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**SACRAMENTO  
HOUSING AND REDEVELOPMENT  
AGENCY**



Budget & Finance Committee and  
Committee of the City Council  
Sacramento, CA

Honorable Members in Session:

**SUBJECT:** Staff Adjustments Following the Departure of the Chief of Technical Services, Reaction to Continued Federal Budget Cuts, Formation of a Housing Development Unit within SHRA, and Improvements in our Data Processing Division

SUMMARY

The attached report is submitted to you for review and recommendation prior to consideration by the Redevelopment Agency, Housing Authority and City Council of the City of Sacramento.

RECOMMENDATION

The staff recommends approval of the attached resolutions approving the classification of Program Manager, Housing Finance and the organizational structure as outlined in report.

Respectfully submitted,

*William H. Edgar*  
WILLIAM H. EDGAR  
Executive Director

TRANSMITTAL TO COMMITTEE:

*Solon Wisham, Jr.*  
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SOLON WISHAM, JR.  
Assistant City Manager

Attachment



# SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY



October 6, 1986

Sacramento City Council  
Housing Authority of the City of Sacramento  
Redevelopment Agency of the City of Sacramento  
and  
Sacramento County Board of Supervisors  
Housing Authority of the County of Sacramento  
Redevelopment Agency of the County of Sacramento

Honorable Members in Session:

**SUBJECT:** Staff Adjustments Following the Departure of the Chief of Technical Services, Reaction to Continued Federal Budget Cuts, Formation of a Housing Development Unit Within SHRA, and Improvements in Our Data Processing Division

## SUMMARY

In response to the recent departure of the Chief of Technical Services and continuing federal budget reductions which are affecting the Agency across the board, this report recommends the elimination of the position of Chief of Technical Services and conversion of the position of Civil Engineer within Technical Services to Program Manager - Technical Services. Also recommended is elimination of one Rehabilitation Supervisor in the Rehabilitation Division along with several other adjustments within Rehabilitation. (The position of Chief of Rehabilitation was recently eliminated with establishment of a Program Manager position there.) Concurrent with the assignment of both programs (Rehab and Technical Services) to the Chief of Housing Production, that position should be upgraded to Assistant Director of Community Development. Both the new Program Managers (Rehab and Technical Services) will report to the new Assistant Director (see attached Organizational Chart).

At the same time, in an effort to create a unit within the Agency which can respond to the housing development concepts outlined in our recently promulgated Housing Assistance Plan and Program without increasing positions within the Agency budget, one Senior Planner position currently within the

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Neighborhood Development Division will be switched to a newly designated Housing Development Unit directly under the Community Development Director. Should the Housing Trust Fund and Housing Development Corporation proposed in the Housing Assistance Plan and Program be approved, a Chief of Housing Development position will be proposed at that time.

Some additional changes including several in our Data Processing section are also proposed and are outlined in the Background section below and/or on the attached organizational diagram.

Total salary savings following full implementation of these adjustments are \$31,080.87

## BACKGROUND

### Technical Services

Continued support of a Chief of Technical Services as well as a Civil Engineer is not warranted given recent workload experience. Moreover, the financial burden that this staffing pattern was placing on other funding sources simply cannot be sustained. We are therefore recommending elimination of the Chief of Technical Services and conversion of the Civil Engineering slot to Program Manager - Technical Services (with a civil engineer's license required). One of the two Typist Clerk positions within Technical Services will also be eliminated. The reduced Technical Services unit will report directly to the new Assistant Director of Community Development.

### Rehabilitation

Consistent reductions in the CDBG, Section 312, Rental Rehabilitation Block Grant, and Public Housing Acquisition with Substantial Rehabilitation programs have forced us to completely reanalyze our staffing pattern in the Rehabilitation Division. Refilling of the Chief's position, eliminated in the mid-year budget, is out of the question and one of the current Rehab Supervisor positions must go as well. The current number of eight Technical/Rehab Specialists II positions within the Rehabilitation Division must be reduced to six (four single family, one multifamily, and one emergency repair). The current staff working on the Substantial Rehabilitation program will report directly to the new Assistant Director of Community Development as part of the Housing Production unit.

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## Housing Development

The days of "old style" public housing production are over. As indicated in our recently promulgated Housing Assistance Plan and Program, if it is to maintain a meaningful role in housing low income Sacramentans in the future, the Agency must shift its role in housing production from one of Agency built, Agency operated housing to one of participating with the private sector in the financing of privately produced, privately operated units. The nascent housing efforts we have undertaken in our neighborhood areas, while useful in an experimental sense, are practically meaningless in the face of the absolute number of affordable units needed in this community. What is needed is a serious production effort.

As the Housing Assistance Plan and Program (HAPP) indicates, this will take a motivated staff, capable of developing program concepts, and possessing the necessary ingenuity, and financial know-how. As the HAPP also indicates, the Agency needs to re-think its staffing patterns in order to react to this challenge. Given the fact that we need to do this while at the same time avoiding increased staff costs in the face of budget cuts, we are proposing taking two of our best people out of existing programs and consolidating them in a Housing Development Unit directly under the Director of Community Development. Positions to be included in this move are the one Financial Analyst currently in the Community Development Administration budget unit (who will be changed to Program Manager - Housing Finance), and the Senior Planner from the Neighborhood Development Division. In effect, we are rearranging other sections within the Agency to permit us the luxury of isolating these people into a single unit which will combine the negotiating, financing, and program design skills needed to develop and implement meaningful housing production programs into the future. As mentioned above, if a funding source such as a Housing Trust Fund can be successfully developed, a Chief of Housing Development position will be proposed as well. The current Community Development Coordinator position within the Community Development Administration budget unit will also be shifted to this new unit to help monitor the agreements between the Agency and private sector housing providers, although a classification study will be initiated in order to set this position at a more appropriate level. The Typist Clerk II position eliminated in the Technical Services Division will be switched to this unit.

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## Data Processing

The Agency's commitment to automation as a means of providing better control of resources and improved services resulted in the acquisition of Wang minicomputers and several software packages designed to improve the efficiency and effectiveness of our operating divisions. The housing software packages purchased from Data Directions, Inc., include the following modules: eligibility, leased housing, tenant accounts receivable, and work orders. Software packages for the Agency financial systems were purchased from Information Development Consultants, Inc., and include packages for payroll, general accounting, fixed assets, and inventory management. Further, in-house development of a software package for the rehabilitation division is underway. Additionally, many staff members within the Redevelopment, CDBG, and Housing Development units are applying software technologies to their analyses and operations. For the Agency to successfully implement, maintain, and enhance these packages on an ongoing basis, it is necessary to add additional permanent data processing staff consisting of a programmer/analyst and programmer. A limited term programmer position for a one-year period will also be required during the initial implementation and enhancement period.

A revised organizational diagram for all these changes is outlined on Attachment 1.

## FINANCIAL DATA

The position-by-position financial summarization is outlined below. (All positions are listed at Step E so that ultimate savings can be calculated.)

<u>OLD POSITION</u>	<u>NEW POSITION</u>	<u>ANNUALIZED SALARY SVGS*</u>
<u>Technical Services</u>		
Chief Tech Serv	---	\$58,719.55
Civil Eng	Prog Mgr Tech Serv	(2,661.17)
TC II	---	22,891.91

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\*Includes fringe benefits at 33 percent but not overhead. All savings figured at Step E.

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## Rehabilitation

Rehab Supvr	---	45,346.83
Tech Supvr	---	45,346.83
Tech Spec II	---	39,423.91
Rehab Spec II	---	39,423.91

## Housing Development

---	Prog Mgr Hsg Finance	(53,208.88)
---	Sr Plnr	(53,208.88)
---	CD Coord II	(44,367.52)
---	TC II	(22,891.91)

## Neighborhood Redevelopment

Sr Plnr	---	53,208.88
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## Community Development Administration

---	Asst Dir	(61,654.76)
Fin Analyst	---	53,208.88
CD Coord II	---	44,367.52

## Housing Production

Chief Hsg Prod	---	58,719.55
---	Tech Supvr	(45,346.83)
---	Tech Spec II	(39,423.91)

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## Data Processing

---	Programmer	
	Analyst	(37,907.66)
---	Programmer	(34,452.69)
---	Programmer	<u>(34,452.69)</u>
Total Salary Savings		\$ 31,080.87

## POLICY IMPLICATIONS

The most significant policy implication in this report is the establishment of the Housing Development unit which reflects the very deep changes which have occurred in the way in which low income housing is produced in this country. We think it is very important to organize for these changes if the Housing Authority is to maintain a continuing role in the provision of housing affordable to very low income households in Sacramento.

The reductions in Rehabilitation and Technical Services merely reflect funding changes which have been underway for some years.

Improvements in the Data Processing section reflect our continuing efforts to upgrade the Agency's computer capabilities.

## ENVIRONMENTAL DATA

None required.

## VOTE AND RECOMMENDATION OF COMMISSION

At its regular meeting of October 6, 1986, the Sacramento Housing and Redevelopment Commission adopted a motion recommending approval of the attached resolutions. The votes were as follows:

AYES:

NOES:

ABSENT:

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## RECOMMENDATION

Staff recommends that the Governing Boards adopt the attached resolutions which (1) approve the classification of Program Manager, Housing Finance and (2) approve the organizational structure as outlined in this report.

Respectfully submitted,

*William H. Edgar*  
WILLIAM H. EDGAR  
Executive Director

TRANSMITTAL TO COUNCIL:

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WALTER J. SLIPE  
City Manager

Contact Person: John Molloy  
440-1360

0075N

(7)



# RESOLUTION NO.

ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

ON DATE OF

POSITION CLASSIFICATION, EMPLOYEE UNIT, AND  
SALARY SCHEDULE RELATING TO COMPENSATION AND CLASSIFICATION.  
RECOMMENDATION FOR THE CLASSIFICATION OF  
PROGRAM MANAGER, HOUSING FINANCE

BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF  
SACRAMENTO:

Section 1. The position classification, employee unit,  
and salary schedule for the classification of Program Manager,  
Housing Finance is hereby adopted as follows:

Program Manager, Housing Finance  
Supervisory Unit

2742.83	2879.93	3023.97	3175.12	3333.89
1265.92	1329.20	1395.68	1465.44	1538.72
15.824	16.615	17.446	18.318	19.234

Section 2. The salary range for the position classification listed in Section 1 is hereby determined to be comparable to local practices where applicable.

\_\_\_\_\_  
CHAIR

ATTEST:

\_\_\_\_\_  
SECRETARY

0488L

# RESOLUTION NO.

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

ON DATE OF

POSITION CLASSIFICATION, EMPLOYEE UNIT, AND  
SALARY SCHEDULE RELATING TO COMPENSATION AND CLASSIFICATION  
RECOMMENDATION FOR THE CLASSIFICATION OF  
PROGRAM MANAGER, HOUSING FINANCE

BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY  
OF SACRAMENTO:

Section 1. The position classification, employee unit,  
and salary schedule for the classification of Program Manager,  
Housing Finance is hereby adopted as follows:

Program Manager, Housing Finance  
Supervisory Unit

2742.83	2879.93	3023.97	3175.12	3333.89
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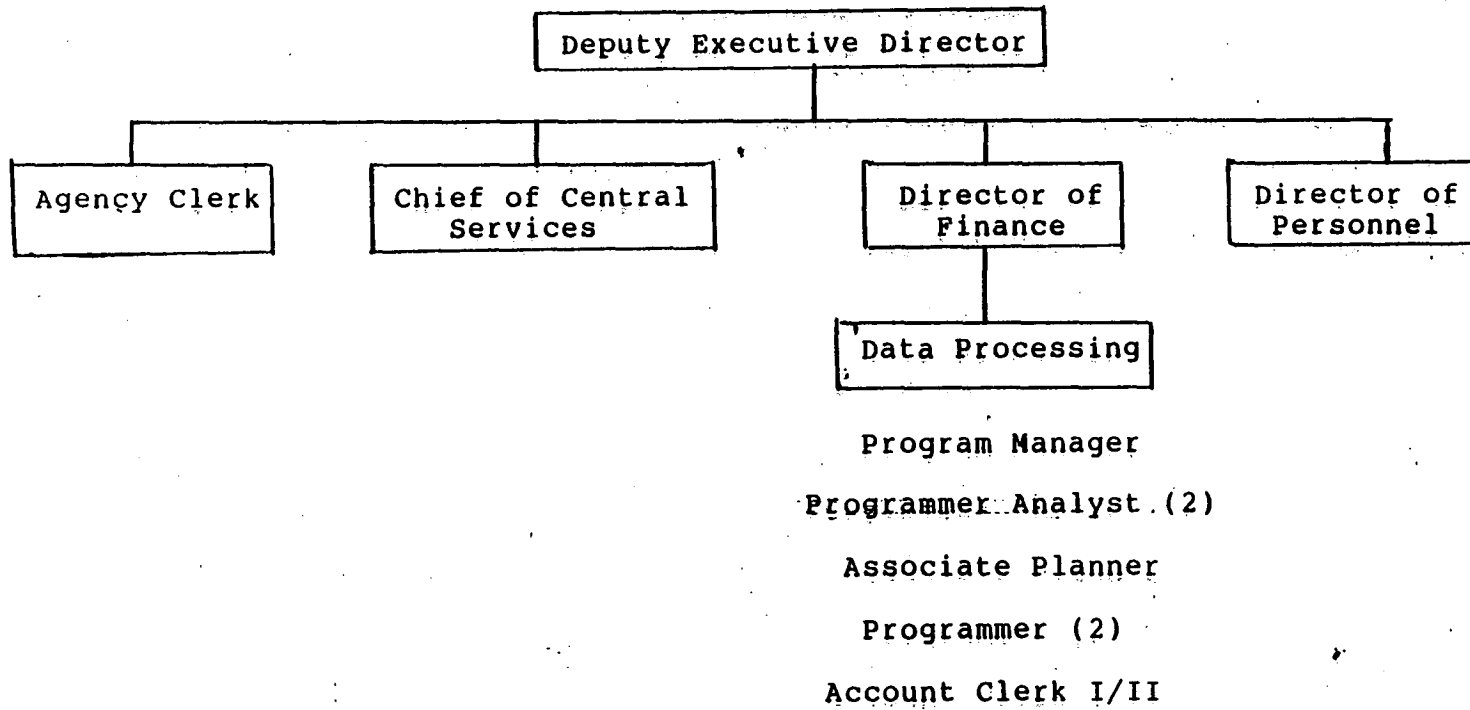
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to local practices where applicable.

\_\_\_\_\_  
CHAIR

ATTEST:

\_\_\_\_\_  
SECRETARY

0488L



ATTACHMENT 1

