primary purpose is to advise the Governing Boards on all policy matters.

In addition to administering the wide variety of housing and redevelopment programs, the Agency also administers numerous community service activities for tenants housed in various projects and complexes. These include a nutritional program for the elderly, the Golden Era Handicraft Program, the Foster Grandparent Program, teen and child care centers, infant toddler centers, services from the County Health Department visiting nurse program, and a centralized referral service which directs people to community resources.

The following tables show the figures on dollar volume and workload of all Agency activities:

TABLE NO. 1
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY
WORKLOAD AND DOLLAR VOLUME
1980 BUDGET

	DOLLAR VOLUME			WORKLOAD DATA		
	City	County	Total	No of Units	No. of People Served	Other
I. Housing						
A. HUD Housing (1)	\$ 6,524,828	\$ 5,571,212	\$12,096,040	3,809	11,000+	
B. HUD Section 8	2,525,471	1,828,790	4,354,261	795	2,542	
C. State Section 8	139,862	-	139,862	75	78	
D. Local Section 8	583,672	-	583,672	214	733	
E. Sacramento Heritage	5,779	-	5,779	-	-	
F. Real Estate Purchases (2)	4,114,856	10,103,721	14,218,577	-	-	
G. Other (Debt Service Close out, etc.)	2,355,318	1,848,311	4,203,629	-	-	
Subtotal	\$16,249,786	\$19,352,034	\$35,601,820	4,893	14,353	
H. Shiloh Arms (3)	-	1,309,086	1,309,086	104	400+	
Total	\$16,249,786	\$20,661,120	\$36,910,906	4,997	14,753	
II. Community Services						
A. Child and Infant Care	\$ 104,864	\$ 100,752	\$ 205,616		73	157,866 Hrs.
B. Foster Grandparent	-	258,355	258,355		300	75,168 Hrs.
C. Elderly Nutrition (4)	50,000	1,004,519	1,054,519		1,100	309,900 Meals
Total	\$ 154,864	\$ 1,363,626	\$ 1,518,490		1,473	Not Applicable
III. Community Development						
Block Grant	\$ 2,205,590	\$ 1,329,701	\$ 3,518,490			
IV. Redevelopment						
A. HUD Urban Renewal	\$ 8,393,702	\$ -	\$ 8,393,702			
B. Tax Increment (5)	3,201,300	-	3,201,300			
Total	\$11,595,002	\$ -	\$11,595,002			
V. Other						
A. Central Relocation	\$ 8,415	\$ -	\$ 8,415			
B. Local Tax Funds	2,312	3,615	5,927			
Total	\$ 10,727	\$ 3,615	\$ 14,342			

	<u>DOLLAR VOLUME</u>		<u>WORKLOAD DATA</u>			
	<u>City</u>	<u>County</u>	<u>Total</u>	<u>No of Units</u>	<u>No. of People Served</u>	<u>Other</u>
VI. Capital Improvements (6)	\$ 8,608,710	\$ 304,130	8,912,840			
GRAND TOTAL	<u>\$38,824,679</u>	<u>\$23,662,192</u>	<u>\$62,486,871</u>	<u>4,997</u>	<u>16,226</u>	<u>Not Applicab</u>

FOOTNOTES

- (1) Includes Section 23 funds which will be eliminated over an 18 month period, thereby reducing the total budget by 12%
- (2) These purchases are detailed on Page 54 of the 1980 Budget of the Sacramento Housing and Redevelopment Agency.
- (3) This project was transferred to a new owner on 7-1-80.
- (4) The funding for all elderly programs is included here, although the workload data for the programs other than the nutrition program is included in Table 2.
- (5) A portion of these funds are shown in the Capital Improvements Section of this chart.
- (6) Includes a UDAG Grant of \$1.5 million

TABLE NO. 2
FURTHER WORKLOAD DATA

	<u>City</u>	<u>County</u>	<u>Total</u>	<u>No. of People Served</u>
<u>A. Other Elderly Programs</u>				
1. Transportation	7,464 Trips	2,536 Trips	10,000 Trips	44
2. Shopping for Homebound	4,100 Trips	150 Trips	4,250 Trips	20
3. Golden Era Boutique	748 Items Sold	1,452 Items Sold	2,200 Items Sold	277
4. Senior Companion	42,804 Hours	9,396 Hours	52,200 Hours	<u>300</u>
Total				<u>641</u>
 <u>B. Rehabilitation</u>				
1. Loans	69	59	128	
2. Grants	<u>238</u>	<u>40</u>	<u>278</u>	
Total	<u>307</u>	<u>99</u>	<u>406</u>	

TABLE NO. 3
PERSONNEL SUMMARY

<u>DEPARTMENT</u>	<u>1980 BUDGET</u>	<u>APPROVED SECTION 23 REDUCTIONS</u>	<u>REVISED 1980 BUDGET</u>
A. Administration	7.00		7.00
B. Finance/Purchasing/ Personnel	25.00	4.00	21.00
C. Legal	7.00	2.00	5.00
D. Real Estate	9.00	5.00	4.00
E. Research & Development	14.00	-	14.00
F. Property Rehabilitation	37.00	-	37.00
G. Community Services	48.00	10.00	38.00
H. Maintenance	83.00	40.00	43.00
I. Nutrition	35.57	-	35.57
J. Foster Grandparents	5.50	1.00	4.50
K. Child Development Center	<u>14.50</u>	<u>-</u>	<u>14.50</u>
Subtotal	285.57	62.00	223.57
L. Non-Departmental			
1. Resident's Committee	3.00	-	3.00
2. Shiloh Arms	2.00	-	2.00
3. Agency Employees Working for City	<u>2.00</u>	<u>-</u>	<u>2.00</u>
Subtotal	<u>7.00</u>	<u>-</u>	<u>7.00</u>
GRAND TOTAL	<u>292.57</u>	<u>62.00</u>	<u>230.57</u>

The activities of the Sacramento Housing and Redevelopment Agency are large, diverse and complex. The Agency administers a budget of almost \$62.5 million with 231 employees (after Section 23 reductions have been made). In addition to the primary activities of housing and redevelopment, the Agency has also assumed responsibility for establishing a variety of complex social service programs which are supportive of the Agency's basic purpose. It is unclear whether the Agency staff was expanded to accept these added responsibilities or if the added workload was absorbed by existing staff.

The consolidated central staff has been in existence since 1973. Given the initial problems associated with consolidation and the many programmatic changes of the last seven (7) years in both housing and redevelopment, progress to date has been generally good. Difficulties are to be expected in an activity which is inherently controversial and difficult to administer. In situations where the organization is new and experimental, the complexity and diversity of activities combine to insure that problems will occur.

Area of Concern

It is to be expected that housing and redevelopment activities will create problems and concerns which demand creative solutions. This is particularly true in the case of the Sacramento Housing and Redevelopment Agency where the activities are large, diverse and complex. Through a review of previous City and County reports; an evaluation of comments by certain elected officials; conversations with technicians and specialists who have more detailed knowledge of the Agency's operations; and interviews of former Agency employees who have recently left, we have attempted to identify problem areas. These fall into specific categories described in more detail below. It should be noted that many of these problems are known to Agency managers, and in some instances have been addressed individually.

The major difficulty is that the problems have not been addressed from an overall point of view; nor has a comprehensive operational re-examination taken place since 1973.

1. Organization

The current Agency structure does not neatly coincide with particular operational programs because of the inherently fluid and cyclical nature of housing and redevelopment activities.

For example, once housing projects have been constructed or subsidy mechanisms identified, the emphasis changes from production to operation and maintenance.

In contrast Redevelopment has no continuing function. Each project is individual with its own design, finance and construction requirements. When a redevelopment project is completed the Agency has no further tasks to perform other than monitoring.

Hence, to properly administer both functions, the Agency uses a variety of accounting systems, program and funding years, performance standards, etc. This variety creates an organizational environment in which the lines of authority are blurred, confusing and very difficult to comprehend. It creates an extraordinary interdependence of organizational

units which call for a high degree of coordination. Decisions are made in team meetings and department heads do not control their budgets because all cost allocation and distribution is done by the Agency Finance Department.

The Agency's published organization chart shows clear lines of authority, but the lines are weak and employees are often confused about where they actually fit in the overall organization. It appears that the organizational structure is very loose and constantly changing. Former employees have stated that the actual, functional structure grows around individuals, personalities, and specific talents in the organization as well as program changes. This contrasts with the structures of the County and City which are fixed and stable, and therefore more easily understood by everyone.

The span of control within the Agency is very uneven and depends upon the emphasis given to specific program areas. Although detailed analysis is needed to develop a specific and precise course of action, it appears that reorganization is required. Related functions can and should be gathered into organizational units which clearly set forth authority and responsibility.

2. Finance

The budget for the Sacramento Housing and Redevelopment Agency is almost \$62.5 million, or about two-thirds the size of the City's budget. The budget is built around approximately 65 separate funding agreements which dictate the utilization of numerous and diverse accounting systems.

Two years ago the City Council asked that we assist the Agency staff in developing an accounting and budgeting system similar to that used by the County and City. We found that although duplicate systems could be implemented to provide the City Council with financial management information, the variety of grant conditions were so restrictive that it was extremely difficult for the Agency to adopt the City's expense and revenue reporting system.

At this point all budget and accounting controls relate to one another only to the extent allowed by numerous separate grant conditions. The Agency Finance Department prepares program budgets for the other departments and the program managers are required to operate programs without financial control, or authority or responsibility.

In this environment, budget preparation is a year around process since some funding is on a July through June fiscal year while others are on calendar and Federal fiscal years. Accounting systems are developed around specific grant requirements. This makes the preparation of comprehensive financial management information for the whole Agency difficult, at best. This makes it difficult if not impossible to assess the Agency's overall performance.

The County staff has continually complained that the administrative overhead charges are excessive for the work being performed on the County's behalf. The lack of overall financial management information makes

this difficult to prove or disprove. Although we have made substantial progress in developing an organizational budget during this last year, much work remains in order to refine the document and develop accounting systems which are necessary to control the budget. Our goal is to improve all of the financial systems so that the overall programs and performance of the Agency can be properly evaluated regardless of legal constraints and requirements of funding contracts.

3. Personnel

The City has provided, on a contractual basis, professional personnel specialists to perform the major functions of recruitment, selection, classification, labor relations, and affirmative action.

These professionals have attempted to keep pace with the on-going workload at the Agency, and to reduce the "backburner" workload in classification, pay and record keeping. There appears to be some pressing need for staff development and training.

At this point the City's contract with the Agency for personnel work must be re-examined and evaluated. It might be more effective for the Agency to perform this work itself.

4. Communication and Reporting

Members of the City Council and Board of Supervisors have stated that on-going Agency staff communication with the Governing Boards is inadequate. This should be corrected; satisfactory communication techniques, changes and systems can be devised.

This matter has been a concern for sometime, but because of the volume, diversity, and complexity of the Agency's activities and the lack of meaningful performance data, the concern has been unresolved.

5. Rehabilitation

The problems associated with the rehabilitation functions of the Sacramento Housing and Redevelopment Agency are obvious. They have been well publicized and documented in numerous reports.

Probably the best detailed critique of specific rehabilitation problems was the report from Sacramento County dated May 9, 1980. It pointed out that the primary problems of the Agency's rehabilitation program were its effectiveness, its efficiency, and the operation of the program itself. The overall recommendation of the County staff was to initiate a comprehensive review of the rehabilitation program guidelines and operating procedures. The report found that this was necessary for the program to be carried out in a more effective manner with clear lines of authority and responsibility.

The Agency has responded to the County in its report dated June 4, 1980, in which it acknowledged many of the operational and organizational problems of the rehabilitation program, and set forth steps to correct the specific problems.

In addition to specific programmatic problems, the Agency has also addressed itself to overall policy questions. At this point, the Sacramento Housing and Redevelopment Advisory Commission has transmitted its recommendation for policy improvement to the City Council for hearings in the next few weeks.

Although there is a great deal of work to be done, the above mentioned efforts will go a long way in improving the administration and operation of the Agency's rehabilitation function.

5. Nutrition

Recently questions have been expressed regarding the effectiveness of the Agency's nutrition program. These concerns revolve around whether or not the current programmatic direction of the program is consistent with new Federal funding policies in this area. This is an area that will have to be evaluated in coming months. There have been concerns expressed regarding the adequacy of a wide variety of Sacramento Housing and Redevelopment Agency functions. The organizational structure is unclear and probably should be changed. The budgeting, accounting and financial control systems need to be reinforced and improved to provide better information to the Governing Boards.

The personnel system needs more attention and improvement and the bargaining and grievance procedures need to be clearly established.

Communication between the staff and the Governing Boards require improvement and reporting systems need to be put in place and re-emphasized.

From an administrative standpoint, greater controls and better defined procedures, policies, and practices are needed for the Agency to function satisfactorily.

From an operational point of view, concerns have been expressed regarding the rehabilitation and nutrition functions; therefore, the need for improvement in these areas must be evaluated.

Alternatives Considered

Before determining that the most appropriate course of action is to have an independent firm conduct a thorough examination of the Agency, City staff considered several other options including the following:

1. Separation of Redevelopment and Housing Functions

This alternative would serve to solve many of the difficulties associated with administering the dissimilar functions through a centralized staff. It would also provide the opportunity for the City and/or County to assume one or the other of the functions themselves. The primary

disadvantages would be to disassociate redevelopment from housing which, in the past, has provided specific financial and planning mechanisms to increase and improve housing in the Central City.

Variations to this alternative would have to be examined in more detail in the future. For example, housing and redevelopment functions could still be combined but split along City/County lines.

2. Assumption of some or all of the Staff and/or Supportive Services of the Agency

To some extent the City has already done this in the personnel, labor relation, treasury management and data processing areas. This concept could be expanded to the budgeting, accounting and engineering functions at a future date.

The advantage of this alternative would be that the staff data, information and material would become similar to that now used by the City and the County. Theoretically, this information would be more satisfactory and understandable to the Governing Boards of the Agency.

The disadvantage of this alternative, however, is that withdrawal of staff and supportive services would tend to weaken the Agency rather than strengthen it. In addition, a specific contract would be required in order that all terms and conditions are spelled out clearly.

3. Contract for Services with Specific Performance Measures

The County government in an effort to more clearly define the cost and functions of the Agency has developed written contracts which set forth responsibilities, work units and cost in specific terms. The Agency relates to the County government as an independent contractor not part of the County government. The County has adopted this procedure to secure firmer control of the Agency's activities in the unincorporated area, to simplify accounting, and to provide a solid starting point for auditing purposes.

This technique permits the County to concentrate monitoring efforts on those specific projects carried on in the unincorporated areas without particular concern for the remainder of the activities in the organization. The County has used this contract technique with the Agency because of their need to specifically evaluate the performance of particular activities. The rehabilitation function is an example.

In contrast to the County's model, the City of Sacramento passes through its authority and funding directly to the Agency. Therefore, the City treats the Agency as a unit of government but barely recognizes that it's a separate, legally considered, governmental entity.

This contracting alternative has worked for the County because of its specific needs and requirements. The disadvantage is that the Governing Boards would essentially disavow themselves of the daily operations and administration of the total Agency. In this connection, the so called areas of concern mentioned above would become irrelevant.

4. Appointment of a Management Team to Oversee the Operations of the Agency on a Temporary Basis

This alternative could be implemented either by a management team composed of current City and County employees or by specialists retained from the outside through consultant contracts.

The management team would be appointed for a short duration of possibly six (6) months and would have the following three-fold mission:

- a. Insure the continuance of the Agency's current operational programs and projects while making minor improvements as deemed necessary during the course of the study.
- b. Establish and/or revise the administrative procedures, policies, and practices of the Agency to more closely conform to those now used by the County and the City in those areas where it is determined to be possible.
- c. Produce a comprehensive management and organizational study of the Sacramento Housing and Redevelopment Agency together with recommendations which would serve as a master plan for administrative improvement of the Agency in years to come.

The advantage of this option would be, that although minor improvements could be made immediately, major changes would not be made until the management and organizational study was complete. In addition, the knowledge and experience of the team members would bring a great deal of talent to bear on the problems quickly.

If an "in-house" team were appointed, the disadvantage of the proposal would be that the current bias' and subjective notions of the team members would enter into the analysis thereby tending to slant the study. Further, any time devoted to the study would be unavailable for team member's other regular assignments.

5. Retain a Consulting Firm to Perform a Comprehensive Management and Organizational Study of the Agency

This alternative is self-explanatory and would be similar to the above alternative without the component of a management team temporarily overseeing the on-going operations of the Agency. It has the advantage of providing a high level of management and technical expertise to review the problems and the objectivity of a fresh, independent view.

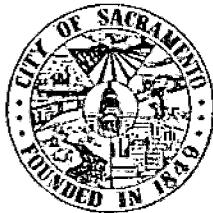
The primary disadvantages would be the large cost (\$150,000 - \$200,000) of the study and the time required for the consultants to become familiar with the activities of the Agency.

6. Status Quo

Since there have been expressions of concern regarding the administration of the Agency, and since specific problems have manifested themselves, this alternative does not seem viable.

Conclusion

This report has briefly reviewed the history and status of the Sacramento Housing and Redevelopment Agency. It has concluded that after a short seven years of operation both administrative and programmatic progress has been made. At the same time major area of concern and problems do, in fact, exist. Several management and organizational alternatives for improving the operation of the Agency have been reviewed briefly. Given the complexity of the Agency's activities and the seriousness of the present situation, a comprehensive study by an independent consultant firm is essential at this time.



SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION

August 5, 1980

ADVISORY
COMMISSION
THOMAS COLEMAN
HANK FISHER
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LESLEY LUEVANO
ALEXANDER MILLER
R. BURNETT MILLER
JOE SERNA
RICHARD TERAMOTO
SAMUEL WALTON

City Council of the
City of Sacramento
915 I Street
Sacramento, California 95814

Re: Management and Organizational Study of the
Sacramento Housing and Redevelopment Agency
(Item No. 39)

EXECUTIVE DIRECTOR
WILLIAM G. SELINE

Honorable Members in Session:

P. O. Box 1834
SACRAMENTO, CA 95809
630 I STREET
SACRAMENTO, CA 95814
(916) 444-9210

Enclosed is a copy of a resolution adopted by the Housing and Redevelopment Commission at its meeting of August 4, 1980, regarding the above study.

Please contact me should you have any questions.

Very truly yours,

R. Burnett Miller
R. BURNETT MILLER
Chairman

Enclosure

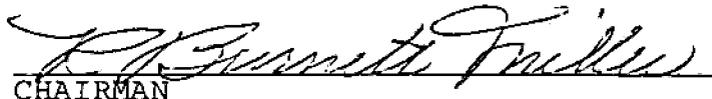
Adopted by the Sacramento Housing and Redevelopment Commission

August 4, 1980

MANAGEMENT AND ORGANIZATIONAL
STUDY OF THE SACRAMENTO HOUSING AND
REDEVELOPMENT AGENCY

BE IT RESOLVED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT
COMMISSION that:

The Commission is opposed to the City of Sacramento expending
\$150,000 to \$200,000 for a management and organizational study of
the Sacramento Housing and Redevelopment Agency.


CHAIRMAN

ATTEST:


AGENCY CLERK

On a Motion by Commissioner Alexander Miller, seconded by
Commissioner Kay Knèpprath, the foregoing Resolution was passed and
adopted by the Sacramento Housing and Redevelopment Commission, this
4th day of August, 1980, by the following vote:

AYES: Knepprath, A. Miller, Serna, Teramoto, Walton, B. Miller

NOES: None

ABSENT: Coleman, Fisher, Luevano


JOAN ROBERTS
Agency Clerk