



APPROVED
BY THE CITY COUNCIL

JUN 10 1997

OFFICE OF THE
CITY CLERK

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DEPARTMENT OF
PLANNING AND DEVELOPMENT

CITY OF SACRAMENTO
CALIFORNIA

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June 2, 1997

City Council
Sacramento, Ca.

Honorable members in Session:

SUBJECT: CREATION OF THE NEIGHBORHOODS, PLANNING AND
DEVELOPMENT SERVICES DEPARTMENT

LOCATION: Citywide

RECOMMENDATION:

Approve the proposed merger of Neighborhood Services and Planning and Development with the organizational structure to be effective July 1, 1997

COUNCIL MEETING: June 10, 1997

CONTACT PERSON: Jack Crist, Deputy City Manager, 264-7598

SUMMARY

Earlier this year, the City Manager gave staff direction to prepare a proposal for City Council consideration to merge the departments of Neighborhood Services and Planning and Development. To begin the process to accomplish this task, managers from these two departments and representatives from Public Works and Utilities conducted a joint two day workshop in April to develop a strategy for the merger. Previous reorganization work done by Neighborhood Services and Planning and Development provided a framework for the discussion. The workshop resulted in a summary document of goals, observations and ideas for restructuring. The proposed structure merges all the functions currently performed by the two departments into a single unified department with goals for seamless service delivery as well as a reduced budget and fewer managers. This report details the proposed structure of the Neighborhoods, Planning and Development Services Department and outlines the major characteristics.

BACKGROUND INFORMATION

The shortfall to the City's general fund has created an opportunity to investigate new ways of doing business. The merger of these closely linked departments will save money and provide the same or improved service to our customers in the following ways:

- *Mitigate the loss of financial resources by linking our services more effectively to serve our diverse customers (merging of the technical support units, graphics/public information functions, and the administrative and support services units)
- *Be more effective by collaborating, streamlining and coordinating service delivery (reuniting housing and dangerous buildings unit with the building inspections unit under the Building Official, development of neighborhood plans)
- *Provide seamless service delivery to geographic areas (expanding the seamless service structure to the neighborhoods within the Neighborhood Services Department)
- *Enhance employee expertise and flexibility by providing opportunities for employee growth and training (developing training and cross-training programs for functions)
- *Build on existing successes and make improvements where needed (more and earlier awareness of neighborhood issues)

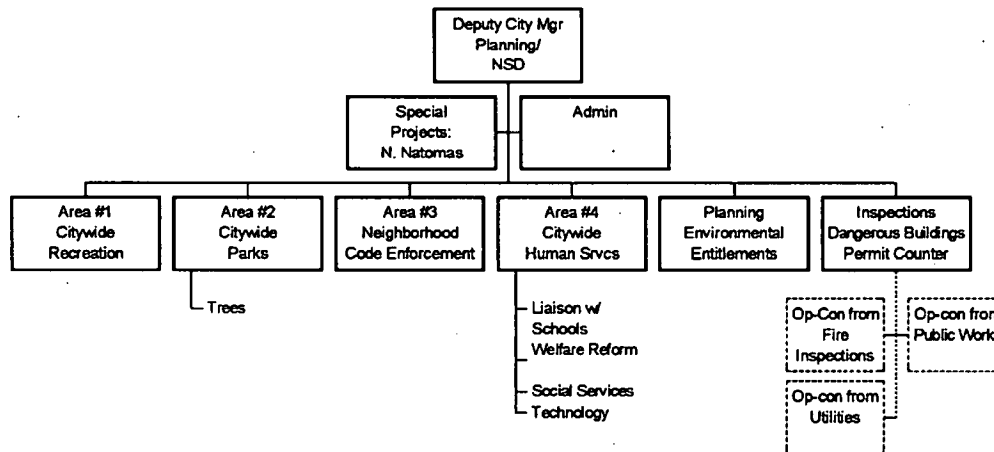
The foundation of the Neighborhoods, Planning and Development Services Department will be based on :

- *Shared visions
- *Strong leadership
- *Coordination among all teams
- *Resource sharing to respond to peaks in workload
- *Previous Neighborhood Services restructuring efforts
- *Streamlined structure and flattened management

Staff understand the importance of communicating this proposal to all employees as well as to internal and external customers. A focused outreach to stakeholders, customers, Boards and Commissions staffed by both departments and Neighborhood Association leadership groups will be conducted in May and June. A list of our internal and external stakeholders is contained in Attachment A.

Organizational Design

The proposed organizational structure is based on a revision of the Neighborhood Services Department model. It retains the four area director positions and adds the Planning Director and Building Official under the Deputy City Manager.



Major features:

- *Parks and recreation are centralized for management and advocacy purposes, service delivery will continue in the four geographic areas
- *Building Official and Planning Director report to the Deputy City Manager
- * Four geographic planning areas are retained
- *A new economic development and special projects unit bring the existing Southern Pacific, North Natomas function and support for non-downtown, non-targeted area economic development to the department
- *Permit Assistance Center will be reengineered to be more customer friendly to small and medium size owner/builders
- *Return of the special events function to parks with a focus on being accessible and easy to use (program has been reduced by 1 FTE)
- *Reduction of an administrative analyst position
- *Reduction of management positions
- *Greater emphasis on human services from a policy standpoint
- *Consolidation of Permit Assistance Center functions under the Building Official
- *Housing and dangerous buildings is separated from code enforcement and reunited with building inspections

For cross training purposes, the City Manager will rotate the functional responsibilities of the Area Directors within the four geographic areas on July 1, 1997. On January 1, 1998, the Area Directors will be assigned to new geographic areas.

The merger provides the opportunity to save money while at the same time provide the same levels of service. The City needs to be ready for the next growth spurt and the merger provides the opportunity for the sharing of resources to respond to peaks in workload and the cross training of staff. Opportunities for information sharing will be increased with the new coordination and communication links.

FINANCIAL CONSIDERATIONS

Proposed cuts for the two departments total \$2.1 million and 19.62 FTE for Fiscal Year 1997-1998. For the Planning and Development Department, six positions have been eliminated. They are the Director of Planning and Development, the Environmental Services Manager and four clerical positions. For the Neighborhood Services Department, a total of 13.62 positions from across the department have been eliminated. The targeted positions are in administration, code enforcement, parks and recreation and trees at the management, career and non-career levels. A history of changes to the budgets of both departments over the last several years is included in Attachment B.

The current Planning and Development Department is funded mostly by fees. The last comprehensive fee study was done in 1988. Several minor adjustments have been made since that time. The goal of this department is to be self sufficient. Over the next several months, staff will examine the current fee structure in relation to the cost of providing service and make recommendations for adjustments where necessary.

POLICY CONSIDERATIONS

The underlying assumption of the new department is the use of the Neighborhood Services Department model as the structure for the new department. The structure places a deputy city manager in charge of the department. The Planning Director and the Building Official report to the deputy city manager. In terms of functions and programs, the new department recentralizes parks and recreation for management and advocacy purposes, separates housing and dangerous buildings from code enforcement and reunites it with building inspections and creates a special projects and small economic development function. One of the four area directors will have greater responsibility for human service issues (homeless, social services siting, welfare reform).

The merger is consistent with the City Council's emphasis on delivery of services at the neighborhood level, improved customer service and efficiencies in operations.

ENVIRONMENTAL CONSIDERATIONS

None

M/WBE CONSIDERATIONS

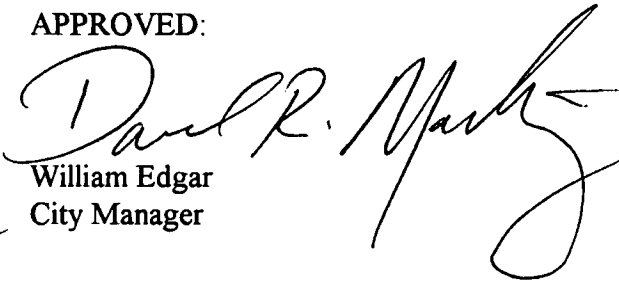
No goods or services are being purchased.

Respectfully submitted,



Jack Crist
Deputy City Manager

APPROVED:



William Edgar
City Manager

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ATTACHMENT A

INTERNAL AND EXTERNAL STAKEHOLDERS

Department Employees
BOARDS AND COMMISSIONS
Planning Commission
Design Review/Preservation Board
Old Sac Management Board
Construction Codes Advisory and Appeals Board
Parks and Recreation Citizens Advisory Committee
Sacramento Heritage Incorporated
Handicapped Access Board
Board of Plumbing Examiners
Sacramento Environmental Commission
Youth Commission
County Adult and Aging Commission
Sacramento County Childrens' Commission
Bicycle Advisory Committee
City/County Hunger Commission
Ethel Macleod Hart Advisory Committee
NEIGHBORHOOD GROUPS
SCAN
Area Neighborhood Leadership Councils
Neighborhood Associations
OTHERS
Community Services Planning Council
Area 4 on Aging

Tree Foundation
School Districts
Child Action
Sacramento Child Care Coalition
SOCA
ECOS
BIA
AIA
CADA
YMCA/YWCA
Washington Neighborhood Center
Shepard Garden and Art Center
Boys and Girls Club
Police Athletic Association
Safe Streets
Victory Christian Schools
Salvation Army

ATTACHMENT B

PLANNING & DEVELOPMENT	TOTAL BUDGET	GENERAL FUND SUPPORT	TOTAL FTE
FY92-93	\$10,844,000	n/a	176
FY93-94	\$7,543,785	n/a	124.5
FY94-95	\$6,914,000	\$6,689,000	112.5
FY95-96	\$6,153,000	\$5,945,000	98
FY96-97	\$6,071,000	\$5,901,000	98
FY97-98	\$6,105,321	\$5,935,321	93
NEIGHBORHOOD SERVICES	TOTAL BUDGET	GENERAL FUND SUPPORT	TOTAL FTE
FY92-93	\$29,694,301	n/a	664.88
FY93-94	\$22,072,498	n/a	503.97
FY94-95	\$21,871,000	\$13,860,000	510.61
FY95-96	\$21,891,000	\$13,149,000	538.06
FY96-97	\$22,971,000	\$14,212,000	584.92
FY97-98	\$26,041,701	\$17,736,292	615.18