



CITY OF SACRAMENTO  
CALIFORNIA

APPROVED  
SACRAMENTO REDEVELOPMENT AGENCY

Date 9/30/80

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OFFICE OF THE  
CITY MANAGER

September 25, 1980

SACRAMENTO REDEVELOPMENT AGENCY

Sacramento County Board of Supervisors  
Sacramento City Council  
Sacramento, California

Date \_\_\_\_\_

APPROVED  
SACRAMENTO HOUSING AUTHORITY

Date 9/30/80

Honorable Members in Session:

SUBJECT: Proposed Interim Procedure for the Administration  
of the Sacramento Housing and Redevelopment Agency

SUMMARY

With the resignation of the Executive Director of the Sacramento Housing and Redevelopment Agency, an interim procedure for the administration of the Agency is required. It is recommended that the County Executive and the City Manager, with the concurrence of the Board of Supervisors and the City Council, appoint an interim Executive Director and provide necessary management support staff to administer the Agency on a temporary basis.

It is also recommended that the administration of the organization be clearly defined as set forth in this report.

BACKGROUND

As you recall our last report regarding the Sacramento Housing and Redevelopment Agency dated July 23, 1980 indicated that there were several problems within the Agency that needed to be resolved.

From an administrative standpoint, we stated that the policy, practices and procedures of the Agency's personnel, budgeting and financial systems were unclear and needed clarification.

Also, it was pointed out that from an organizational standpoint the lines of authority were unclear and needed specific definition.

From a management standpoint, there appeared to be problems of internal and external coordination, the lack of program evaluation and the monitoring of specific Agency activities, and the absence of a quality staff development program.

Finally, from a programmatic standpoint there were problems which, at this point, are being resolved within the rehabilitation function.

In the report the above-mentioned problems were not specified or quantified in much detail and therefore we proposed a comprehensive organizational and management study of the Agency. In addition, it was felt that since there had been no evaluation of the Agency in its present form since 1973, a thorough management review would be beneficial.

The City Council approved this recommendation on August 5, 1980 and the Board of Supervisors on September 23, 1980. However, now that the Agency's Executive Director has resigned, some interim steps must be taken. It is anticipated that Mr. Selene will act as a consultant to the Agency until the end of January 1981.

#### DISCUSSION

The purpose of this report is to propose a procedure to administer the Agency on an interim basis until such time as a permanent Director is appointed. With the concurrence of the City Council and Board of Supervisors, the City Manager and the County Executive will appoint an interim Executive Director. We will also provide necessary supportive staff to administer the Agency until such time as a permanent Director is appointed.

In order to provide clearly defined goals and objectives, the specific mission of the interim Executive Director would be three-fold:

- First: The program and activities of the Agency must be kept operating and moving along in an efficient and effective manner. Obviously, improvement should be made in the programmatic areas where possible, but at a minimum, the programs should be kept operating at the current level.
- Second: An organizational structure which is clear and understood by everyone should be established. The structure must be conducive to good service delivery.
- Third: As a final part of the mission the interim Executive Director should prepare a comprehensive organizational and management report. This might be done with the help of the outside consultant and would serve as a master plan for the permanent Director once he/she is appointed.

If this procedure is approved by the Board of Supervisors and the City Council, the County Executive and City Manager should be directed to appoint the interim Executive Director as well as provide the appropriate management staff to administer the Agency on an interim basis. This would be done with the concurrence of the Board of Supervisors and the City Council.

#### FINANCIAL

There undoubtedly will be a financial impact of these recommendations but until such time as it is determined who will fill the position of interim Executive Director as well as any supportive staff positions, the financial impact is impossible to quantify.

RECOMMENDATION

It is recommended that:

1. The County Executive and the City Manager, with the concurrence of the Board of Supervisors and City Council, appoint an interim Executive Director as well as any appropriate management staff to administer the Sacramento Housing and Redevelopment Agency on a temporary basis. This appointment should be effective upon ratification by the two governing bodies.
2. The mission of the interim Executive Director be as follows:
  - A. To keep the programs and activities of the Sacramento Housing and Redevelopment Agency operating effectively and efficiently.
  - B. To begin to implement changes in the organizational structure as well as the administrative policies, practices and procedures that are conducive to good service delivery.
  - C. To draft, with the assistance of a consultant, a comprehensive management report that would serve as a master plan for the new Executive Director.

Respectively submitted,

  
William Freeman  
Acting County Executive

  
Walter J. Slife  
City Manager

RESOLUTION NO. 1841

ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

RESOLUTION APPOINTING WILLIAM H. EDGAR AS INTERIM EXECUTIVE DIRECTOR OF THE SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

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

That the report from the City Manager of the City of Sacramento and County Executive of the County of Sacramento, dated September 25, 1980, relating to the proposed interim procedure for the administration of the Sacramento Housing and Redevelopment Agency is hereby approved.

That WILLIAM H. EDGAR is hereby appointed interim Executive Director of the Sacramento Housing and Redevelopment Agency.

That Resolution No. 4, adopted by the Housing Authority of the City of Sacramento on February 1, 1973, is hereby repealed.

That the interim Executive Director shall work with the County Executive and City Manager to select the necessary staff members from the County and City to assist the Director during this interim period.

That Counsel for the Housing Authority shall work with the City Attorney to prepare a contract between the Housing Authority and the City providing for payment for William H. Edgar's services while serving as interim Executive Director.

CHAIRMAN

ATTEST:

SECRETARY

APPROVED SACRAMENTO HOUSING AUTHORITY

Date



RESOLUTION NO. 2945

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

RESOLUTION APPOINTING WILLIAM H. EDGAR AS INTERIM EXECUTIVE DIRECTOR OF THE SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

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

That the report from the City Manager of the City of Sacramento and County Executive of the County of Sacramento, dated September 25, 1980, relating to the proposed interim procedure for the administration of the Sacramento Housing and Redevelopment Agency is hereby approved.

That WILLIAM H. EDGAR is hereby appointed interim Executive Director of the Sacramento Housing and Redevelopment Agency.

That Resolution No. 4, adopted by the Redevelopment Agency of the City of Sacramento on February 17, 1973, is hereby repealed.

That the interim Executive Director shall work with the County Executive and City Manager to select the necessary staff members from the County and City to assist the Director during this interim period.

That Counsel for the Redevelopment Agency shall work with the City Attorney to prepare a contract between the Redevelopment Agency and the City providing for payment for William H. Edgar's services while serving as interim Executive Director.

CHAIRMAN

ATTEST:

SECRETARY

APPROVED SACRAMENTO REDEVELOPMENT AGENCY

Date