



**SACRAMENTO
HOUSING AND REDEVELOPMENT
AGENCY**



8

December 11, 1990

Budget & Finance Committee
of the City Council
Sacramento, CA

Honorable Members in Session:

SUBJECT: Management Strategy for the Housing Department

SUMMARY

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

RECOMMENDATION

The staff recommends approval of the attached resolution approving the management strategy.

Respectfully submitted,

ROBERT E. SMITH
Executive Director

TRANSMITTAL TO COMMITTEE:

JACK R. CRIST
Deputy City Manager

Attachment



SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY



December 11, 1990

Housing Authority of the
City of Sacramento
Sacramento, California

Honorable Members in Session:

SUBJECT: Management Strategy For The Housing Department

SUMMARY:

Since 1980, the Housing Department has grown significantly in terms of the Section 8 and Conventional Public Housing Programs unit inventory. Although we have attempted to minimize our administrative oversight expenses over the years, administrative span of control has now become over-taxed. To insure proper management control, this report therefore recommends that the program manager position for Housing Management and Site Maintenance be upgraded to an assistant director along with the addition of a ninth housing manager position.

BACKGROUND:

Several issues have contributed to our desire to make some changes in our management structure at this time. For example, during the last ten (10) years, the Conventional Public Housing Program has increased from 2,287 to 3,248 Agency owned housing units. The additional units (including Riverview Plaza) are located in scattered sites including single family units and multi-family complexes throughout the City and County of Sacramento.

The Section 8 Existing Housing Program has simultaneously increased from 2,069 to 5,010 certificates and vouchers.

Meanwhile, a number of changes have had a direct impact on the operations of our Central Tenant Selection Division. In January, 1989, a decision was made to accept pre-applications for the Agency's City and County housing programs continuously. Prior to this time, pre-applications were only accepted on an as needed basis. In March, 1988, a change in Federal regulations regarding the applicant preference categories for placement changed from the previous standard of date and time of application to specific Federal preference categories governing priority for admission. Displaced persons are housed first. Persons who are paying more than 50% of their income for rent and utilities, or live in sub-standard housing are ranked equally and housed secondly. Within these Federal preferences are residents of Sacramento County, non-residents, veterans and non-veterans (See Attachment 1). All of these changes have increased the complexity of the workload in this unit.

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Finally, the Site Maintenance Division was established in 1985. This division services the grounds maintenance and custodial needs of our commercial properties, 57 multi-family/elderly sites, 453 single family residences and 165 redevelopment land banked sites.

The current management team consists of a director, two assistant directors, four program managers, twelve supervisors including eight housing managers, three Section 8 housing services supervisors, and one technical supervisor for the Comprehensive Improvements Assistance Program (CIAP). The current responsibilities of the management team (excluding first line supervisors) are listed below. (Also please refer to the current organizational chart, Attachment 2).

Director of Housing

The department director is responsible for the administration of the Conventional Public Housing, Section 8 Set-Aside, and Section 8 Existing Housing programs. Two assistant directors report directly to the director. One assistant director is responsible for Housing Management and Site Maintenance, Central Tenant Selection and the Leased Housing Divisions. The other assistant director is responsible for the Maintenance Division and CIAP modernization activities. The director is also responsible for providing program and procedural direction as well as leadership to department staff. This involves the development of policies and procedures; methods of increasing efficiency and production; ensuring program compliance and quality control; budget oversight and financial stability; securing funding when available; formulating and monitoring goals and objectives; interacting with other divisions, other housing authorities and public/private agencies and a vast number of other responsibilities all relating to efficient program administration. There are 135 employees assigned to the Housing Department.

Assistant Director of Housing (Management)

This assistant director is responsible for the administration of the Housing Management, Site Maintenance, Leased Housing and Central Tenant Selection divisions. Reporting directly to the assistant director are three (3) program managers assigned to Housing Management, Site Maintenance, Leased Housing and Central Tenant Selection.

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This includes the oversight of 3,248 low rent public housing and Section 8 set-aside units. Additionally, the assistant director is responsible for the administration of 5,010 Section 8 certificates and vouchers, and the processing of applicants seeking housing. This includes developing policies and procedures to effectively administer the low-rent housing programs according to Federal regulations; monitoring the vacancy, lease-up and tenant accounts receivable rates; monitoring budgetary expenditures; conducting site inspections of the unit inventory; developing positive management/tenant/community relations; and, interacting with public/private agencies and other divisions providing needed service to the department. There are 86 employees in the four divisions.

Assistant Director of Housing (Maintenance)

The Assistant Director of Housing-Maintenance is responsible for the maintenance of 3,248 Agency owned units. Reporting directly to the assistant director is one (1) program manager and a technical supervisor for CIAP.

The Maintenance Division performs routine and non-routine maintenance, vacant unit preparation, preventative maintenance, and comprehensive modernization. There are 88 employees in this division.

Program Manager - Housing Management/Site Maintenance

This program manager is responsible for the administration of the Conventional Public Housing and Site Maintenance Divisions. Reporting directly to the program manager are eight housing managers and two building maintenance inspectors for site maintenance. The program manager is responsible for the oversight of over 3,200 units which includes lease-up, rent collections, informal hearings on legal actions, management/tenant relations and a variety of other tasks related to efficient property management. Additionally, the program manager is responsible for administering activities of the Site Maintenance Division which services 57 multi-family/elderly sites, 453 single family units and 165 redevelopment land banked sites. This includes exterior grounds maintenance and custodial services. There are 49 employees in the two divisions.

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Program Manager - Maintenance

This program manager is responsible for the administration of various maintenance activities. Reporting directly to the program manager are three (3) lead maintenance staff members. The program manager assists the assistant director with the overall management and administration of the Maintenance Division.

Program Manager - Leased Housing

This program manager is responsible for the administration of the Section 8 existing housing program consisting of 5,010 certificates and vouchers. Reporting directly to the program manager are three (3) housing services supervisors and two (2) housing services clerk III's. The program manager's responsibilities include maintaining the lease-up rate, timely processing of vacates, new contracts, Housing Quality Standards inspections and program compliance. Additionally the program manager is responsible for quality control, prevention of program fraud and abuse as well as positive management/tenant/community relations. There are 27 employees in this division.

Program Manager - Central Tenant Selection Office

This program manager is responsible for the administration of the applicant eligibility process for the Conventional Housing and Section 8 programs. Reporting directly to the program manager is one housing inspector and ten housing services clerks. The duty of this division is to assure a perpetual inventory of eligible applicants in numbers sufficient to maintain adequate lease-up levels for the Agency's housing programs. This process includes marketing and managing the multiple wait lists, eligibility determinations and screening applicants for potential success as tenants. There are 12 employees in this division.

In reviewing the responsibilities of this management team, it is apparent that the assistant director of housing management has more responsibility than is adequately manageable for the efficient oversight of the department's programs. The duties of this position should be divided.

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It is recommended that the program manager position for Housing Management/Site Maintenance be eliminated and upgraded to that of an assistant director at a net cost (including benefits) of \$5,081. The other assistant director will have responsibility for Leased Housing and Central Tenant Selection. Additionally, it is recommended that a ninth Housing Manager position be added to decrease the current average unit responsibility of the existing eight housing managers from 406 to 361 units. This change will enable the housing managers to more effectively manage their unit inventory and assume any additional responsibilities necessary as a result of the elimination of the program manager position. The annual cost of a ninth housing manager including benefits is \$41,841 (See Attachment 3, Proposed Organizational Chart).

The total cost of an additional assistant director and housing manager is \$46,922. The 1991 budget has a \$50,000 allocation for a consultant to review the operations of the Housing Authority. The incoming director of the department believes that this review can be conducted in-house and will not be required. It is therefore recommended that the funds set aside for the consultant be utilized instead for the additional management staff.

FINANCIAL DATA:

This recommendation will have no immediate financial impact as the \$50,000 proposed in the 1991 budget for a consultant to review Housing Authority operations will be utilized to fund these positions totalling \$46,922. Ongoing costs will be addressed in future budgets.

MBE/WBE IMPACT

The action proposed in this report has no MBE/WBE impact.

ENVIRONMENTAL REVIEW

This administrative action is exempt from environmental review per CEQA Guidelines Section 15378(b)(3) and NEPA part 58.34(a)(3).

POLICY IMPLICATIONS

This administrative action does not affect existing policy of the Housing Authority.

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VOTE AND RECOMMENDATION OF COMMISSION

At its regular meeting of December 5, 1990, the Sacramento Housing and Redevelopment Commission adopted a motion recommending approval of the attached resolutions. The votes are as follows:

AYES: Amundson, Simon, Simpson, Strong, Williams, Yew

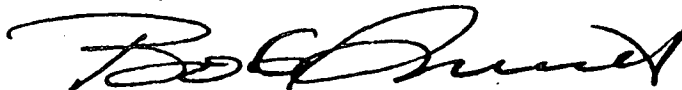
NOES: None

ABSENT: Diepenbrock, Moose, Pernell, Wiggins, Wooley

RECOMMENDATION

It is recommended that the duties of the Assistant Director of Housing (Management) be divided among two (2) assistant directors. It is further recommended that the program manager position for Housing Management and Site Maintenance be eliminated and upgraded to an assistant director. The second assistant director (currently budgeted) will be responsible for Leased Housing and Central Tenant Selection. The addition of a ninth housing manager position is also recommended.

Respectfully submitted,



ROBERT E. SMITH
Executive Director

Contact Person: Betty J. Turner,
Acting Director of Housing
440-1337

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RESOLUTION NO.

ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

ON DATE OF _____

MANAGEMENT STRATEGY FOR THE HOUSING DEPARTMENT

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

Section 1: The Executive Director is authorized to redefine the duties of the existing position of Assistant Director of Housing to include only the Leased Housing and Central Tenant Selection divisions of the Housing Department.

Section 2: The Executive Director is authorized to eliminate the position of Program Manager for Housing Management and Site Maintenance and to establish the position of Assistant Director of Housing (Management) to replace the eliminated Program Manager position, and to assume the housing management duties formerly fulfilled by the existing Assistant Director position.

Section 3: The Executive Director is authorized to establish a full-time Housing Manager position, in addition to the eight existing Housing Manager positions.

Section 4: The 1991 budget shall be amended to allocate funds for the actions authorized in this Resolution from the sum of \$50,000.00 previously allocated for a consultant to review Housing Authority operations.

ATTEST:

CHAIR

SECRETARY

P:\SHARE\RESO\STRATEGY

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

3. All applicants will be categorized on the basis of preferences as set forth below:

- (a) 10 Percent Exception Category
- (b) Resident¹ Involuntarily Displaced Veteran
- (c) Resident Involuntarily Displaced Non-veteran
- (d) Resident Veteran living in sub-standard housing or paying more than 50 percent of family income for rent
- (e) Resident Non-veteran living in sub-standard housing or paying more than 50 percent of family income for rent
- (f) Non-resident Involuntarily Displaced Veteran
- (g) Non-resident Involuntarily Displaced Non-veteran
- (h) Non-resident Veteran living in sub-standard housing or paying more than 50 percent of family income for rent
- (i) Non-resident Non-veteran living in sub-standard housing or paying more than 50 percent of family income for rent
- (j) All other Resident Veterans
- (k) All other Resident Non-veterans
- (l) All other Non-resident Veterans
- (m) All other Non-resident Non-veterans

Within each group of applicants set forth above, priority in selection of tenants shall be granted according to income range needed to balance the income mix in various projects. (See Appendix I)

Involuntarily displaced applicants with immediate housing needs will be housed before those who have been notified of impending involuntary displacement but are presently housed.

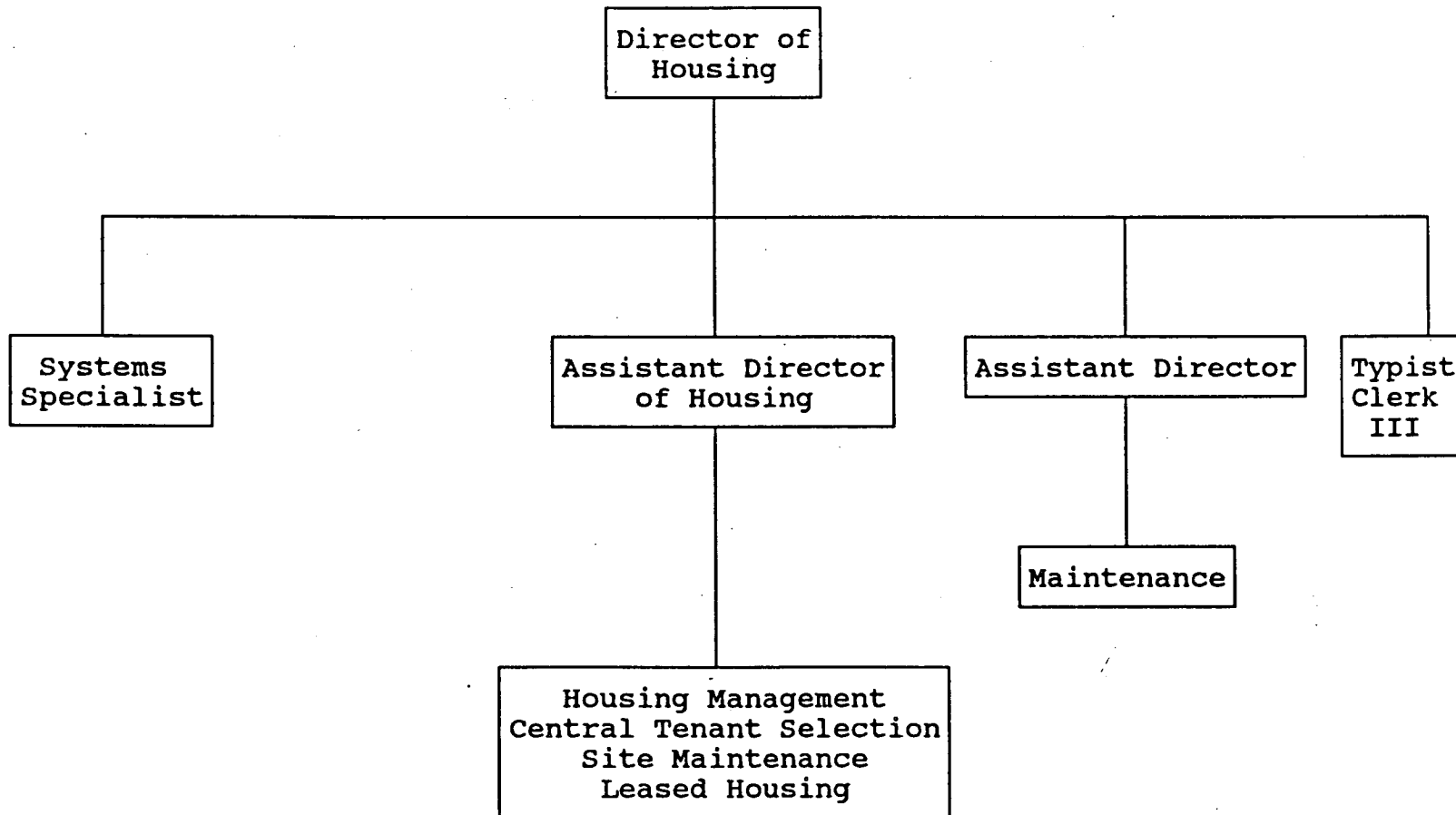
Within each of the preference categories established above, order of selection shall be determined by date and time of application.

4. If this Authority determines that an applicant does not meet the criteria for receiving a Federal Preference, the Authority will promptly provide the applicant with written notice of the determination. The notice will contain a brief statement of the reasons for the determination and state that the applicant has the right to an informal meeting to review the determination before an official designated by this Authority.

¹Sacramento City and County Residents and persons expected to reside in the community as a result of current or planned employment.

HOUSING ADMINISTRATION
ORGANIZATION CHART

(Current)



**HOUSING DEPARTMENT
ORGANIZATION CHART**

(Proposed)

