

MEETING
OF THE
NEIGHBORHOOD SERVICES DEPARTMENT WORK GROUP

THURSDAY, AUGUST 26, 1993

6:30 P.M.

CENTRAL LIBRARY MEETING ROOM
828 I Street
Sacramento, California

NOTICE IS HEREBY GIVEN that a MEETING of the Sacramento City Council Committee serving as the Neighborhood Services Department Work Group will be held at the date, time, and location specified above for the purpose of a workshop to discuss the Reorganization Principles, the Neighborhood Services Department's "Bolder Vision" Concept Paper, and the Neighborhood Services Department Implementation Plan.

* * * * *

COMMITTEE MEMBERS: Ortiz (Chair), Fargo, Pannell, Steinberg

*The Sacramento City Council welcomes your participation at a
workshop on the Neighborhood Services Department*

City Council Work Group

Thursday, August 26, 1993

6:30-8:30 pm at the Central Library, East Meeting Room

— Enter on I Street at Old Library Doors Closest to Ninth Street —

***The Following Items are Scheduled for
Discussion Regarding the Bolder Structure for
the City's Neighborhood Services Department:***

- ✓ Reorganization Principles**
- ✓ Neighborhood Services Department
'Bolder Vision' Concept**
- ✓ Neighborhood Services Department
Implementation Plan**

If you need translation
services please contact
Ramiro Jimenez at 264-7845.

*Si se necesita servicios de
traducción por favor de
llamar Ramiro Jimenez al
número 264-7845.*

ຖ້າວ່າ ບໍ່ສາມາດ ຕ້ອງການ
ແປ ພາສາ ລາວ
ກະນຸນາ ຕິດ ກັບ
Ramiro Jimenez
ເລຂາ ອີເມວ: 264-7845

OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

CITY HALL
ROOM 101
915 I STREET
SACRAMENTO, CA
95814-2684

August 18, 1993

916-449-5704
FAX 916-449-8618

Neighborhood Services Department Work Group Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Criteria and Principles for Reorganizations

LOCATION AND COUNCIL DISTRICT: Citywide

RECOMMENDATION:

Review and approve staff recommended criteria and principles for reorganizations.

CONTACT PERSON: Jack Crist, Deputy City Manager Ext 5704 or 5802

FOR COMMITTEE MEETING OF: August 26, 1993

SUMMARY

On June 29, the Committee approved a process and timetable for City reorganizations, directing staff to make certain modifications in the schedule and return with a detailed set of criteria and principles to be used in this process. This report provides recommended criteria and priorities to be used as a tool by staff in preparation of reorganization proposals and by the City Council to evaluate these proposals.

BACKGROUND

Many efforts to restructure City functions are now underway or have already occurred. These efforts have been spurred by several things including: 1) severe downturns

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in General Fund revenues, 2) reorientation of the organization to better focus on the Council's highest priorities including economic development and neighborhood services. Among these reorganizations are:

- Elimination of the General Services Department and transfer of its functions to several other departments;
- Elimination of the Parks and Community Services Department and transfer of its functions to other departments;
- Creation of the new Neighborhood Services Department;
- Creation of the new Community and Visitor Services Department;
- Creation of the new Policy and Administrative unit within the City Manager's Office;
- The Police Department Strategic Plan with emphasis on Community Oriented Policing;
- Separation of the Public Works and Utility functions into two separate departments;
- Management staff taking on additional work load and/or filling several jobs simultaneously, e.g., Deputy City Manager and Interim Department Head for the Neighborhood Services Department; and Citizens Assistance Officer and Anti-Drug and Gang Coordinator.

On June 29, the Committee approved a process and timetable for City reorganizations, directing staff to make certain modifications in the schedule and return with a detailed set of criteria and principles to be used in this process. The following process was outlined in the report:

- ✓a) Concept papers commissioned by the City Manager;
- ✓b) Draft evaluation criteria developed by a staff working group;
- ✓c) Concept papers and draft evaluation criteria reviewed by the City Manager for reasonableness and consistency with Council priorities as well as

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- approach and level of detail;
- d) Concept papers considered discussion drafts and presented along with draft evaluation criteria to City department and agency heads for comment;
 - e) Concept papers and evaluation criteria receive initial public review by the Council Work Group Committee in public session;
 - f) Concept papers and evaluation criteria transmitted to interest groups/neighborhood associations for review and comment;
 - g) Responses compiled and analyzed by staff. The Council Work Group Committee conducts a second review and forwards recommendations to the appropriate City Council Committee.
 - h) Approved policy papers become important foundational documents for the City Council's November Planning Retreat.

In response to Council direction, the City Manager has appointed a Special Management Team to develop the Criteria and Principles for restructuring. The participants on this team are listed below. A three-member working sub-team (designated *) has been primarily responsible for developing the proposed criteria and principles discussed in this report.

Restructuring Principles Team

Jack Crist, Coordinator
Sharon Cardenas *
David Martinez
Richard Killian *
John Medina / Mike Kashiwagi
John Malloy
Betty Masuoka
Steve Lakich *
Budget Staff (Nishimoto, Coleman)

CRITERIA AND PRINCIPLES

A criterion is "a standard on which a judgement or decision may be based."
(Webster's) Staff proposes that the following criteria be used in the development and

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evaluation of restructuring proposals:

RESTRUCTURING CRITERIA

1. Is there a compelling reason for making the change?
2. Does the proposal provide a reasonable and workable organizational structure as part of the City's overall reorganization?
3. Is the proposal likely to improve and/or maintain service to customers?
4. Does the proposal include specific and measurable objectives?
5. Is there a realistic timetable for implementation?
6. Is the proposal either cost neutral or does it save money on a city-wide basis?
7. Does the proposal advance the City's mission, goals and objectives?

Within these criteria, staff has identified principles which will be important in the preparation of restructuring proposals. These principles reflect the fundamental rules and standards which underlie each criterion. These principles, organized under their relevant criteria are included in Attachment A.

FINANCIAL CONSIDERATIONS

Criteria #6 reads: "Is the proposal either cost neutral or does it save money on a city-wide basis?". This criteria reflects the goal that restructuring

- o be completed within existing resources,
- o reduce costs wherever possible.

POLICY CONSIDERATIONS

The purpose of the Criteria and Principles is to provide a tool for staff in preparation of reorganization proposals and for the City Council to evaluate these proposals. As such, a major goal of the Criteria is to seek consistency between Council policies and

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restructuring proposals and to identify any exceptions. In particular, criteria #7 reads:
"Does the proposal advance the City's Mission, Goals and Objectives?"

It is expected that these Criteria and Principles will remain flexible and may change in the process of considering various reorganization proposals. They are intended to facilitate critical feedback from the Council and the public on these proposals.

MBE/WBE

Not applicable.

Respectfully Submitted,



Jack Crist
Deputy City Manager

Recommendation Approved:



For William H. Edgar
City Manager

Attachments

ATTACHMENT A

RESTRUCTURING CRITERIA AND PRINCIPLES

STAFF PRINCIPLES USED TO MEET CITY COUNCIL CRITERIA

CRITERIA 1: IS THERE A COMPELLING REASON FOR MAKING THE CHANGE?

PRINCIPLES:

1. THE PROPOSAL SHOULD IDENTIFY THE PURPOSE OF THE RESTRUCTURING.
2. THE PROPOSAL SHOULD IDENTIFY WHAT WE ARE TRYING TO CHANGE OR CORRECT.

CRITERIA 2: DOES THE PROPOSAL PROVIDE A REASONABLE AND WORKABLE ORGANIZATIONAL STRUCTURE AS PART OF THE CITY'S OVERALL REORGANIZATION?

PRINCIPLES:

1. SOME FUNCTIONS ARE REGULATORY AND SOME FUNCTIONS ARE "FACILITORY". REGULATORY FUNCTIONS SHOULD BE CENTRALIZED AND "FACILITORY" FUNCTIONS SHOULD BE DECENTRALIZED.
2. STAFF SUPPORT FUNCTIONS SHOULD BE CONSIDERED EXTENSIONS OF LINE OPERATIONS. DUPLICATION NEEDS TO BE ELIMINATED.
3. THERE WILL NO LONGER BE SINGLE LINES OF CONTROL, RESPONSIBILITY OR AUTHORITY. ONE PERSON MAY BE ANSWERABLE TO DIFFERENT MANAGERS DEPENDING UPON THE PROJECT HE/SHE IS WORKING ON.
4. THERE WILL BE FEWER "LAYERS" OF BUREAUCRACY. OUR INTENT IS TO EMPOWER EMPLOYEES AT THE LOWEST POSSIBLE LEVELS IN THE ORGANIZATION WITH DECISION-MAKING AUTHORITY AND TO REDUCE LEVELS OF SUPERVISION.
5. THERE WILL BE A CONVERSION FROM A VERTICAL DEPARTMENTAL SYSTEM TO A HORIZONTAL FORM OF ORGANIZATION EMPHASIZING A MULTI-DISCIPLINARY TEAM APPROACH. (WE HAVE TO BE CAREFUL TO PRESERVE THE VERTICAL UNITS, BUT ULTIMATELY SOME OF THEM WILL CEASE TO EXIST IN THEIR CURRENT FORM AND SOME MAY NOT BE THERE IN THE LONG RUN.)
6. THE PROPOSAL SHOULD FOSTER TEAM WORK AND COOPERATION.
7. THERE WILL BE A PROCESS TO RESOLVE CONFLICTS.

CRITERIA 3: IS THE PROPOSAL LIKELY TO IMPROVE AND/OR MAINTAIN SERVICE TO CUSTOMERS?

PRINCIPLES:

1. THE PROPOSAL SHOULD CAPTURE ORGANIZATIONALLY WHAT SMALL CITIES DO WELL AND WHAT LARGE CITIES DO WELL. SMALL CITIES CREATE IDENTITY AND LINKAGES TO THE COMMUNITIES. LARGE CITIES HAVE UNIQUE EXPERTISE AND COST EFFECTIVE SYSTEMS.
2. THE PROPOSAL SHOULD TREAT CUSTOMER RELATIONS FROM THE CUSTOMER PERSPECTIVE. EMPLOYEES SHOULD THINK OF THEMSELVES AS THE CUSTOMER.
3. THE PROPOSAL SHOULD ADDRESS THE NEEDS AS IDENTIFIED BY THE CUSTOMER.

CRITERIA 4: DOES THE PROPOSAL INCLUDE SPECIFIC AND MEASURABLE OBJECTIVES?

PRINCIPLES:

1. THE PROPOSAL SHOULD INCLUDE MONITORING, ASSESSMENT AND STATUS REPORTING TO THE MAYOR AND CITY COUNCIL.
2. THE PROPOSAL SHOULD IDENTIFY THE BENCHMARKS WE ARE TRYING TO ATTAIN.

CRITERIA 5: IS THERE A REALISTIC TIMETABLE FOR IMPLEMENTATION?

PRINCIPLE:

THE PROPOSAL SHOULD BE CAPABLE OF BEING IMPLEMENTED WITHIN A TWO-YEAR TIME PERIOD, UNLESS A LONGER TIME PERIOD IS JUSTIFIED.

CRITERIA 6: IS THE PROPOSAL EITHER COST NEUTRAL OR DOES IT SAVE MONEY ON A CITY-WIDE BASIS?

PRINCIPLES:

1. THE PROPOSAL MUST BE WITHIN EXISTING RESOURCES, UNLESS NEW REVENUES ARE IDENTIFIED.
2. THE PROPOSAL SHOULD TAKE ADVANTAGE OF TECHNOLOGY, WHERE APPROPRIATE.

CRITERIA 7: DOES THE PROPOSAL ADVANCE THE CITY'S MISSION, GOALS AND OBJECTIVES?

PRINCIPLES:

1. A CHANGE IN "CORPORATE CULTURE" MUST BE FOSTERED IN THE MANAGEMENT STAFF THAT CREATES A PRIMARY IDENTITY WITH CITY NEEDS AND SECONDARY IDENTITY WITH DEPARTMENTAL NEEDS.
2. PRIVATE SECTOR ALTERNATIVES SHOULD BE CONSIDERED, IF APPROPRIATE.
3. THE PROPOSAL SHOULD MINIMIZE BUREAUCRACY.
4. THE PROCESS OF COMING TO CONSENSUS ON THE PROPOSALS IS PROBABLY JUST AS IMPORTANT AS THE ACTUAL CONTENT OF THE PROPOSALS.
5. INTERNALLY, THE PROPOSAL SHOULD BE REVIEWED AND COMMENTED ON BY:
 - a. CITY MANAGEMENT
 - b. CITY EMPLOYEES
6. EXTERNALLY, THE PROPOSAL SHOULD ALSO BE REVIEWED AND COMMENTED ON BY:
 - a. COMMUNITY REPRESENTATIVES
 - b. OTHER AFFECTED AGENCIES



Sacramento City Council

CITY HALL
915 I STREET
SACRAMENTO, CALIFORNIA 95814
PHONE (916) 449-5407

August 13, 1993

On behalf of the City Council Working Group, I'd like to invite you to attend and participate in a workshop. The discussion will focus on the restructuring of City government and enhanced delivery of City services. The meeting will be held on **Thursday, August 26, 1993, at 6:30 p.m.** at the Central Library.

The workshop format is intended to provide an informal, open forum to encourage resident and neighborhood participation in this process. We look forward to hearing your ideas!

DEBORAH V. ORTIZ, Chair
City Council Working Group

cc: Darrell Steinberg, Councilmember, District 6
Sam Pannell, Councilmember, District 8
Heather Fargo, Councilmember, District 1

7/27/93

JULY, 1993

DRAFT 3

A CONCEPT PAPER

TOWARD A BOLDER VISION:

Improved Comprehensive Service Delivery Through the
Formation of Inter-Disciplinary Teams in the Neighborhood
Services Department.

BACKGROUND

On February 16, 1993, the Sacramento City Council approved the formation of a Neighborhood Services Department. This department would have in place its basic reporting relationships by April 1, 1993 and begin operation as the Neighborhood Services Department on July 1, 1993.

The components comprising the Neighborhood Services Department as approved by the City Council on February 16, 1993, include the following:

- Parks and Recreation Division
- Neighborhood Improvement (Code Enforcement)
- Drug and Gang Coordination

In addition, a "Neighborhood Team" including the Police Department, Fire Department and the Library Department will work together with the Neighborhood Services Department on issues and problems which require coordination and joint effort between these departments.

The Neighborhood Services Department is managed by a Deputy City Manager who serves as the Interim Director of the Department. The City's Citizens Assistance Officer allocates approximately eighty (80) percent of his time serving as the City's Drug and Gang Coordinator. Exhibit 1 displays the current organizational configuration.

PROGRESS/STATUS

Over the last four months significant progress has been made to meet the two major objectives outlined above: 1) be ready by April 1 to have a new reporting relationship in place and 2) by July 1 be prepared to begin service delivery as a new department.

Among the action steps taken since the February 16 approval by the City Council include the following:

1. **Formation of a Transition Task Force.** This task force which is chaired by a Deputy City Manager includes the Deputy Director over Parks and Recreation, a Senior Administrative Services Officer, the Citizens Assistance Officer/Drug and Gang Coordinator, the Neighborhood Improvement (Code Enforcement) Division Manager and two Parks and Recreation Regional Managers.

This task force has dealt with a wide variety of issues which need to be addressed in the formation of a new City department. Attached as Exhibit 2 is the draft work plan for the new department which outlines some of the tasks and projects, the assigned staff person and projected date of completion. In addition, weekly task force meetings have addressed issues such as the centralized complaint system, the need for space planning for the new department, publications and promotions, employee training and retraining.

2. **Meetings with Union Representatives.** Because of the importance of good employee relations, two meetings have been held with union representatives where briefing have been provided on the status of the transition of the formation of the new City department. A commitment has been made to keeping employee union representatives informed as well as involving employees in the transition process.
3. **Linkages with Community Organizations.** Since the February 16 City Council meeting, an understanding has been reached with Sacramento County Alliance of Neighborhoods whereby monthly meetings will be held with SCAN representatives and the Neighborhood Services Department staff to discuss issues of mutual interest. Meetings have also been held with a variety of community groups and organizations to brief them on the concept of the Neighborhood Services Department and to obtain further input.

Several briefings have also been held and bi-monthly meetings have begun with the Sacramento Housing and Redevelopment Agency (SHRA).

4. **Dedication of a monthly City Council meeting to Neighborhood and Public Safety Issues.** The third evening City Council meeting of each month will be devoted to items relative to Neighborhood and Public Safety Issues. Meetings have already been held in the months of May and June. Issues and actions taken at those meetings include: the Police Strategic Plan; establishment of a Youth Commission; and resolution for a Gun Amnesty Program.
5. **Formation of a Council committee on Neighborhood and Public Safety Issues.** In addition to the monthly City Council meeting in Item #4, a Council Committee on Neighborhood and Public Safety Issues has been appointed by the Mayor. This committee held its first meeting on June 3 and discussed

5. (Continued)

topics such as Summer Jobs for Youth, Recreation Programs for Youth, Volunteer Efforts and holding City Council meetings out in the community. Upcoming issues to be addressed by this committee will include: amending existing or adding new ordinances to address nuisances affecting neighborhoods; the final report of the Youth Sports Field Study; and Fire Department Master Plan. Meetings sites for this committee will rotate between City Hall and facilities out in the community.

6. **Council Work Group on City Structure and Reorganization.** A work group of City Council Members has been appointed by the Mayor to review and forward recommendations to the full City Council on the reorganizations of the Community and Visitors Services Department and Neighborhood Services Department, future additional functions for these departments and other City service structures.

7. **Public Information Efforts.** Increased public information is a key component in the mission of the Neighborhood Services Department. Two steps have already been taken in order to accomplish that mission. A newsletter has been developed with an update on the new department and the status of the transition efforts. One version of this newsletter was sent to all department employees. Another version was produced for public information and is being disseminated at public counters throughout the City. Copies have also been distributed to neighborhood groups and the media. The other major step has been the reallocation of resources within the department to fund a full time Public Information Coordinator. This individual, with a background in journalism, graphics and communications, will serve as a liaison with neighborhood groups in increasing our public information efforts. Priority will be given to translating public information to other languages to increase knowledge and access by non-english speaking citizens.

8. **Customer Service.** Another vital part of the Neighborhood Services Department mission is customer service and increased responsiveness to citizen requests. In order to address this issue, Data Management has taken the lead in facilitating a Public Response (Complaint) Tracking System Task Force. Three all-day working sessions were held with representatives from all City departments to establish the ideal system in which to deal with citizen inquiries, complaints and requests for service. A final report from the consultant is expected in July. Internally, the Neighborhood Services Department is taking steps to improve its customer service. An administrative position is being reallocated to focus on customer service, public counters, multilingual efforts and greater responsiveness to the community. The individual selected for this position is fluent in Spanish. Obtaining other resources via staff with additional language skills will be a priority.

9. **Promotional Efforts.** Due to its intensive neighborhood orientation, the Neighborhood Services Department can in some ways be considered the 'public relations arm' of the City. In order to establish a positive image in the community, a department logo and slogan have been identified. The pre-existing camellia logo used by the Parks and Recreation Division will be used by the entire department with the new slogan "Taking Pride in Sacramento". By using the pre-existing logo we maintain continuity in the image already established by the Parks and Recreation Division but can also draw in the other components of the department. The new slogan 'Taking Pride in Sacramento' conveys the impetus in establishing the Neighborhood Services Department. No costs were involved in developing this logo.
10. **Increased Code Enforcement Efforts.** On June 23, the City Council approved adding three code enforcement positions to support greater code enforcement efforts. These three positions will be geographically dispersed throughout the City.
11. **Parks and Recreation Services.** Service delivery for parks and recreation functions has been restructured to a geographical neighborhood alignment. This allows for greater responsiveness to specific neighborhood needs in development and delivery of services to that area. Also, with budget reductions, this new structure allows for greater maximizing of resources in parks and recreation.
12. **Working with Schools.** Sacramento Unified School District and the Neighborhood Services Department staff are meeting to maximize strategies to use District and City resources for educational, cultural and recreational benefits to the community. Staff plans to work with representatives from other school districts in the City to develop and implement similar cooperative strategies.

THE NEIGHBORHOOD SERVICES DEPARTMENT: A BOLDER VISION

Proposed New Components

As approved by City Council, a number of additional components have been evaluated and considered for inclusion in the Neighborhood Services Department to form a more comprehensive delivery system. These components would form inter-disciplinary, geographically-based teams of staff. Meetings have been held with representatives of various departments and agencies to discuss this possibility. Based on those discussions, and recommendations the following is proposed:

Planning and Development

The Planning and Development Department would provide three planners, three building inspectors, one senior or principal planner and possibly some clerical support.

(Planning and Development - Continued)

The three planners would come from each of the existing Planning Division geographic teams. Each planner would work full time for the Neighborhood Services Department and would receive assignments from the Neighborhood Services Department, but would coordinate work through the geographic team senior planner. Duties would include:

- Providing expertise in solving planning problems as part of the Neighborhood Services Department;
- Knowing status of all projects within the geographic area for the Neighborhood Services Department;
- Identifying neighborhood problems and issues to be resolved by the Planning and Development Department; and
- Processing project applications for the Planning and Development Department.

The three building inspectors would work full time for the Neighborhood Services Department, would receive assignments from the Neighborhood Services Department and would coordinate work through the Housing and Dangerous Building Administrator. Duties of the three building inspectors would include:

- Receive daily assignments generated by complaint, i.e., sub-standard buildings, dangerous buildings, problems for the neighborhood generated by construction projects;
- Facilitate housing cases, permits through the building permit process, set up interaction between neighborhood and appropriate building staff;
- Continue to process dangerous/substandard building cases within the interdisciplinary area; and
- Interact with Building Division Management so that all are uniform in their enforcement policies.

The senior or principal planner position would provide management support for the planning and building inspection activities.

Public Works

The Public Works Department would provide team members from Traffic Engineering to include one associate engineer, two engineering technicians III and one clerical support position.

The Public Works Department would transfer complete traffic investigation responsibility to the Neighborhood Services Department. In addition to logging, tracking and performing traffic investigations, the positions would be responsible for the maintenance and upkeep of existing accident and location file system including complete responsibility of litigation response and support.

Role/Responsibility

- Assume complete responsibilities of current traffic investigation program.
- Primary responsibility includes consistent and accurate application of City, State, and Federal traffic engineering standards and criteria.
- Review denied traffic control requests with Public Works traffic engineers for determination of possible exceptions to City, State, Federal standards/criteria.
- Responsible for the administration and prioritization of the undulation program.
- Work in close coordination with Public Works engineers to insure that information provided to the public does not conflict with proposed traffic engineering programs and capital improvement projects.
- The City traffic engineer shall review and approve placement of all traffic controls in accordance with Section 25.01.005 of the City Municipal Code.
- Traffic investigation staff shall remain Public Works employees; however, assignments and scheduling will be directed by Neighborhood Department staff.

In addition, the Public Works Department would transfer their Solid Waste Division's code enforcement support activity to the Neighborhood Services Department. This activity consists of a solid waste crew working in conjunction with the Neighborhood Improvement Division, in abating illegally dumped materials. The staffing for the crew is 1.0 FTE Sanitation Worker II and 2.0 FTE General Helper. Transferring this activity to the Neighborhood Services Department should provide better integration of the components of this code enforcement program.

Sacramento Employment and Training Agency

The Sacramento Employment and Training Agency has agreed to seek Governing Board approval to hire a Community Relations Manager to work directly with the Neighborhood Services Department (Exhibit 3).

Sacramento Housing and Redevelopment

Sacramento Housing and Redevelopment will provide five planners and one clerical support position.

The goal is to integrate City/SHRA programs and efforts in targeted areas. The benefits include the following:

Benefits

- Improves coordination and linkage with City services for the targeted areas;
- Allows SHRA to hone its focus on project implementation in City redevelopment areas and;
- Improves community organizing and support in the neighborhoods.

Implementation Factors

- SHRA staff assigned to the Neighborhood Services Department will assist in implementing public works and parks projects in CDBG target areas; and continue to provide staff support to PACS, TACS, and RACS and take the lead in the community process. The staff will also coordinate paint programs, clean ups, drug free zones, reporting nuisance abatement and all community involvement activities in those areas.

Parameters of the Reorganization

- SHRA retains CDBG administration for the City;
- SHRA retains all CDBG functions for the County (i.e., staff TACS, project administration and grant administration);
- SHRA retains responsibility for all joint City and County redevelopment areas;
- SHRA establishes all new redevelopment areas;

(Sacramento Housing and Redevelopment - Continued)

- SHRA administers all Tax Increment funds;
- SHRA staff attend RAC/TAC subcommittees and only attend full RAC/TAC meetings when project approval is needed;
- SHRA staff handle all project related activities in redevelopment areas;
- SHRA staff negotiate all private development deals in the CDBG neighborhoods;
- SHRA staff being transferred remain SHRA employees, but are supervised by the City;
- SHRA will remain in the lead in North Sacramento for the next two years in terms of developing the redevelopment strategy and project priorities. Then the lead will shift to the City.

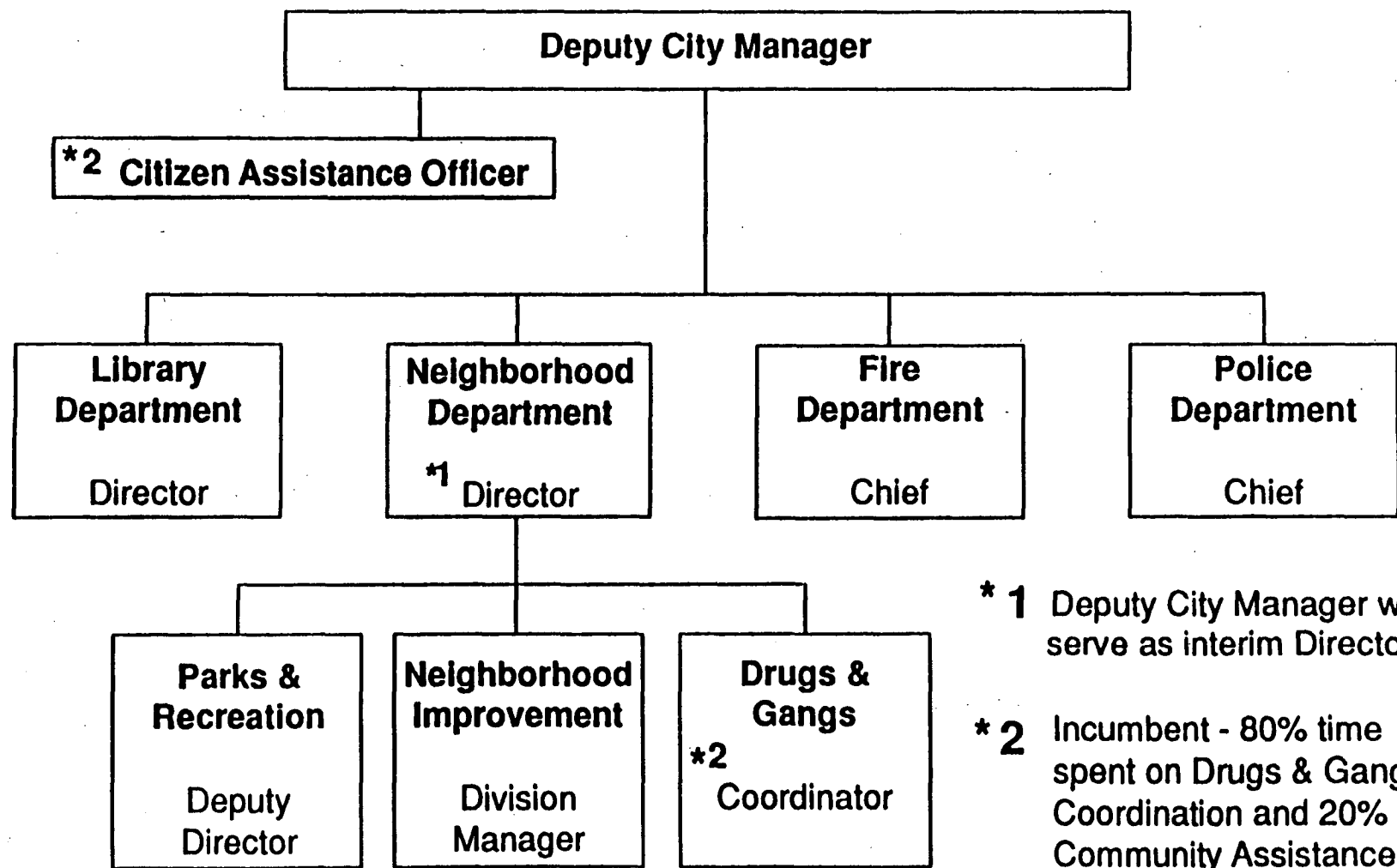
Under this proposal, the staff identified to be part of the Neighborhood Services team would have a unique reporting relationship. The funding for salaries, support and other costs would remain with the existing departments. However, the operational control (op con) of the staff and their assignments and workplan would be within the Neighborhood Services Department. It was felt that this configuration would prove least disruptive to the affected staff and the existing departments.

As part of this proposal, two visual representations are attached as Exhibits 4 and 5. Exhibit 4 is a suggestion on how the interdisciplinary teams may be geographically dispersed into three major regions of North, South and Central. A Citywide/Administrative component would contain those functions that did not easily lend themselves to geographical dispersement. Exhibit 5 depicts the improved linkages that would occur under this proposal.

Cost Factors

The basic structure of the Neighborhood Services Department has been put in place with no new costs.

Neighborhood Services



* 1 Deputy City Manager will serve as interim Director

* 2 Incumbent - 80% time spent on Drugs & Gangs Coordination and 20% on Community Assistance

Neighborhood Services Dept

Task	Primary Staff	1993										1994	
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Administrative Support	Bisharat	█											
Joint Use/Schools	Dixon		█										
Training Staff	Edmisten	█											
Master Calendar/Events	Dixon	█											
Contral Phono Number	Hanamura	█											
Complaint Automation <small>WEAVER</small>	Little	█											
Structuro/Staffing	Martinez	█											
Space/Logistics	Martinez	█											
Polico/Fire/Library/Other Depts	Martinez	█											
Marketing	Bisharat	█											
Promotional Plan	Dixon	█											
Strategic Planning	Martinez	█											
Community Meetings	Martinez	█											
Advisory Committee	Boyd	█											
Council AA's Liaison	Martinez	█											
Labor Agreements	Bisharat	█											
Volunteer Efforts	Dixon/Edm	█											
Citizen Participation	Martinez	█											

10

Neighborhood Services Dept

Task	Primary Staff	1993												1994	
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	M	
Administrative Support	Bisharat	[Bar]													
Identify Existing Support Levels	[Bisharat]	[Bar]													
Identify Division Admin Needs	[Bisharat]	[Bar]													
Operating Admin Needs	[Bisharat]	[Bar]													
Dept Support	[Bisharat]	[Bar]													
City Requirements	[Bisharat]	[Bar]													
Identify New Resources Needed	[Bisharat]	[Bar]													
Automation/Complaint Systems	[Bisharat]	[Bar]													
Customer Svc Counters	[Bisharat]	[Bar]													
Volunteer Efforts	[Bisharat]	[Bar]													
Mktg & Promotion Efforts	[Bisharat]	[Bar]													
Community Involvement	[Bisharat]	[Bar]													
Community Access	[Bisharat]	[Bar]													
Community Information	[Bisharat]	[Bar]													
Develop Admin Support Strategy	[Bisharat]	[Bar]													
Joint Use/Schools	Dixon	[Bar]													
Review Task Forces	[Dixon]	[Bar]													
Solidify Joint Planning Doc.	[Dixon]	[Bar]													
Training Staff	Edmisten	[Bar]													
Master Calendar/Events	Dixon	[Bar]													
Central Phone Number	Hanamura	[Bar]													
Complaint Automation	Little	[Bar]													
Define Scope	[Little]	[Bar]													
Develop Plan	[Little]	[Bar]													
Train Staff	[Little]	[Bar]													
Implement	[Little]	[Bar]													
Structure/Staffing	Martinez	[Bar]													
Space/Logistics	Martinez	[Bar]													
Short Term	[Martinez]	[Bar]													
Long Term	[Martinez]	[Bar]													
Police/Fire/Library/Other Depts	Martinez	[Bar]													
Joint Policy Issues	[Martinez]	[Bar]													
Automation	[Martinez]	[Bar]													
Marketing	Bisharat	[Bar]													
Mission Statement	[Bisharat]	[Bar]													

(11)

Neighborhood Services Dept

Task	Primary Staff	1993										1994		
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Goals/Objectives	(Bisharat)													
Vision Statement	(Bisharat)													
Identify Target Grps	(Bisharat)													
Determine Best Mkt Method	(Bisharat)													
Community Involvement	(Bisharat)													
Community Outreach	(Bisharat)													
Community Input	(Bisharat)													
Community Access	(Bisharat)													
Community Information	(Bisharat)													
Short/Long Term Plans	(Bisharat)													
Promotional Plan	Dixon													
Identify Target Groups	(Dixon)													
Identify Key Messages	(Dixon)													
Identify Means of Msg Delivery	(Dixon)													
Promotion of Msgs	(Dixon)													
Promotional Materials	(Dixon)													
Strategic Planning	Martinez													
Community Meetings	Martinez													
Advisory Committee	Boyd													
Identify Current Orgs	(Boyd)													
Review/Formulate Strategy	(Boyd)													
Propose Recommendation	(Boyd)													
Begin Implementation	(Boyd)													
Council AA's Liaison	Martinez													
Labor Agreements	Bisharat													
Identify Job Duties Changes	(Bisharat)													
Confirm Reorg Timing vs Layoffs	(Bisharat)													
Bumping/Transfers/Relocations	(Bisharat)													
Revisit Job Duties Changes	(Bisharat)													
Volunteer Efforts	Dixon/Ed													
Identify/Document Current Efforts	(Dixon/Ed)													
Pilot "Adopt-a-Park" Program	(Dixon/Ed)													
Develop Volunteer Svcs Function	(Dixon/Ed)													
Citizen Participation	Martinez													

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Neighborhood Services Dept

Task Name	Primary Staff	Advisory Staff	Description	Duration	Start	Project Cost	1993												1994			
							Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb				
Administrative Support	[Behavior]		Merging PAR staff with NS staff	80.50 d	Mar/09/93	\$0.00																
Identify Existing Supp	[Behavior]			44.00 d	Mar/09/93	\$0.00																
Identify Division Adm	[Behavior]			22.00 d	Apr/01/93	\$0.00																
Operating Admin N	[Behavior]			21.00 d	Apr/01/93	\$0.00																
Dept Support	[Behavior]			22.00 d	Apr/01/93	\$0.00																
City Requirements	[Behavior]			22.00 d	Apr/01/93	\$0.00																
Identify New Resource	[Behavior]			43.00 d	Mar/01/93	\$0.00																
Automated/Costs	[Behavior]			42.50 d	Mar/01/93	\$0.00																
Customer Svc Cost	[Behavior]			42.00 d	Apr/01/93	\$0.00																
Video/E-Bro	[Behavior]			42.00 d	Apr/01/93	\$0.00																
Mktg & Promotion	[Behavior]			43.00 d	Mar/01/93	\$0.00																
Community Invol	[Behavior]			42.00 d	Apr/01/93	\$0.00																
Community Access	[Behavior]			42.00 d	Apr/01/93	\$0.00																
Community Inform	[Behavior]			42.00 d	Apr/01/93	\$0.00																
Develop Admin Supp	[Behavior]			83.50 d	Apr/01/93	\$0.00																
Identify Staff	[Hours]			42.00 d	Apr/01/93	\$0.00																
Review Task List	[Hours]			22.00 d	Apr/01/93	\$0.00																
Security Job Planning	[Hours]			42.00 d	Apr/01/93	\$0.00																
Training Staff	[Hours]			28.00 d	Mar/09/93	\$0.00																
Master Calendar/Event	[Hours]	Editorial/Recor	Consolidating Calendars	27.50 d	Mar/09/93	\$0.00																
Cardinal Phone Number	[Hours]	Behavior/Info/Code	Needed for Dept Publications	81.00 d	Mar/09/93	\$0.00																
Complaint Automation	[Hours]	Gukler/Smith	Design system	92.50 d	Mar/09/93	\$0.00																
Define Scope	[Hours]			27.50 d	Mar/09/93	\$0.00																
Develop Plan	[Hours]			12.00 d	Apr/15/93	\$0.00																
Train Staff	[Hours]			18.50 d	May/03/93	\$0.00																
Implement	[Hours]			33.50 d	Jun/01/93	\$0.00																
Structure/Staffing	[Hours]			27.00 d	Mar/09/93	\$0.00																
Special Agency	[Hours]			81.00 d	Mar/09/93	\$0.00																
Short Term	[Hours]			27.00 d	Mar/09/93	\$0.00																
Long Term	[Hours]			81.00 d	Mar/09/93	\$0.00																
Medical Records/Info	[Hours]		Connections w/ Other Neighborhood Depts	3.00 d	Mar/09/93	\$0.00																
and Policy Issues	[Hours]			5.00 d	Mar/09/93	\$0.00																
Automation	[Hours]			5.00 d	Mar/09/93	\$0.00																
Marketing	[Hours]		Mission, Action Plans, Inform Public	#####	Mar/09/93	\$0.00																
Mission Statement	[Hours]			22.00 d	Mar/09/93	\$0.00																
Goals/Objectives	[Hours]			64.00 d	Mar/09/93	\$0.00																
Visual Statement	[Hours]			65.00 d	Apr/30/93	\$0.00																
Identify Target Grps	[Hours]			44.00 d	Mar/09/93	\$0.00																
Determine Best Mkt	[Hours]			#####	Mar/09/93	\$0.00																
Community Invol	[Hours]			#####	Mar/09/93	\$0.00																
Community Outree	[Hours]			#####	Mar/09/93	\$0.00																
Community Invol	[Hours]			#####	Mar/09/93	\$0.00																
Community Access	[Hours]			#####	Mar/09/93	\$0.00																
Community Inform	[Hours]			#####	Mar/09/93	\$0.00																
Short/Long Term Pla	[Hours]			#####	Mar/09/93	\$0.00																
Structural Plan	[Hours]			#####	Mar/09/93	\$0.00																
Identify Target Group	[Hours]			43.00 d	Mar/09/93	\$0.00																
Identify Key Message	[Hours]			64.00 d	Mar/09/93	\$0.00																
Identify Means of Msg	[Hours]			87.00 d	Apr/30/93	\$0.00																
Promotion of Msgs	[Hours]			87.00 d	Apr/30/93	\$0.00																
Promotional Materials	[Hours]			87.00 d	Apr/30/93	\$0.00																
Strategic Planning	[Hours]		Future phases/Junctions Admin Support phase	81.00 d	Mar/09/93	\$0.00																
Community Meetings	[Hours]		Community Support	87.00 d	Mar/09/93	\$0.00																
Advisory Committee	[Hours]			#####	Mar/09/93	\$0.00																

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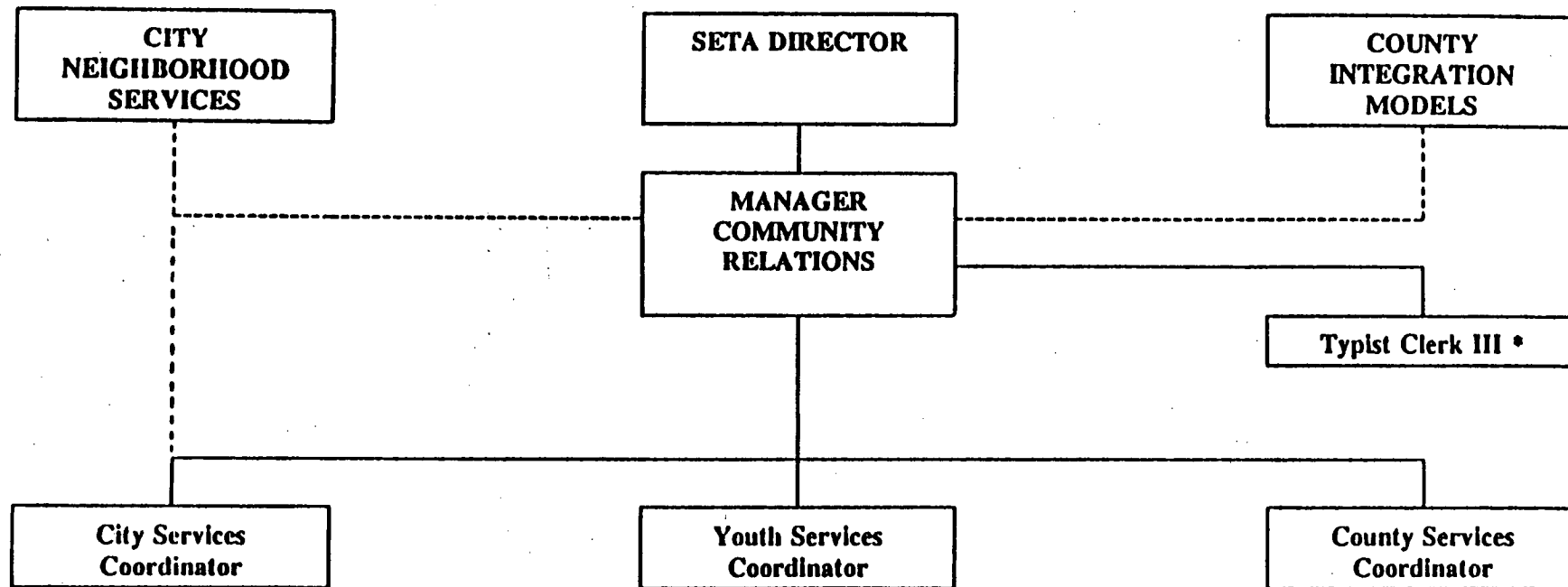
Neighborhood Services Dept

Task Name	Primary Staff	Advisory Staff	Description	Duration	Start	Project Cost	1983												1984			
							Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Identify Current Orgs	(Boyd)			86.00 d	Mar/08/83	\$0.00	█	█	█	█												
Review/Formulate Sta	(Boyd)			87.00 d	Jun/01/83	\$0.00																
Propose Recommendation	(Boyd)			38.00 d	Oct/04/83	\$0.00																
Begin Implementation	(Boyd)			27.00 d	Dec/01/83	\$0.00																
Council AA's Lesson	Marshall			5.00 d	Mar/08/83	\$0.00	█															
Local Agreements	Unsharad			88.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Identify Job Duties C	(Unsharad)			86.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Confirm Recorg. Items	(Unsharad)			44.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Dumping/Transfer/RT	(Unsharad)			88.00 d	Apr/01/83	\$0.00		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Revised Job Duties Ch	(Unsharad)			41.00 d	Sep/01/83	\$0.00																
Volunteer Efforts	(Doran/Edmet)			89.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Identify/Document Cu	(Doran/Edmet)			22.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Plan "Adopt a Park"	(Doran/Edmet)			22.00 d	Apr/01/83	\$0.00		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Develop Volunteer Sv	(Doran/Edmet)			42.00 d	Apr/01/83	\$0.00		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Citizen Participation	Marshall			86.00 d	Mar/08/83	\$0.00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

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EXHIBIT 1

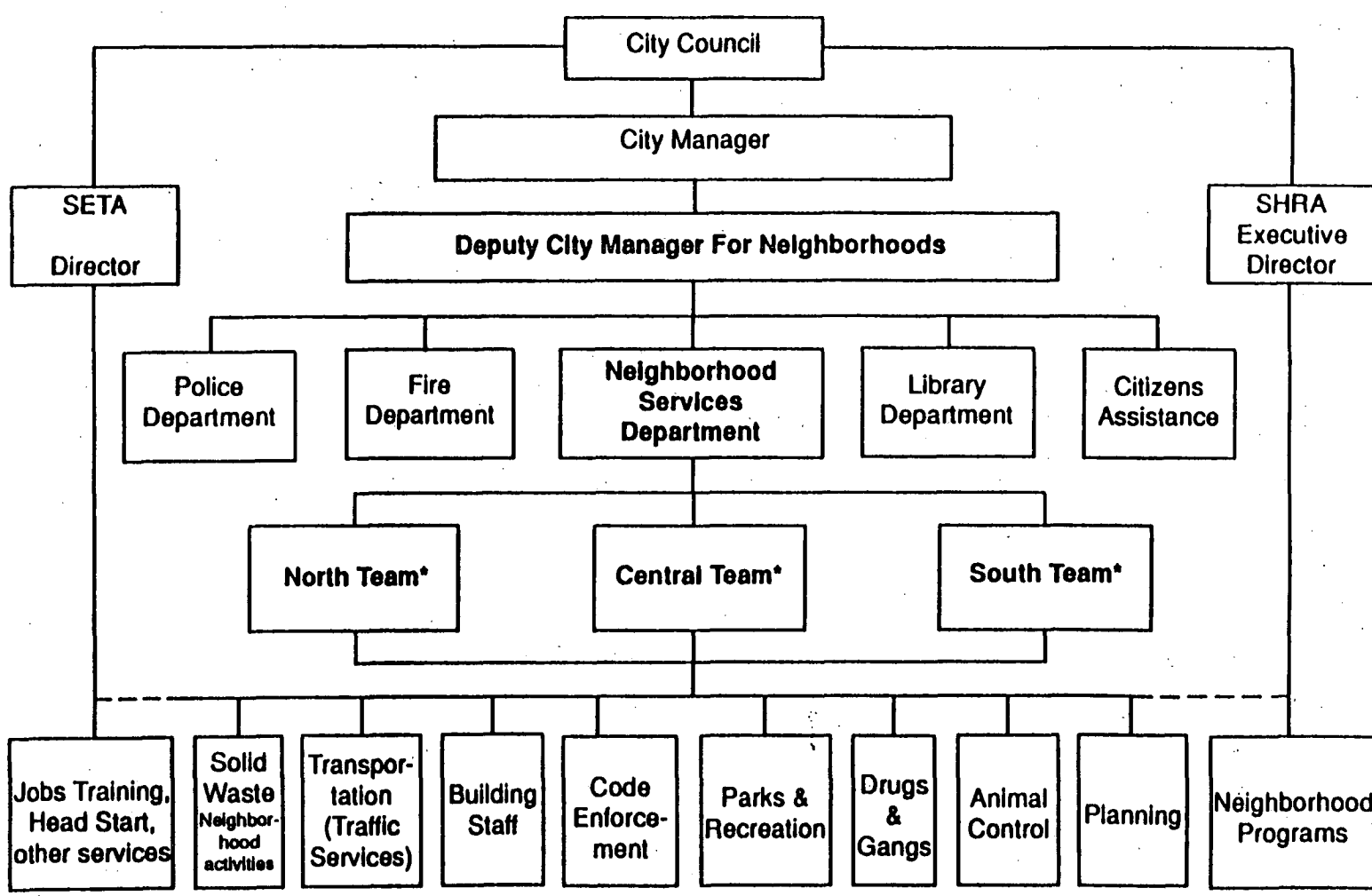
EXHIBIT 3



• Funding proposed 7-1-94

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Example of Potential Organizational Structure

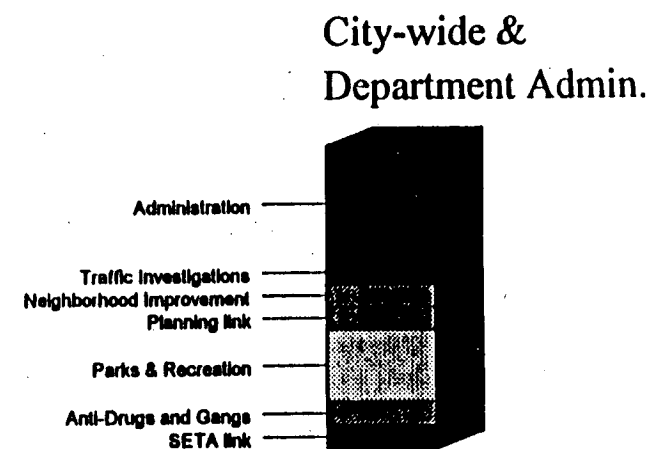
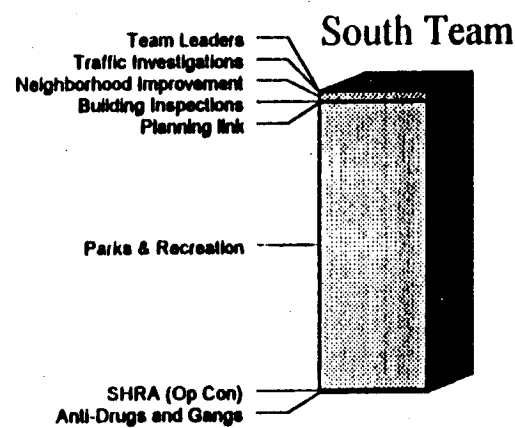
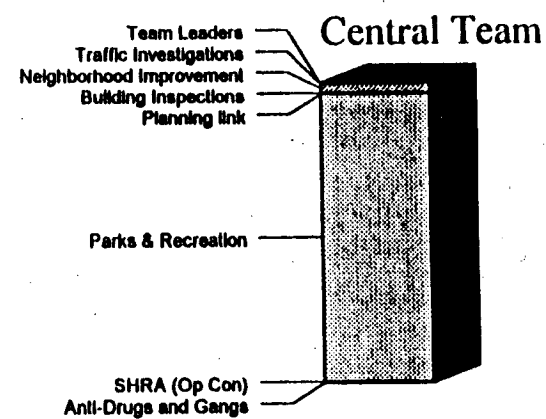
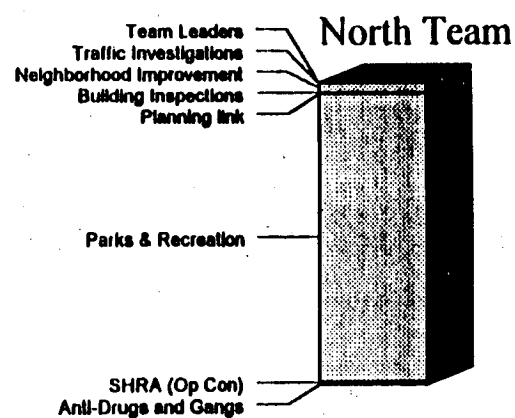


*Team components based on geographic needs

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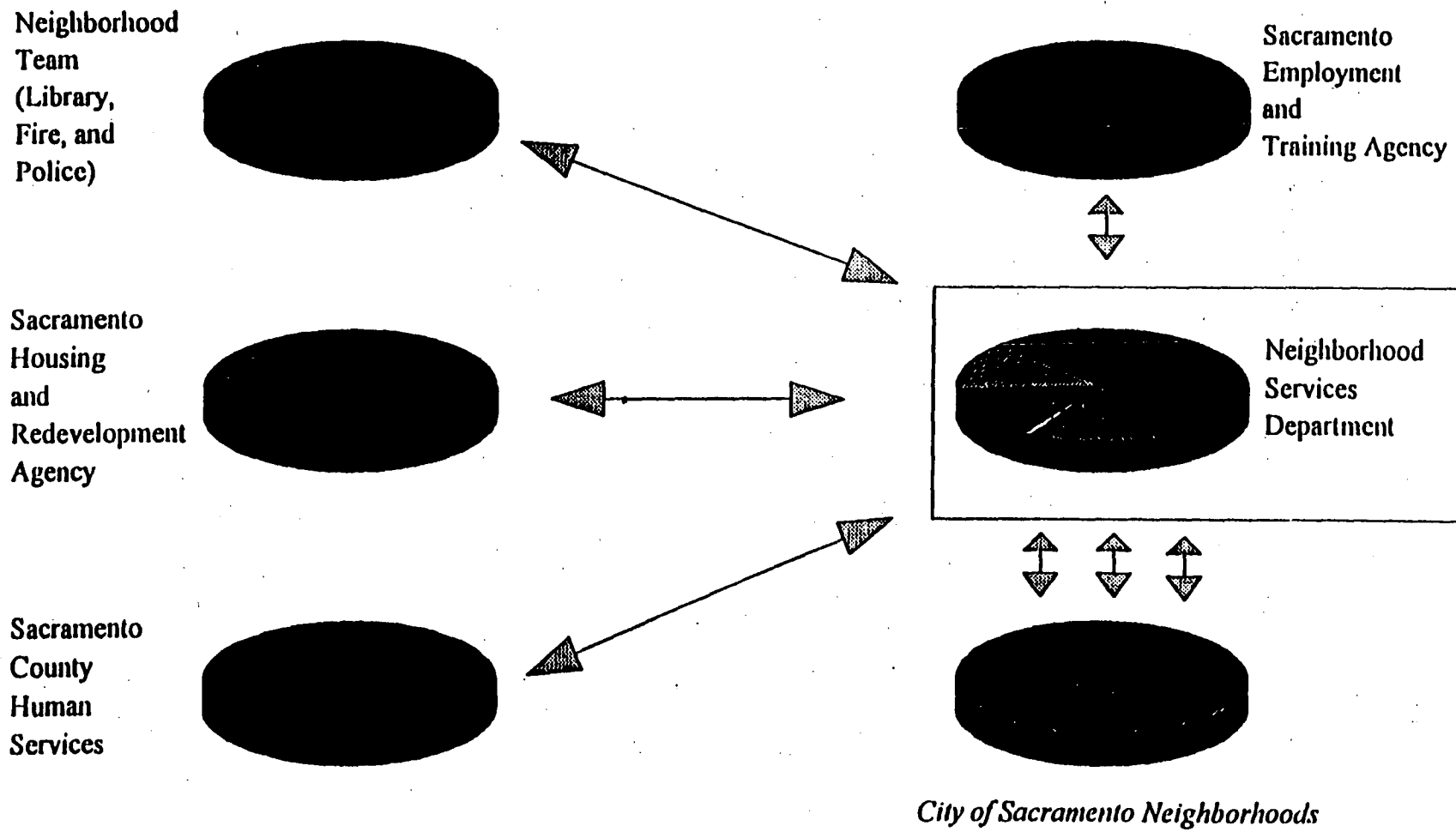
Neighborhood Services Department

"A Bolder Vision Suggestion"



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Neighborhood Services Department Example of linkages



July, 1993

**PROGRESS IN THE DEVELOPMENT AND IMPLEMENTATION OF THE
NEIGHBORHOOD SERVICES DEPARTMENT**

A list of short term reforms and initiatives were adopted by City Council on February 16, 1993 as part of the formation of the Neighborhood Services Department. Following is the status of actions relative to some of those initiatives.

Increase Communication/Participation By Citizen Groups

Initiatives:

Deputies, Assistant and City Manager and Department Heads will attend neighborhood/community meetings on a rotating basis quarterly.

City staff will work with neighborhood groups and organizations on an as needed basis and when requested help locate meeting space.

Actions:

Regular monthly brown bag lunch meetings are being held with neighborhood group representatives and SCAN.

A Master Calendar of Community Meetings is being developed to facilitate notification of those meetings and coordinate attendance by appropriate city staff.

Deputy City Manager David Martinez has attended a number of community meetings including McKinley/Elvas Neighborhood Alliance, Boulevard Park Neighborhood Association, the Harold Washington Club and the Oak Park PAC, to name a few, to brief them on the progress of the new department.

Expand Public Information Efforts

Initiatives:

City staff will investigate the possibility of making better use of neighborhood/community newsletters or newspapers to advertise city-sponsored meetings and other events. Consideration will also be given to the possibility of paying for advertising in neighborhood/community newsletters and newspapers.

Actions:

Increased public information is a key component in the mission of the Neighborhood Services Department. Two steps have already been taken in order to accomplish that mission. A newsletter has been developed with an update on the new department and the status of the transition efforts. One version of this newsletter was sent to all department employees. Another version was produced for public information and is being disseminated at

public counters throughout the city. Copies have also been distributed to neighborhood groups and the media. The newsletter will be updated on a regular basis. The other major step has been the reallocation of resources within the department to fund a full time Public Information Coordinator. This individual, with a background in journalism, graphics and communications, will serve as a liaison with neighborhood groups in increasing our public information efforts.

Our new public information coordinator will be working with SCAN representatives to develop a plan for disseminating information and using neighborhood/community newsletters or newspapers to advertise. A draft plan will be presented to SCAN in the next several months to receive feedback.

Increase Public Access To Decision Making and Policy Processes

Initiatives:

Suggest that City Council periodically rotate location of Council meetings and meet in the community so that neighborhood residents will have a greater opportunity to participate and observe the City Council in action.

Actions:

The third evening City Council meeting of each month will be devoted to items relative to Neighborhood and Public Safety Issues. Meetings have already been held in the months of May and June. Issues and actions taken at those meetings include: the Police Strategic Plan; establishment of a Youth Commission; resolution for a Gun Amnesty Program. The meeting of August 17 will be held out in the community at a site to be determined.

In addition to the monthly City Council meeting mentioned above, a Council Committee on Neighborhood and Public Safety Issues has been appointed by the Mayor. This committee held its first meeting on June 3 and discussed topics such as Summer Jobs For Youth, Recreation Programs for Youth, Volunteer Efforts and holding City Council meetings out in the community. Upcoming issues to be addressed by this committee will include: a full review of the Police Strategic Plan and recommendations to the City Council; the final report of the Youth Sports Field Study; Fire Department Master Plan. Meetings sites for this committee will rotate between City Hall and facilities out in the community.

Improved Training and Customer Service/Improved Communications With Limited or Non-English Speaking Citizens

Initiatives:

City's Training Officer will coordinate the development of specialized

training in customer service for City employees who have regular contact with the public.

Staff to explore the implementation of a central telephone number to answer residents questions, or a centralized information system as an integral support system for the new Neighborhood Services Department.

City Public Information Officer to work with City departments to provide more and better information about City services and activities to limited-English and non-English speaking residents.

Actions:

The Neighborhood Services Department has sent out a Request for Proposals for consultant services in the development of a training program on improved communications with an emphasis on customer services, cultural sensitivity and interpersonal communications. A special training programs customized to our unique department will be developed and provided to Neighborhood Services Department frontline employees over the next 6-12 months.

Another vital part of the Neighborhood Services Department mission is customer service and increased responsiveness to citizen requests. In order to address this issue, Data Management has taken the lead in facilitating a Public Response (Complaint) Tracking System task force. Three all day working sessions were held with representatives from all city departments to establish the ideal system in which to deal with citizen inquiries, complaints and requests for service. A final report from the consultant is expected in July. Internally, the Neighborhood Services Department is taking steps to improve its customer service. An administrative position is being reallocated to focus on customer service, public counters, multilingual efforts and greater responsiveness to the community. The individual selected for this position is fluent in Spanish. Obtaining other resources via staff with additional language skills will be a priority.

Expand Volunteer Programs/Opportunties

Intiatives:

Work with interested individual residents and neighborhood organizations as well as local schools and colleges to make better use of volunteers and interns in the City's operation.

Actions:

An Adopt-A-Park pilot program is being implemented. A number of orientations have been held with interested community groups and the program has been advertised in the department's summer program materials (distribution of 225,000).

LIST OF SHORT TERM REFORMS AND INITIATIVES

- Deputies, Assistant and City Manager and Department Heads will attend neighborhood/community meetings on a rotating basis quarterly.
- The City's Training Officer will coordinate the development of specialized training in customer service for City employees who have regular contact with the public.
- City staff will work with neighborhood groups and organizations on an as needed basis, and when requested help locate meeting space.
- City staff will investigate the possibility of making better use of neighborhood/community newsletters or newspapers to advertise city-sponsored meetings and other events. Consideration will also be given to the possibility of paying for advertising in neighborhood/community newsletters and newspapers.
- Suggest that City Council periodically rotate location of Council meetings and meet in the community so that neighborhood residents will have a greater opportunity to participate and observe the City Council in action.
- City Public Information Officer to work with City departments to provide more and better information about City services and activities to limited-English and non-English speaking residents.
- Staff to explore the implementation of a central telephone number to answer residents questions, or a centralized information system as an integral support system for the new Neighborhood Department.
- Staff to take immediate action to better integrate neighborhood community involvement in the upcoming two-year budgeting process. Opportunities for groups and individuals to participate through the use of personal computers should be encouraged.
- More effective use of utility billing inserts and carrier sorting to notice City meetings, activities and related matters.
- Work with interested individual residents and neighborhood organizations as well as local schools and colleges to make better use of volunteers and interns in the City's operation.



Stockman
and
Associates

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Sacramento
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971-4799

NEIGHBORHOOD SERVICES DEPARTMENT IMPLEMENTATION STRATEGY

As public entities race toward the 21st Century, some seventy-six months hence, one thing is very clear, namely, business as usual is not acceptable. Traditional, large-scale bureaucracies; impersonal, unaccountable and slow to respond to community needs will not be tolerated by an increasingly demanding population. In response to the challenges ahead, public organizations must engage in lasting change efforts which will result in new structures, new relationships, new skills, and new attitudes regarding their mission and function.

The proposed Neighborhood Services Department is indeed a bold vision, which if successful, will lead to greater responsiveness to community need through a more effective, efficient delivery of services. The focus shifts dramatically from vertical departments to co-located, inter-disciplinary teams geographically dispersed in the community.

Redesigning the manner in which services are delivered into a matrix of departments and personnel is a complex process which cannot be achieved quickly and superficially. Essentially, a collaborative, team approach must be established in each geographic area around goals and activities to which everyone on the team is committed. These goals must reflect community input, council input and resource availability. In addition, functional departments must provide resources and support to the decentralized teams. The key to success is that everyone must change their customary ways of behaving. Power must be shared and empowerment must be achieved.

The following action steps must be addressed to begin the Redesign Process.

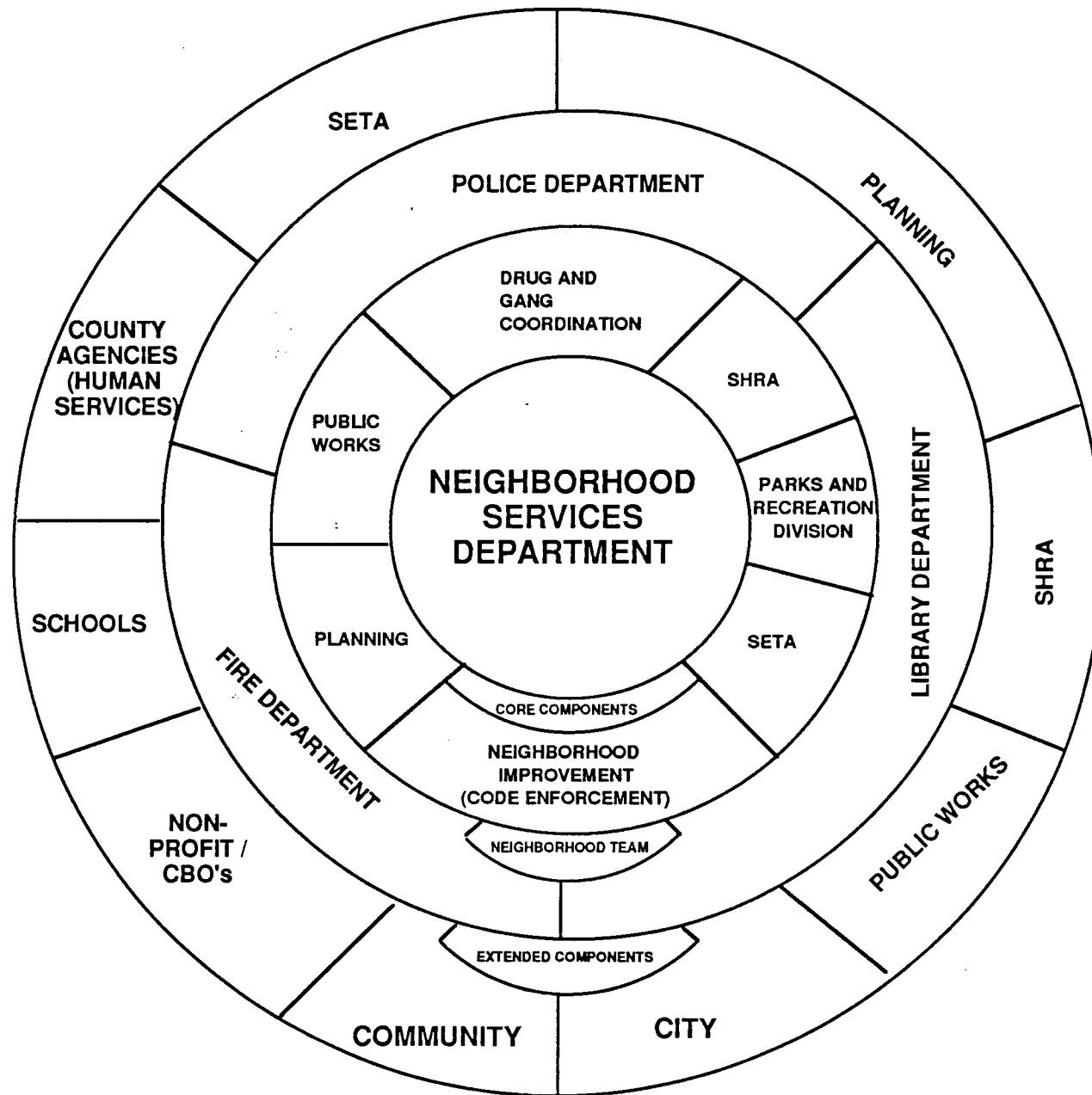
- 1) Determining Geographic Locations and Assess Service Needs For Each
- 2) Selection of Team Leaders
- 3) Determine Necessary Team Expertise / Functional Skills
- 4) Selection of Team Members
- 5) Establish Goals / Priorities of Teams (Based upon needs analysis, community input, etc.)
- 6) Co-Locate Appropriate Team Personnel
- 7) Redefine Workloads of Functional Departments Vis-a-Vis Teams

- 8) Establish Coordinating Committee (Bi-Monthly)
(Determine Role)
 - Director Neighborhood Services
 - Team Leaders
 - Council Sub-Committee
 - Community Representatives
- 9) Establish Team Budgets
- 10) Establish Steering Committee
(Determine Role)
 - Department Director
 - Component Managers
 - Team Leaders
- 11) On-Going Team-Building of:
 - A) Decentralized Teams
 - B) Steering Committee Team
 - C) Team Leaders
- 12) On-Going Building of Community Relations

The preceding activities could be accomplished within a six to twelve month time frame assuming that consensus and commitment exists regarding the overall vision and that cooperation and collaboration between all components will be forthcoming.

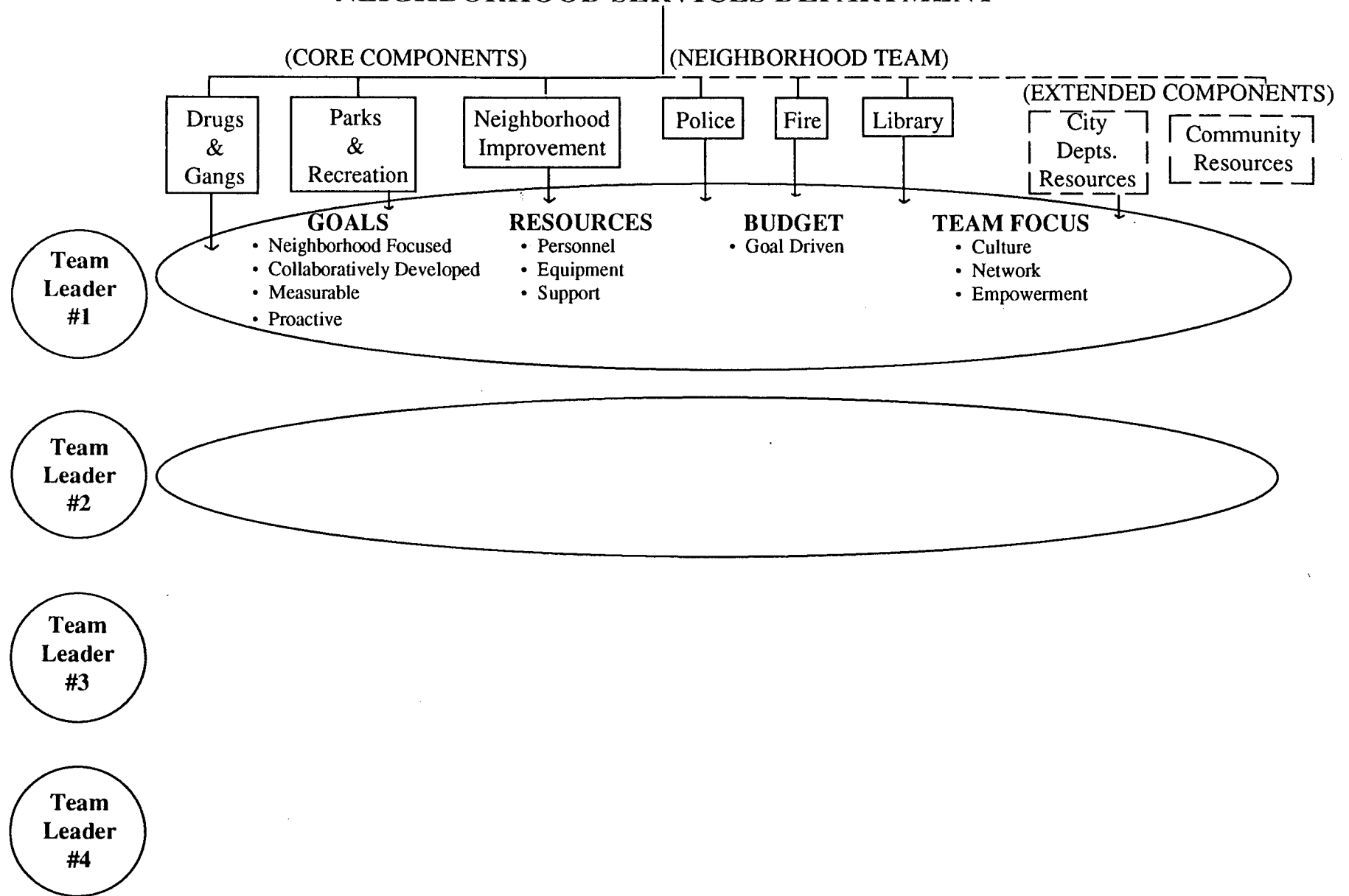
REDESIGN PROCESS ACTION STEPS

- 1) **Determining Geographic Locations and Assess Service Needs For Each**
- 2) **Selection of Team Leaders**
- 3) **Determine Necessary Team Expertise / Functional Skills**
- 4) **Selection of Team Members**
- 5) **Establish Goals / Priorities of Teams**
(Based upon needs analysis, community input, etc.)
- 6) **Co-Locate Appropriate Team Personnel**
- 7) **Redefine Workloads of Functional Departments Vis-a-Vis Teams**
- 8) **Establish Coordinating Committee (Bi-Monthly)**
(Determine Role)
 - **Director Neighborhood Services**
 - **Team Leaders**
 - **Council Sub-Committee**
 - **Community Representatives**
- 9) **Establish Team Budgets**
- 10) **Establish Steering Committee**
(Determine Role)
 - **Department Director**
 - **Component Managers**
 - **Team Leaders**
- 11) **On-Going Team-Building of:**
 - A) **Decentralized Teams**
 - B) **Steering Committee Team**
 - C) **Team Leaders**
- 12) **On-Going Building of Community Relations**



NEIGHBORHOOD SERVICES DEPARTMENT

NEIGHBORHOOD SERVICES DEPARTMENT

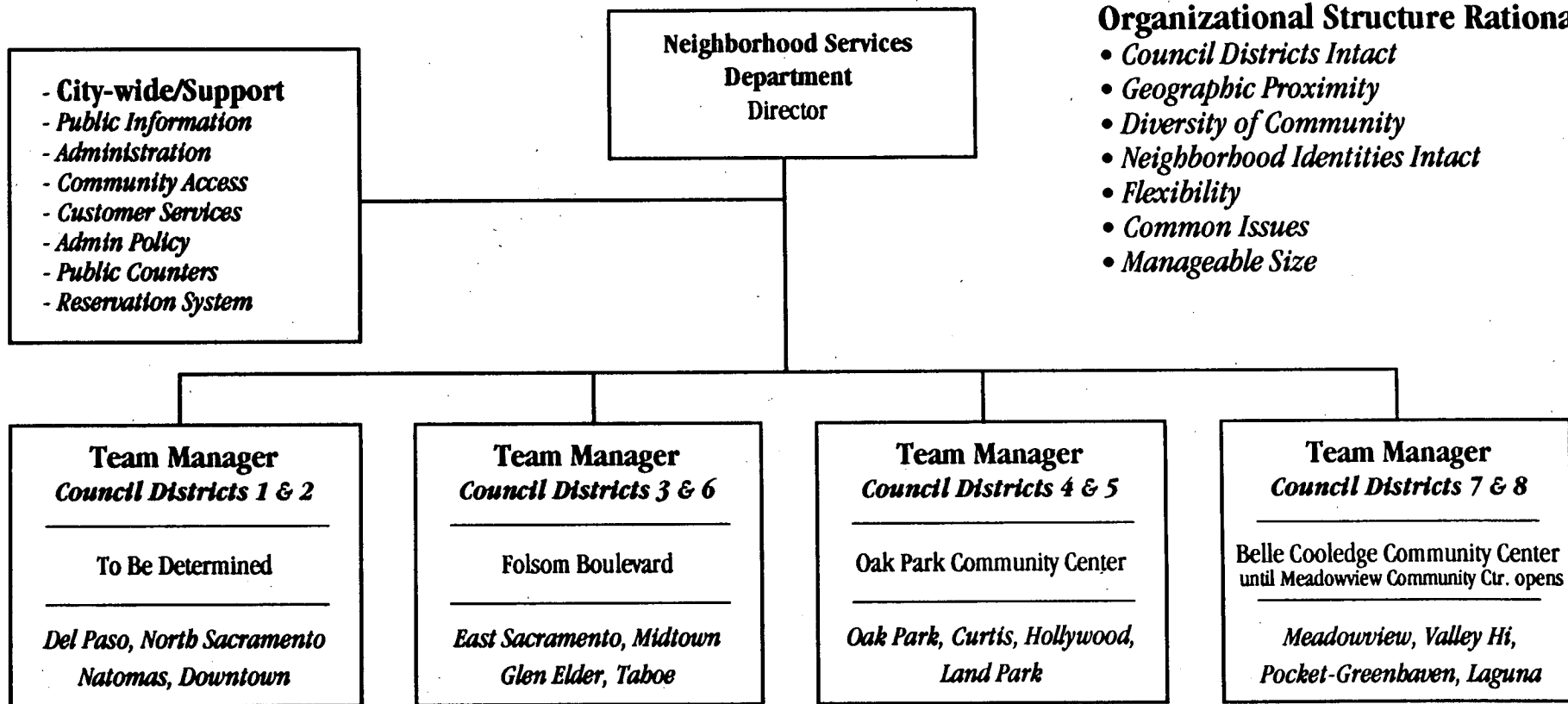


NEIGHBORHOOD SERVICES DEPARTMENT MATRIX

DRAFT

City of Sacramento

DRAFT



Organizational Structure Rationale:

- *Council Districts Intact*
- *Geographic Proximity*
- *Diversity of Community*
- *Neighborhood Identities Intact*
- *Flexibility*
- *Common Issues*
- *Manageable Size*

Under Each Team Manager:

- *Parks*
- *Recreation*
- *Code Enforcement*
- *Planner*
- *SHRA (as appropriate)*
- *Building Inspector*

City-wide functions to be located either under a regional manager or under the city-wide component:

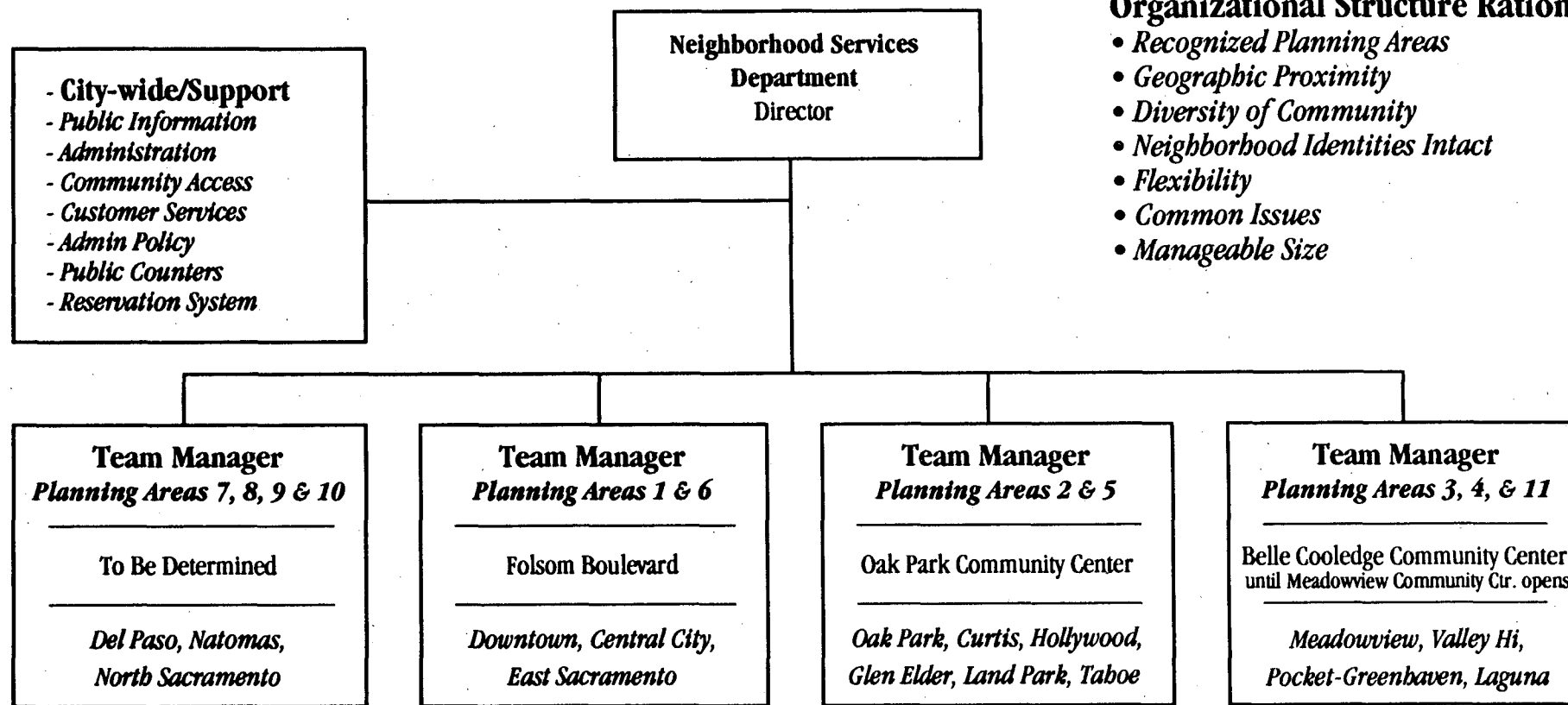
- *Neighborhood Improvement*
- *Senior Services/Handicap*
- *Community Services Programs*
- *Sports*
- *Aquatics*
- *Special Facilities*
- *Drugs & Gangs*
- *4th 'R' Program*
- *Trees*
- *Classes*
- *SETA*

August 1993

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City of Sacramento

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Organizational Structure Rationale:

- Recognized Planning Areas
- Geographic Proximity
- Diversity of Community
- Neighborhood Identities Intact
- Flexibility
- Common Issues
- Manageable Size

Under Each Team Manager:

- Parks
- Recreation
- Code Enforcement
- Planner
- SHRA (as appropriate)
- Building Inspector

City-wide functions to be located either under a regional manager or under the city-wide component:

- Neighborhood Improvement
- Senior Services/Handicap
- Community Services Programs
- Sports
- Aquatics
- Special Facilities
- Drugs & Gangs
- 4th 'R' Program
- Trees
- Classes
- SETA

August 1993

KEY POINTS FROM 8/26/93 WORK GROUP COMMITTEE
MEETING ON NEIGHBORHOOD ISSUES

- . Look at other cities - how do they deal with dangerous buildings in neighborhoods and strengthen connections?
- . Look at including Dangerous Buildings Section in Neighborhood Department.
- . Coordinate and co-locate with other services when possible.
- . Team can improve response and eliminate 'maze' problems - access to other city functions.
- . Ability to enforce public safety issues.
- . City Attorney staff placed in Neighborhood Services.
- . How will this affect existing services when we reallocate staff/resources?
- . Look at how other cities use neighborhoods/residents to help city services.
- . Attitude change of staff.
- . Not enough interaction with neighborhoods - partnerships.
- . Annual public opinion poll.
- . Advocate for Parks & Recreation in structure.
- . Keep Central City together.