



SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Comm. Rpt. 22



September 18, 1984

CITY MANAGER'S OFFICE RECEIVED SEP 19 1984

Housing Authority of the City of Sacramento Sacramento, CA

Honorable Members in Session:

SUBJECT: Reorganization of the Housing Department, Maintenance Division

SUMMARY

The attached report was review by the Sacramento Housing and Redevelopment Commission at their September 17, 1984 meeting. The commission recommended approval of the actions outlined in the report by the following vote:

AYES: Amundson, Angelides, Lopez, Moose, Ose, Sanchez, Walton, Teramoto

NOES: None

ABSENT: Luttrell, Pettit

VACANCY: One

RECOMMENDATION

The staff recommends approval of the recommendations outlined in the attached resolution.

Respectfully submitted,

Signature: Andrew J. Plescia ANDREW J. PLESCIA Acting Executive Director APPROVED SACRAMENTO HOUSING AUTHORITY CITY OF SACRAMENTO

TRANSMITTAL TO COUNCIL:

For: Walter J. Slipe City Manager

SEP 25 1984

RESOLUTION NO. 84-028

ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO

ON DATE OF

September 25, 1984

RESOLUTION AUTHORIZING EXECUTIVE DIRECTOR TO IMPLEMENT MAINTENANCE REORGANIZATION PLAN

WHEREAS, the Executive Director has submitted a staff report dated August 28, 1984, prepared by a Task Force composed of key management staff and said report recommends a reorganization of the Maintenance Division and restructuring of its functions; and

WHEREAS, the Sacramento Housing and Redevelopment Commission reviewed this staff report dated August 28, 1984 and accepted its findings and conclusions; and

WHEREAS, the Authority is desirous of implementing this reorganization at the earliest opportunity to benefit housing operations from its savings and anticipated increased effectiveness.

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO:

Section 1. That the Executive Director is hereby authorized to implement the reorganization plan for the Maintenance Division pursuant to the staff report of the Maintenance Task Force dated August 28, 1984; and, in particular, to take the following actions in the indicated time frames:

A. Actions to be implemented immediately:

1. Eliminate one Drapery Specialist and one Inspector positions. These have been vacated by retirements.
2. Appoint Acting Chief of Maintenance to the permanent Chief's position to provide stability and continuity during the reorganization.
3. Eliminate one Building Maintenance Supervisor position vacated by appointment of Chief of Maintenance position.

APPROVED
SACRAMENTO HOUSING AUTHORITY
CITY OF SACRAMENTO

SEP 25 1984

22

4. Transfer function of issuing expendable stores from Central Services to Maintenance Division.
5. Implement minor but beneficial procedural changes in operating methods, consistent with the reorganization plan, that will not have a budget impact and could be implemented without delay.

B. Actions to be incorporated in the 1985 Budget Approval process and implemented on January 1, 1985:

1. Add one Housing Manager position to be assigned to new County units.
2. Transfer eight (8) Maintenance Worker I/II, six and one-half (6-1/2) Custodian I, and one (1) Custodian II positions from the Maintenance Division to the Housing Management Division.
3. Eliminate one remaining Building Maintenance Supervisor position.
4. Add two Maintenance Worker I positions. One position would be placed in a preventive maintenance crew and the other assigned to the new County units.
5. Add two Custodian I positions. These would both be assigned to Central Elderly developments.

ATTEST:

CHAIRMAN

ASSISTANT SECRETARY



**SACRAMENTO
HOUSING AND REDEVELOPMENT
AGENCY**



22

August 24, 1984

Sacramento Housing and
Redevelopment Commission
Sacramento, California

Honorable Members in Session:

SUBJECT: Reorganization of the Housing Department, Maintenance
Division

SUMMARY

As a result of the recent retirement of the Chief of Maintenance, it was decided to undertake a fundamental review of the Maintenance Division, its organization, staffing and operations with a view toward maximizing efficiency and cost reduction. A Task Force consisting of the Director of Housing, Finance Director, Chief of Housing Management, Acting Chief of Maintenance and Personnel Director was formed by the Executive Director. The Task Force was charged with completing its study in time to present its findings for Commission approval and incorporation in the 1985 budget.

The Task Force has conducted its study by intensively studying the present operations of maintenance, visiting other Housing Authorities and considering various organizational alternatives. The Task Force recommends an alternative that centralizes some maintenance functions and decentralizes others. The net result is fewer administrative positions, more worker positions and a significant cost savings with increased services to residents.

This reorganization has been discussed and reviewed with the Chief Steward and the Business Agent of AFSCME, Local 146, and the Maintenance Division employees.

BACKGROUND

A. Purpose of Study

The Executive Director initiated a study in mid-June to review the operations and structure of the Maintenance Division. Since the position of Chief of Maintenance was

(1)

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

vacant due to retirement, an opportunity was presented to consider fundamental changes in the Maintenance Division, including the elimination of the Chief's job. A June 14, 1984 memo from the Executive Director (attachment 1) established a Task Force to carry out the maintenance study. The beginning alternatives to be considered were also outlined although additional alternatives that might emerge were not excluded. The Task Force consisted of John Bridges, Director of Housing; John Harmon, Chief of Housing Management; Jerry Vickers, Acting Chief of Maintenance; Jerry Sykes, Personnel Director; and Terry Wolford, Finance Director.

In the initial meetings of the Task Force, the overall goals and specific objectives were defined. The overall purpose, scope and methods of study are presented in the July 2, 1984 memo to John Bridges from John Harmon (attachment 2). The goal and objectives are:

GOAL

Examine organizational and functional structure and operation of Maintenance Division to achieve cost savings while maintaining effectiveness in delivery of services.

OBJECTIVES

1. To decrease the number of administrative positions and to increase the number of maintenance worker positions in order to provide more consistent and a higher level of field service to our clientele.
2. To decrease the overall employee services costs for the Housing Department in order to achieve or approach budgetary self-sufficiency.
3. Consider alternative organizational structures and means to accomplish the maintenance function.
4. To increase overall efficiency of the maintenance operation while insuring effectiveness does not decrease below tolerable levels and searching for opportunities to improve services where circumstances permit and if not cost prohibitive.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

- 5. To maximize Preventive Maintenance Programs to promote future cost avoidance.

Twelve major functional areas were identified for detailed inquiry. These areas were to be examined in the context of the present maintenance operation and also used to guide the study of other Housing Authorities. The identified areas were:

- 1. Administrative - organizational structure and control
- 2. Service calls
- 3. Emergency calls
- 4. Janitorial services
- 5. Grounds maintenance
- 6. Preventive maintenance
- 7. Vacancy processing
- 8. Special functions and projects - extraordinary maintenance
- 9. Purchasing/stores - buying and inventory
- 10. Appliances
- 11. Specialist classes
- 12. Vehicle maintenance

B. Comparison of Alternatives

By the completion of its study, the Task Force had developed two alternatives in addition to the original four. A detailed cost breakdown of each alternative is found in attachment 3. A standard annual savings figure of \$72,237 has been assumed for all alternatives. These savings would be achieved regardless of the alternative adopted. Organizational charts reflecting each alternative are attached as attachment 4.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

ALTERNATIVE NO. 1 - STATUS QUO

Alternative 1 is a continuation of the status quo. This alternative does not address any of the objectives defined by the Task Force. Some streamlining of operational procedures and ways of performing tasks could probably be accomplished within the existing structure, however, these improvements would have much greater impact if implemented in conjunction with some of the other alternatives. There are no savings generated by this alternative.

ALTERNATIVE NO. 2 - ELIMINATE ONE SUPERVISOR, APPOINT ONE SUPERVISOR TO CHIEF

Alternative 2 decreases the number of administrative positions by one. The amount of supervision at the working level is increased, but administrative positions are decreased. Alternative 2 does not provide any organizational improvements on a functional level. It does not appear to promote increases in the level of services, nor provide further opportunities for cost reduction through increased efficiency. This alternative does not allow for an increase in the size of the preventive maintenance crews nor give any additional emphasis to that vital function. An overall decrease in employee services of \$110,098 would occur.

ALTERNATIVE NO. 3 - ELIMINATE CHIEF OF MAINTENANCE AND TWO SUPERVISORS, ESTABLISH MAINTENANCE COORDINATOR

Alternative 3 provides a net decrease of two administrative positions by eliminating the chief and one supervisor position. Total employee services costs are decreased by \$159,126.

The amount of supervision at the working level is increased, but administrative positions are decreased. In the administrative area the maintenance operation will undoubtedly suffer since the Chief of Management will be unable to devote the same amount of time to this area as the Chief of Maintenance presently provides. It would be difficult to fully delegate administrative decision making in the areas of need for immediate personnel resource allocations, budgetary preparation and control, cost saving opportunities, personnel evaluation and discipline, objective attainment, work standards, annual work programs, complaint resolution, and field monitoring and assessment. Not to be overlooked are the possible negative effects on employee morale by, in effect, asserting that maintenance is not important enough

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

to warrant a chief. Opportunities to increase efficiency and effectiveness would not be promoted since the administrative attention focused on these areas would be limited.

The organization of Alternative 3 is mostly based on specialist lines rather than functional lines and, therefore, does not increase objective oriented performance. Preventive maintenance activities could be increased by this alternative through application of employee services savings.

ALTERNATIVE NO. 4 - ELIMINATE CHIEF OF MAINTENANCE, CREATE LEAD SUPERVISOR

Alternative 4 provides for a decrease of one administrative position by eliminating the Chief of Maintenance and upgrading one supervisor position and four worker positions to a lead level. It decreases the total employee services costs by \$116,836. The same disadvantages as Alternative 3 exist as far as the amount of time available for the Chief of Management to devote to the administrative area. This alternative does not increase the size of the preventive maintenance crews nor give any additional emphasis to that vital function.

ALTERNATIVE NO. 5 - ELIMINATE ONE SUPERVISOR, APPOINT ONE SUPERVISOR TO CHIEF, ORGANIZE FUNCTIONALLY

Alternative 5 decreases the number of administrative positions by one. It upgrades four existing positions into leadman levels. Total employee services are decreased by \$110,098. Although the savings for this alternative and Alternative 2 are identical, there are pronounced differences in structure. Alternative 5 shows the distinct advantages of organizing on a functional level. By giving each organizational unit specific functions, more resources and attention will be devoted to achieving the objectives determined for each function without the diversions caused by competing demands. Opportunities for increased efficiency and effectiveness are promoted by functional organization. Each unit has an incentive to maximize performance, and thus make its task easier. Preventive maintenance is not increased by this alternative.

ALTERNATIVE NO. 6 - ELIMINATE TWO SUPERVISORS, APPOINT ONE SUPERVISOR TO CHIEF, ORGANIZE FUNCTIONALLY, SPLIT OFF JANITORIAL AND GROUNDS FUNCTIONS TO MANAGEMENT

Alternative 6 decreases administrative positions by two. This alternative's most distinct feature is the transfer of grounds

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

and custodial personnel to the Housing Management Division. One Stock Clerk position is reassigned to the Maintenance Division, and one supervisor position is upgraded to the Chief of Maintenance position. Total savings in employee services costs are \$155,201.

Alternative 6 shows the same advantages in functional organization as Alternative 5 and, in addition, consolidates all grounds and custodial functions in the Housing Management Division. Presently all janitorial and grounds contracts are administered by management, as well as supervising five of the nine Maintenance Worker I/II positions that perform as grounds workers. Transfer of the remaining grounds workers and all custodians gives complete responsibility and control to management for the daily appearance of the developments. Alternative 6 has the overall advantage of allowing the Maintenance Division to concentrate on the functions important to maintenance, and management to devote its energies in supervising grounds and custodial functions rather than trying to redirect maintenance priorities. The additional supervisory duties absorbed by management are balanced by the addition of a manager for the new county units.

The expansion of the preventive maintenance crew from two to four could be funded by this alternative through application of employee services savings. This could help reduce costly service calls, as well as replacement costs for building components and equipment.

A stock clerk would be transferred from the Central Services Division to the Maintenance Division to help issue, control, stock and perform other related functions.

C. Field Visit Summary

As part of its study a delegation of the Task Force (Jerry Vickers, Acting Chief of Maintenance; Jerry Sykes, Personnel Director; and John Harmon, Chief of Management) surveyed the maintenance of five other comparable housing authorities. The agencies selected were San Joaquin County Housing Authority, Fresno Housing Authority, Los Angeles County Housing Authority, San Bernardino County Housing Authority, and City of Oakland Housing Authority. A detailed account of each of these visits is found in attachment 5.

Of the five Housing Authorities visited, four had a decentralized maintenance operation to some degree. Three of

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

the four reserved a certain amount of technical capability in a central maintenance service group handling appliance repair, air conditioning and/or painting.

All Authorities with decentralized maintenance were generally pleased with operating results. However, they were usually not able to produce hard statistics of performance for service calls or vacancies. In the decentralized operations, preventive maintenance was found to suffer since it was the lowest priority activity after emergencies, vacancies, service calls and grounds work.

The benefits of decentralized maintenance were found to be team building; familiarity with the projects, reduction in travel time and more involvement by area managers in setting priorities. Disadvantages may be found in an inability to have specialized technical proficiency at all sites, vacation and sick leave coverage and lack of flexibility in assigning personnel to the areas of current workload.

The Oakland Housing Authority has a totally centralized maintenance operation. Because of the widely scattered sites operated throughout the city, Oakland has found a centralized radio-dispatched operation to be most efficient. Travel time is minimized through batching of routes work orders in geographic zones for designated days of the week, i.e., a route system. True emergencies are handled immediately regardless of location. Advantages of the totally centralized operation are central control, maximization of technically qualified personnel time, and assurance that other priorities do not pre-empt preventive maintenance through the establishment of separate preventive maintenance crews.

Disadvantages appear to be a lack of a sense of "territory" by personnel, particularly, those involved in grounds maintenance and other functions affecting the daily appearance of the developments. If development grounds are serviced by rotating personnel, then the responsibility for the condition of that development is not assigned to identifiable individuals. Overall, it appears that each Authority has tailored the structure of its maintenance operation to fulfill its own unique requirements and objectives. In the alternatives section of this report the appropriateness of various organizational structures is outlined in terms of the original objectives set out for the Task Force. In the recommendations section the detailed reasons for the preferred alternatives of the Task Force are discussed.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

D. Analysis of Preferred Alternative

The Task Force has thoroughly considered the alternatives proposed and, in fact, added two new alternatives during the course of its study. The operations of other agencies were most influential in the thinking of the Task Force. The basic issues to be resolved were the supervisory structure and functional groupings of personnel and centralization versus decentralization.

The preferred alternative of the Task Force is Alternative six. This alternative actually would establish a more centralized maintenance operation for most functions, even though it decentralizes the grounds and janitorial functions.

A detailed discussion of Alternative 6 and suggestions for utilization of cost savings (budget requests) is found below. The attainment of the objectives originally set out by the Task Force is addressed comprehensively through the structure and additional positions made possible by Alternative 6. Each of the suggested improvements is referenced by the objective it pertains to and whether it is a budget request.

1. Reduce Administrative Positions: Objective 1

Alternative six reduces administrative positions by eliminating two Building Maintenance Supervisors, but does not totally eliminate close administrative attention by preserving the Chief of Maintenance position. The Maintenance Division warrants a full time, ongoing supervisory review of its methods, costs and operating results. Also needed at the divisional level are budget control and personnel management skills. It appears that a chief level position devoted solely to maintenance would be the minimum needed to carry out essential administrative tasks for maintenance.

2. Increase Worker Positions: Objective 1 - Budget Request

The reorganization plan of Alternative six provides for four new worker level positions, plus a housing manager. Two of the workers added would be Maintenance Worker I/II positions. One position would be assigned to the re-established preventive maintenance crew, and one would be assigned to groundskeeping in the new county units. The two other workers would be Custodian I positions assigned to upkeep of the central elderly common areas and grounds.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Sacramento Housing and
Redevelopment Agency

3. Add Housing Manager: Objective 1 - Budget Request

The Housing Manager is needed to handle new county units coming on line during 1985, as well as existing new units that need close attention to keep up the standards promised for these projects during their development phase. The addition of this position will also ease the burden on other managers who now share the new county units, and give them more time to spend on supervising their maintenance personnel and monitoring grounds and janitorial contracts. The county manager would initially have one grounds worker assigned to keep up the existing newer units and give immediate attention to new county units as they come on line.

4. Reduce Employee Services Costs: Objective 2

Alternative six manages a total savings of \$155,201. After filling all of the budget requests stemming from this alternative, a net savings of \$22,700 is still present. This is possible because of the sizeable reductions in administrative costs achieved. Supervisory lines of control are maintained by the relatively inexpensive expedient of designating existing positions as lead workers. The supervisory workload is further distributed by assigning 9 Maintenance Worker I/II positions and 9.5 Custodians to the Housing Managers. It is also expected that there will be some increases in productivity due to closer supervision and more clearly defined functions.

5. Analysis of Alternative Structures: Objective 3

The various alternatives outlined previously utilize a variety of organization structures, although the variations are chiefly at the administrative level. Alternative six builds the structure from the "bottom up" by organizing along functional lines. This has the benefit of minimizing administrative overhead since the mission and priorities of each organizational unit are not constantly shifting, but are dictated by that unit's principal functions. This, in turn, requires less supervision at the administrative level since the objectives and workload are built into the organizational system.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

6. Grounds and Janitorial Functions: Objective 3

Alternative six has the additional advantage of placing the grounds maintenance and janitorial functions in the organizational unit most concerned about these areas--Housing Management. That is not to say that Maintenance has neglected these functions, but that they have not been top priorities of the Maintenance Division. Managers historically have been held accountable for the external condition of their projects. They are supposed to correct unsightly conditions by towing junk cars, evicting destructive tenants, administering landscape contracts, and utilizing grounds workers for litter control and irrigation.

However, these same grounds workers are responsible for hauling away debris from vacant units and pest spraying. Further, the grounds workers are part of the Maintenance Division, even though they work under the "supervision" of the managers. Managers do not have full disciplinary control of these personnel, and the associated costs for the activities of these personnel are not in the management budget. A classic dilemma of responsibility without full authority thus results.

In some areas; mainly, the new county developments (140 units on small sites), the Kennedy office (322 units on one large and many small sites) and central elderly (952 units), there are no maintenance personnel permanently assigned, and all supervision comes from central maintenance with mobile crews. Therefore, a manager with a grounds problem needing correction cannot simply direct personnel to take care of it. The manager must call Central Maintenance or write a memo and request the supervisor of the grounds workers to send them out to correct the problem. The problem may be very important to the manager and of lesser priority to the maintenance supervisor. The maintenance supervisor, on the other hand, may have urgent priorities in other areas of which the manager is unaware. What this can lead to is a lot of administrative effort to get simple jobs done. It also blurs the lines of responsibility and accountability.

The same situation presently exists in the central elderly complexes where seven custodians perform janitorial functions. The central elderly manager has no direct control over these personnel, even though he

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Sacramento Housing and
Redevelopment Agency

performs frequent inspections to assess the condition of the common areas, and, in essence, the quality of their work. Items needing correction must be requested of maintenance rather than through a simple line of direct instruction to personnel. Managers often feel they must document these requests with memos to demonstrate that they performed their work as far as they could. Time spent on this sort of documentation could more profitably be spent in direct supervision. The Task Force believes Alternative six addresses these problems and gives more direct control and accountability to managers, while simplifying the supervisory tasks of maintenance. (See attachment 4, organization chart, page 41.)

7. Central Maintenance Functions: Objective 3

The organization proposed in Alternative 6 for Central Maintenance would divide the division functionally into five units. (See Attachment 4, organization charts, pages 41 and 42.) Each would have specified duties without overlap into other units. The groupings by function make for a more natural work flow and allow each unit to give priority to its principal mission.

a) Administration Unit

Supervising Clerk (1)
Maintenance Dispatcher (1)
Typist Clerk II (2)
Stock Clerk (1)

This unit would be responsible for receiving and controlling all service requests from tenants. It would also track vacancy processing and dispatch all service calls and emergencies. All maintenance records and reports would be compiled by this unit. The newly added stock clerk position would also be attached to this unit to insure coordination of dispatch and availability of materials.

b) Equipment, Appliances and Preventive Maintenance Unit

Building Maintenance Specialist (Lead) - Stationary
Engineer (1)
Building Maintenance Specialist - A/C & Appliance (2)
Building Maintenance Specialist - Plumbing (1)
Maintenance Worker II - Appliance Helper (1)

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

Building Maintenance Mechanic - Preventive
Maintenance (2)
Maintenance Worker II - Preventive Maintenance (2)

This group would handle all equipment and appliance maintenance as well as operate the two 2-person preventive maintenance crews. The tie-in between equipment and preventive maintenance is natural since good preventive maintenance will reduce equipment repairs. This unit would also have the expertise to handle the major building heating and cooling systems found in central elderly. Service requests involving the above specialized areas would be referred to this unit by dispatch.

c) Vacancy/Contracting Unit

Building Maintenance Inspector (Lead) (1)
Building Maintenance Specialist - Carpenter (2)
Building Maintenance Specialist - Locksmith (1)
Building Maintenance Specialist - Painter (1)
Building Maintenance Mechanic - Vacancies (1)
Building Maintenance Mechanic - Floors (1)
Maintenance Worker II - Painter Helper (1)
Maintenance Worker II - Drapes & Screens (1)
Maintenance Worker I - Vacates (2)

This unit would have complete responsibility for turning over vacant apartments. All in-house skills necessary for this work on a routine basis are in this unit so there is no dependence on other units or personnel (such as project-based groundsmen). All painting and cleaning of vacant units is done on a contract basis. As handled presently, the actual contract award is handled by purchasing, although the particular specifications and inspections for each job are done by maintenance. Specification writing for other specialized jobs to be done by contract would also be done by this unit.

d) Service Calls - North and South Units

North Service Unit

Building Maintenance Mechanic (Lead) (1)
Building Maintenance Mechanic (2)

South Service Unit

Building Maintenance Mechanic (Lead) (1)
Building Maintenance Mechanic (3)

22

Sacramento Housing and
Redevelopment Agency

These two units would be radio dispatched to service calls depending on their location. The American River would be the general dividing line with the Dos Rios Housing Development included in the north area. The calls would be assigned to each service unit by location and sub-assigned to particular zones for designated days of the week. This type of route scheduling system will greatly reduce travel time and allow more efficient use of personnel. It is estimated that average response time will increase from 48 hours to 72 hours. Tenants would be informed of the "service days" for their area in advance and would, therefore, know when to expect the maintenance personnel in their area. This would reduce repeat tenant calls on the same work order. Only emergencies would be handled out of this "service day" sequence, and those by the closest available personnel through radio dispatch.

e) Stores Function

The Central Stores program of the Central Services Division presently maintains over 2,500 stock items ranging from replacement parts to appliances. Most of the frequently used stock is of low dollar value, (i.e., generally under \$5.00 per unit). Under the present system, all items over one dollar in value are recorded on the work order and priced by the central stores staff. This requires a considerable amount of staff time for both maintenance and central services personnel.

The proposed solution to this problem is to expand the Maintenance Division stock area to include more high usage, low dollar value items. All the items, including those in the vans, would be charged to the appropriate maintenance cost center at the time of purchase, and therefore, would not require identifying and pricing out of each work order. All of these items, however, would be in a secured area accessible to authorized personnel. The stores consumption from this area will be cross checked against work orders monthly for proper accountability. This process will be further controlled with the advent of new data processing systems planned for Purchasing and Stores.

A stock clerk would be transferred from Central Services to the Maintenance Division to help issue, control stock and perform other related functions. The Specialist, Locksmith will back up the stock clerk and will be

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

responsible for requisitioning necessary items and for setting stock levels. The functions will be under the direction and supervision of the Supervising Clerk.

By expanding the Maintenance Division stock level and charging the items directly at the time of purchase, the record keeping requirements and time would be reduced for maintenance and central services personnel. The time saved will enable maintenance personnel to use their time more productively and will permit the stock clerk to focus more time on distributing stock items in a timely manner and on assuring that stock is adequately replenished.

8. Increased Efficiency: Objective 4

a) Priority Functions

Organizing along functional lines gives each organizational unit a clear mission and the resources to accomplish it. By giving priority to a few functions, each working group can maximize its performance and show achievement in its area of specialization. Working in this type of environment promotes team building and pride in the job.

b) Supervision By Managers

By allowing managers to supervise directly all grounds workers and custodians, the supervisory lines of communication will be greatly shortened. This will require less administrative time and supervisory effort to give instructions to personnel regarding cleaning and pickup of common areas and grounds. This will allow corrective action on unsightly conditions to be handled much more expeditiously.

c) Work Orders

Presently some work orders are written at the project offices. The work orders are then performed by site-based personnel supervised by Central Maintenance. It is proposed that work orders not be written at the field offices, but all requests for service be received at Central Maintenance. This prevents too many parties getting involved in controlling the same transaction. It also allows for centralized control of work orders for statistical

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Sacramento Housing and
Redevelopment Agency

and work scheduling purposes. When dispersed in this manner the workload can be better balanced between busier and slower areas, thus allowing maximum utilization of personnel. The entire process of work order management will be expedited by the introduction of automated data processing equipment within the next six to twelve months.

9. Increased Effectiveness: Objective 4

a) More Custodians

The additional personnel added by Alternative six will provide two more custodians to assist in maintaining the common areas of the central elderly complexes, the central office at 630 "I" Street and 420 "I" Street, as well as three elderly nutrition sites located in our senior housing developments. This will result in enhanced livability for our senior and handicapped developments.

b) More Maintenance Workers

One of the two additional Maintenance Worker I positions will be used as a grounds worker on the new county units. This will greatly assist in keeping these projects up to the standards the community was promised during the development of these units. This Maintenance Worker would also have primary responsibility for maintaining the landscaping on newly constructed county units as they come into management during 1985. The other Maintenance Worker I will be part of the augmented preventive maintenance crews discussed below.

c) Additional Housing Manager

The additional Housing Manager is critical to the success of our new county housing units. The manager is needed to frequently visit these sites and identify physical deficiencies as well as problem tenants. Presently our six field managers, reduced from nine in 1983, are hard pressed to keep up on rent collections and tenant lease violations.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

10. Maximize Preventive Maintenance: Objective 5

Preventive Maintenance is a vital ingredient in a large scale housing maintenance program. HUD has long advocated this type of program and encouraged housing authorities to adopt one. Preventive Maintenance workers can handle many minor deficiencies that, left uncorrected, will result in costly, major repairs at a later date. One example is missing caulk around tubs and showers, which will allow water to penetrate and cause major wall damage if uncorrected. Another common problem is dust buildup around refrigerator coils, which causes the appliance to work excessively and promotes premature compressor failure. These types of maintenance items are often unnoticed and unreported by tenants until a major problem occurs.

It has been found that the best way to ensure that preventive maintenance is performed is to establish separate crews that have exclusive responsibility for this work. If regular personnel have this responsibility added to their regular duties, it invariably takes a lower priority than vacancies and routine service calls, and is seldom completed. Our Maintenance Division has been operating two crews of two personnel each up until the end of 1983. With this staffing level it was possible to inspect all of our units on an 18-month cycle, close to the desired annual cycle. In 1984, as an economy measure, it was necessary to reduce the Preventive Maintenance Program to one crew (two personnel). This stretched the inspection cycle to three years, far from the ideal of annual visits. Alternative six would restore preventive maintenance to its 1983 level and enable this excellent program to provide its many benefits.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Sacramento Housing and
Redevelopment Agency

FINANCIAL DATA

The savings and costs of Alternative 6 is recapped below. (A description of Alternative 6 is within attachment 4.)

The personnel transfers of Alternative No. 6 would result in reallocations of funds in the internal organization budgets from Maintenance to Housing Management. This can be accomplished without budget revisions by building it into the 1985 budget development.

Additional indirect savings are anticipated through increases in productivity. By the addition of two Custodians, a minor increase in janitorial supplies cost is expected.

The re-establishment of two preventive maintenance crews (up from one in 1984) should aid in avoiding costs from deferred maintenance items and undetected tenant damages. Please see chart on following page.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

ALTERNATIVE NO. 6

| | | |
|------------------------------------|---------------------|------------------|
| Standard Savings | | \$ 72,237 |
| Eliminate two Supervisor positions | \$63,066 (base pay) | |
| | 27,118 (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,648) (base pay) | |
| | (1,137) (benefits) | |
| SAVINGS OF ALTERNATIVE NO. 6 | | <u>\$ 82,964</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 6 | | <u>\$155,201</u> |

Budget Requests for Utilization of Savings:

| | | |
|--|---------------------|------------------|
| Add two Custodian I positions | \$32,032 (base pay) | |
| | 13,774 (benefits) | |
| Add two Maintenance Worker positions | 36,192 (base pay) | |
| | 15,563 (benefits) | |
| Add one Housing Manager position | 25,896 (base pay) | |
| | 9,064 (benefits) | |
| TOTAL BUDGET REQUESTS FUNDED BY ALT. NO. 6 | | <u>\$132,501</u> |
| NET SAVINGS OF ALTERNATIVE NO. 6 | | <u>\$ 22,700</u> |

POLICY IMPLICATIONS

The actions proposed in this staff report are consistent with previously approved policy.

A major change in the organization of structures of the Housing Management and Maintenance Divisions are proposed.

There are no new personnel classifications being created by this reorganization. Existing classifications will be used to fill the five new positions.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Sacramento Housing and
Redevelopment Agency

RECOMMENDATIONS

The Task Force recommends the adoption of Alternative 6 as offering the best balance of cost savings and meeting the objectives set forth. Some of the cost saving measures and aspects of Alternative 6 can be implemented now while others must wait for the budget year beginning January 1, 1985.

It is recommended that the following items be implemented at this time:

1. Eliminate one Drapery Specialist and one Inspector position. These have been vacated by retirements.
2. Appoint Acting Chief of Maintenance to the permanent Chief's position to provide stability and continuity during the reorganization.
3. Eliminate one Building Maintenance Supervisor position vacated by appointment of Chief of Maintenance position.
4. Transfer function of issuing expendable stores from Central Services to Maintenance Division.
5. There are a number of minor but beneficial procedural changes in operating methods that will not have a budget impact and could be implemented without delay. Authority to implement these changes, consistent with the reorganization plan, is hereby requested.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Sacramento Housing and
Redevelopment Agency

It is recommended that the following items be implemented in conjunction with the approval of the operating budget for the calendar year beginning January 1, 1985:

1. Add one Housing Manager position to be assigned to new County units.
2. Transfer eight (8) Maintenance Worker I/II, six and one-half (6 1/2) Custodian I, and one Custodian II positions from the Maintenance Division to the Housing Management Division.
3. Eliminate one remaining Building Maintenance Supervisor position.
4. Add two (2) Maintenance Worker I positions. One position would be placed in a preventive maintenance crew and the other assigned to the new County units.
5. Add two (2) Custodian I positions. These would both be assigned to Central Elderly developments.

Respectfully submitted,

William H. Edgar

WILLIAM H. EDGAR
Executive Director

Contact Person: John E. Bridges

22

RESOLUTION NO. SHRC-

ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. RA-83 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981, AND PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE SECTION 34292 BY RESOLUTION NO. HA 81-098 ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. HA-1497 ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981.

ON DATE OF

RESOLUTION AUTHORIZING EXECUTIVE DIRECTOR TO IMPLEMENT MAINTENANCE REORGANIZATION PLAN

WHEREAS, the Executive Director has submitted a staff report dated August 28, 1984, prepared by a Task Force composed of key management staff and said report recommends a reorganization of the Maintenance Division and restructuring of its functions; and

WHEREAS, the Sacramento Housing and Redevelopment Commission has reviewed this staff report dated August 28, 1984 and accepts its findings and conclusions; and

WHEREAS, the Sacramento Housing and Redevelopment Commission is desirous of implementing this reorganization at the earliest opportunity to benefit housing operations from its savings and anticipated increased effectiveness.

NOW, THEREFORE, BE IT RESOLVED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION:

Section 1. That the Executive Director is hereby authorized to implement the reorganization plan for the Maintenance Division pursuant to the staff report of the Maintenance Task Force dated August 28, 1984; and, in particular, to take the following actions in the indicated time frames:

A. Actions to be implemented immediately:

1. Eliminate one Drapery Specialist and one Inspector positions. These have been vacated by retirements.
2. Appoint Acting Chief of Maintenance to the permanent Chief's position to provide stability and continuity during the reorganization.

3. Eliminate one Building Maintenance Supervisor position vacated by appointment of Chief of Maintenance position.
4. Transfer function of issuing expendable stores from Central Services to Maintenance Division.
5. Implement minor but beneficial procedural changes in operating methods, consistent with the reorganization plan, that will not have a budget impact and could be implemented without delay.

B. Actions to be incorporated in the 1985 Budget Approval process and implemented in January 1, 1985.

1. Add one Housing Manager position to be assigned to new County units.
2. Transfer eight (8) Maintenance Worker I/II, six and one-half (6-1/2) Custodian I, and one (1) Custodian II positions from the Maintenance Division to the Housing Management Division.
3. Eliminate one remaining Building Maintenance Supervisor position.
4. Add two Maintenance Worker I positions. One position would be placed in a preventive maintenance crew and the other assigned to the new County units.
5. Add two Custodian I positions. These would both be assigned to Central Elderly developments.

CHAIRMAN

ATTEST:

AGENCY CLERK

(22)

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

ATTACHMENT

June 14, 1984

TO : Department Heads, Division Chiefs, Program Managers and
Employees of the Housing Maintenance Staff

FROM : William H. Edgar, Executive Director

SUBJECT : Maintenance Division

As you recall, when Bud Laurin retired as the Agency's Maintenance Chief, I appointed Jerry Vickers to succeed him in an acting capacity effective April 14, 1984. Since that time, Jerry has been doing a fine job and his efforts have been recognized and appreciated.

However, as we all know, funds for housing maintenance have dwindled and we are required to investigate and review all possible efficiencies in every facet of the Agency's operations in order to insure the continued high quality of our services.

In this regard, I have taken the following action:

1. The recruitment process for the new Chief of Maintenance has been suspended for a period no later than January 1, 1985. Jerry Vickers will continue to serve in the acting capacity during this period, and I assume, will continue to excel in these responsibilities as he has in the past.
2. A task force consisting of the following people has been established:
 - . John Bridges, Director of Housing (Chairperson)
 - . Jerry Vickers, Acting Chief of Maintenance
 - . John Harmon, Chief of Housing Management
 - . Terry Wolford, Finance Director
 - . Jerry Sykes, Personnel Director

The purpose of this task force will be to take advantage of this opportunity in order to review and analyze the staffing, structure and operation of the Maintenance Division.

The task force will have the responsibility of preparing a final report and recommendations as to the future organizational and functional structure and operation of the Maintenance Division. This final report will be prepared by the end of August, 1984 in time to be included in the normal budgetary process.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

Memo Re: Maintenance Division
Page Two
June 14, 1984

The primary objectives of the above mentioned study will be:

1. To decrease the number of administrative positions and to increase the number of Maintenance Worker positions in order to provide more consistent and a higher level of field service to our clientele.
2. To decrease the overall employee services costs for the Housing Department in order to achieve or approach budgetary self-sufficiency.

The study will review, but not necessarily be limited to the following organizational structures:

ALTERNATIVE NO. 1

Status Quo

ALTERNATIVE NO. 2

1. Elimination of one (1) Building Maintenance Supervisor position.
2. Appointment of one of the current Building Maintenance Supervisors to the Chief of Maintenance position.
3. Utilization of a portion of the savings to create additional worker positions.

ALTERNATIVE NO. 3

1. Assignment of the administrative responsibilities of the Chief of Maintenance to the Chief of Housing Management.
2. Creation of a Building Maintenance Coordinator position.
3. Elimination of the Chief of Maintenance position and the two Building Maintenance Supervisor positions.
4. Establishment of an organizational structure with additional lead levels in order to reduce the scope of supervisors required from the administrative levels.
5. Utilization of a portion of the savings to create additional worker positions.

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

22

Memo Re: Maintenance Division
Page Three
June 14, 1984

ALTERNATIVE NO. 4

1. Assignment of the administrative responsibilities of the Chief of Maintenance to the Chief of Housing Management.
2. Elimination of the Chief of Maintenance position.
3. Creation of a lead Maintenance Supervisor position.

I would appreciate your assistance in helping make the study a thorough and thoughtful review and analysis of the existing system by cooperation with all of the employees involved.

If you have any questions, please call me.

William H. Edgar
WILLIAM H. EDGAR

WHE/dm

2. Elimination of the Chief of Maintenance Position.
3. Creation of a lead Maintenance Supervisor position.

ALTERNATIVE NO. 5

1. Elimination of one Building Maintenance Supervisor position.
2. Appointment of one of the current Building Maintenance supervisors to the Chief of Maintenance position.
3. Establishment of an organizational structure with additional lead levels arranged on a functional basis to reduce the scope of supervision required from the administrative levels.
4. Utilization of a portion of the savings to fund additional compensation for additional lead levels established by upgrading existing positions.

II. DEFINE MEANS OF ACCOMPLISHING MAINTENANCE FUNCTIONS WITH PRESENT OPERATING SYSTEMS

The study will examine the following maintenance functions to define present operating systems:

1. Administrative
 - a. Budgeting/Financial Control
 - b. Personnel administration
 - c. Goal setting/monitoring
 - d. Development of procedures
 - e. Policy recommendations
 - f. Organizational structures/lines of authority.
2. Service Calls
 - a. Processing flow
 - b. Volume/categories
 - c. Response times/backlog
 - d. Costs
 - e. Measuring effectiveness

3. Emergency Calls
 - a. Processing flow
 - b. Volume/categories
 - c. Response time/backlog (if any)
 - d. Costs
 - e. Measuring effectiveness
4. Janitorial Services
 - a. In-house/scheduling
 - b. Contract
 - c. Costs
 - d. Measuring effectiveness
5. Grounds Maintenance
 - a. Project-based/mobile staff
 - b. Duties
 - c. Contracts
 - d. Costs
 - e. Measuring effectiveness
6. Preventative Maintenance
 - a. Need for
 - b. Scheduling
 - c. Tasks performed
 - d. Contracts
 - e. Costs
 - f. Measuring effectiveness
7. Vacancy Processing
 - a. Recording/controlling
 - b. Contractor painting and cleaning
 - c. In-house work/inspections
 - d. Turnover time
 - e. Costs
8. Special Functions and Projects
 - a. Categories
 - b. How performed
 - c. Costs
 - d. Evaluation of necessity

22

9. Purchasing/Stores
 - a. Organizational structure and staffing
 - b. Volume of transactions
 - c. Means of controlling inventory
 - d. Disbursement of parts and supplies
10. Appliances
 - a. Pickup and delivery
 - b. Cleaning
 - c. Repair
11. Specialist Classes
 - a. Crafts categories
 - b. Union limitations
 - c. How work assigned
12. Vehicle Maintenance
 - a. Servicing and records
 - b. Inspections and safety
 - c. Towing and repair

III. STUDY OTHER HOUSING AUTHORITIES FOR COMPARATIVE PURPOSES
TO DEVELOP AND ASSIST IN EVALUATING ALTERNATIVES

1. To accomplish the above a committee of the Task Force will visit five other Housing Authorities. The Agencies selected are San Bernadino, Fresno, San Joaquin, Oakland, Los Angeles County.
2. The agencies selected will be studied in each of the categories specified in Task #2 above.
3. In forming a description of the means of accomplishing maintenance functions, the following data will be sought:
 - a. Total cost per unit of accomplishing all maintenance functions and by category identified in Task #2. Billable rates versus actual.
 - b. Organizational structure and function including organization charts and job description.

- c. Measures of effectiveness for various functions.
- d. Forms and procedures
- e. Data processing systems and procedures.

IV. DRAFT PRELIMINARY AND FINAL REPORTS WITH RECOMMENDATIONS
ON MEANS OF ACHIEVING OBJECTIVES

- 1. Identify likely alternatives.
- 2. Discuss pros and cons of each.
- 3. Identify preferred alternative and give reasons for recommendation.

V. PRESENT TO HOUSING COMMISSION AND GOVERNING BOARDS FOR
ACTION AND APPROVAL

VI. SCHEDULE OF WORK

- 1. Initial meeting June 19, 1984 (Week 1)
 - a. Discuss purposes
 - b. Make assignments
 - c. Outline Scope
- 2. June 25, 1984 (Week 2)
 - a. Examine present maintenance operations
 - b. Review Draft of Scope of Study
- 3. July 2, 1984 (Week 3)
 - a. Complete examination of present operation
 - b. Final Scope of Study presented
- 4. July 9, 1984 (Week 4)
 - a. Visit Oakland, Fresno, San Joaquin
 - b. Compile data
- 5. July 16, 1984 (Week 5)
 - a. Visit Los Angeles County, San Bernadino County
 - b. Compile data

22

6. July 23, 1984 (Week 6)
 - a. Analyze data collected
 - b. Begin draft report
7. July 30, 1984 (Week 7)
 - a. Review/revise draft report
 - b. Prepare final report
8. August 6, 1984 (Week 8)
 - a. Present final report

VII. THE TASK FORCE ASSIGNMENTS

The following areas of concentration were assigned:

1. Terry Wolford: Review financial data and projected cost savings.
2. Jerry Sykes: Co-ordinate with Unions and advise Task Force on collective bargaining issues.
3. John Harmon/
Jerry Vickers: Prepare draft and final reports.
4. John Bridges: Chairperson to co-ordinate Task Force activities and conduct meetings.

22

MAINTENANCE STUDY

COSTS/SAVINGS BY ALTERNATIVES

There will be a standard annual savings for the following elimination of positions and reassignment of positions regardless of which alternative is adopted:

| | |
|---|---------------------------|
| Eliminate one drapery Specialist position | \$26,458 (base pay) |
| | 11,376 (benefits) |
| Eliminate one Inspector position | 26,458 (base pay) |
| | 11,376 (benefits) |
| Reduction in o'head charges for Stock Clerk | 19,443 (85% of emp.serv.) |
| Add one Stock Clerk | (15,996) (base pay) |
| | (6,878) (benefits) |
| Standard Annual Savings | <u>\$72,237</u> |

ALTERNATIVE NO. 1

Status Quo

| | | |
|---|-----------------------|--------------------------|
| Standard savings | | \$72,237 |
| Add two lead Mechanics | \$ (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) | |
| | (1,137) (benefits) | |
| COST OF ALTERNATIVE NO. 1 | | <u>\$ (7,220)</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 1 | | <u>\$65,017</u> |

ALTERNATIVE NO. 2

| | | |
|---|---------------------|-------------------------|
| Standard savings | | \$ 72,237 |
| Eliminate one Supervisor position | \$31,525 (base pay) | |
| | 13,556 (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) | |
| | (1,137) (benefits) | |
| SAVINGS OF ALTERNATIVE NO. 2 | | <u>\$ 37,861</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 2 | | <u>\$110,098</u> |

ALTERNATIVE NO. 3

| | | |
|---|---------------------------|-------------------------|
| Standard Savings | | \$ 72,237 |
| Eliminate 1 Chief of Maint. position | \$37,814 (base pay) | |
| | 16,260 (benefits) | |
| Eliminate two Supervisor positions | 63,066 (base pay) | |
| | 27,118 (benefits) | |
| Add one Maint. Coordinator position | (35,069) (base pay) | |
| | (15,080) (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) | |
| | <u>(1,137) (benefits)</u> | |
| SAVINGS OF ALTERNATIVE NO. 3 | | <u>\$ 86,887</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 3 | | <u>\$159,126</u> |

ALTERNATIVE NO. 4

| | | |
|---|---------------------------|-------------------------|
| Standard Savings | | \$ 72,237 |
| Eliminate 1 Chief of Maint. position | \$37,814 (base pay) | |
| | 16,260 (benefits) | |
| Add one lead Supervisor position | (1,577) (base pay) | |
| | (678) (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) | |
| | <u>(1,137) (benefits)</u> | |
| SAVINGS OF ALTERNATIVE NO. 4 | | <u>\$ 44,599</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 4 | | <u>\$116,836</u> |

ALTERNATIVE NO. 5

| | | |
|---|---------------------------|-------------------------|
| Standard Savings | | \$ 72,237 |
| Eliminate one Supervisor position | \$31,525 (base pay) | |
| | 13,556 (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) | |
| | (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) | |
| | <u>(1,137) (benefits)</u> | |
| SAVINGS OF ALTERNATIVE NO. 5 | | <u>\$ 37,861</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 5 | | <u>\$110,098</u> |

22

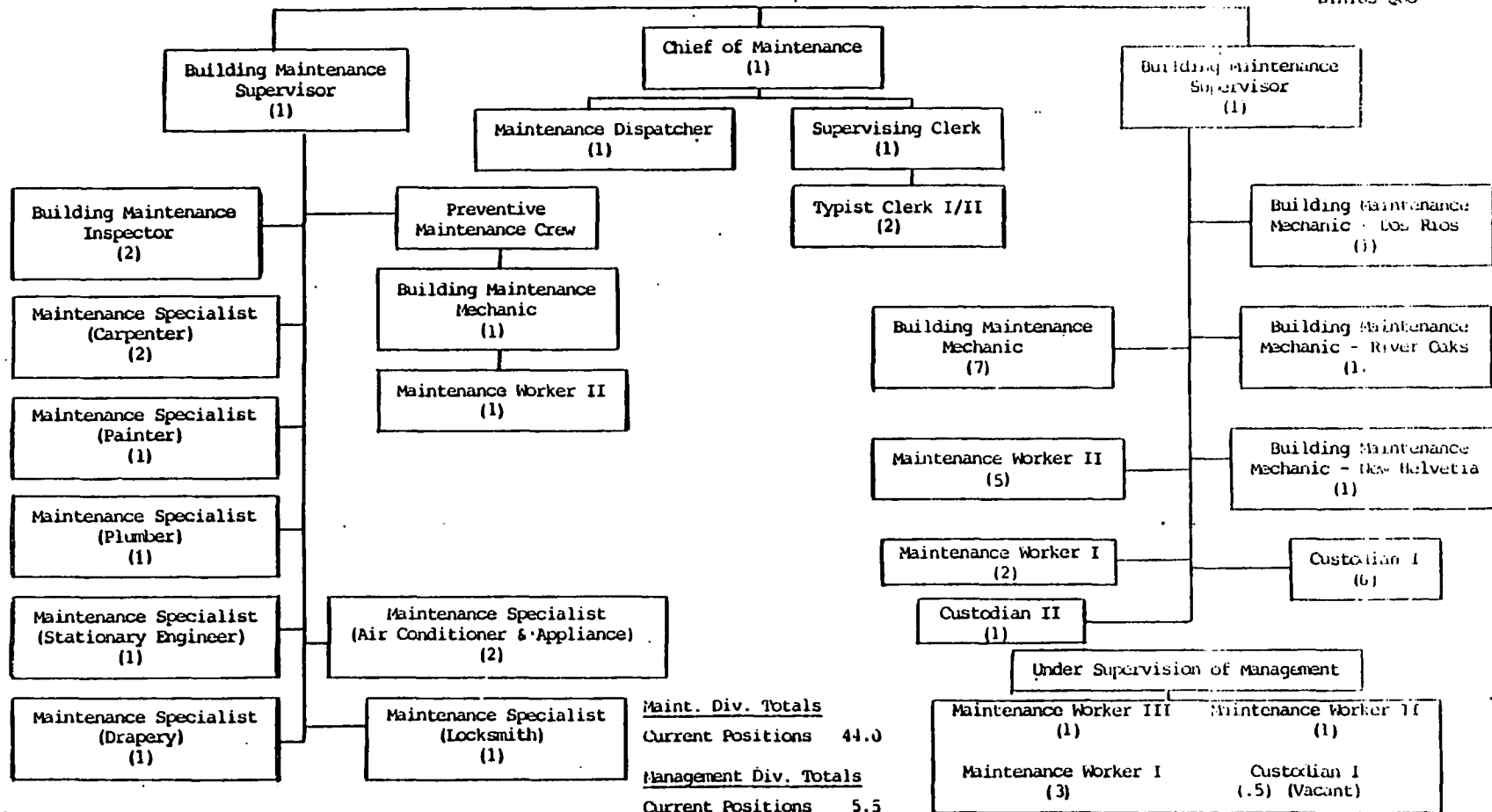
ALTERNATIVE NO. 6

| | | |
|------------------------------------|---|-------------------------|
| Standard Savings | | \$ 72,237 |
| Eliminate two Supervisor positions | \$63,066 (base pay) 27,118 (benefits) | |
| Add two lead Mechanics | (2,404) (base pay) (1,033) (benefits) | |
| Add two lead Specialists | (2,646) (base pay) <u>(1,137) (benefits)</u> | |
| SAVINGS OF ALTERNATIVE NO. 6 | | <u>\$ 82,964</u> |
| TOTAL SAVINGS OF ALTERNATIVE NO. 6 | | <u><u>\$155,201</u></u> |

**HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART**

ALTERNATIVE NO. 1

STATUS QUO



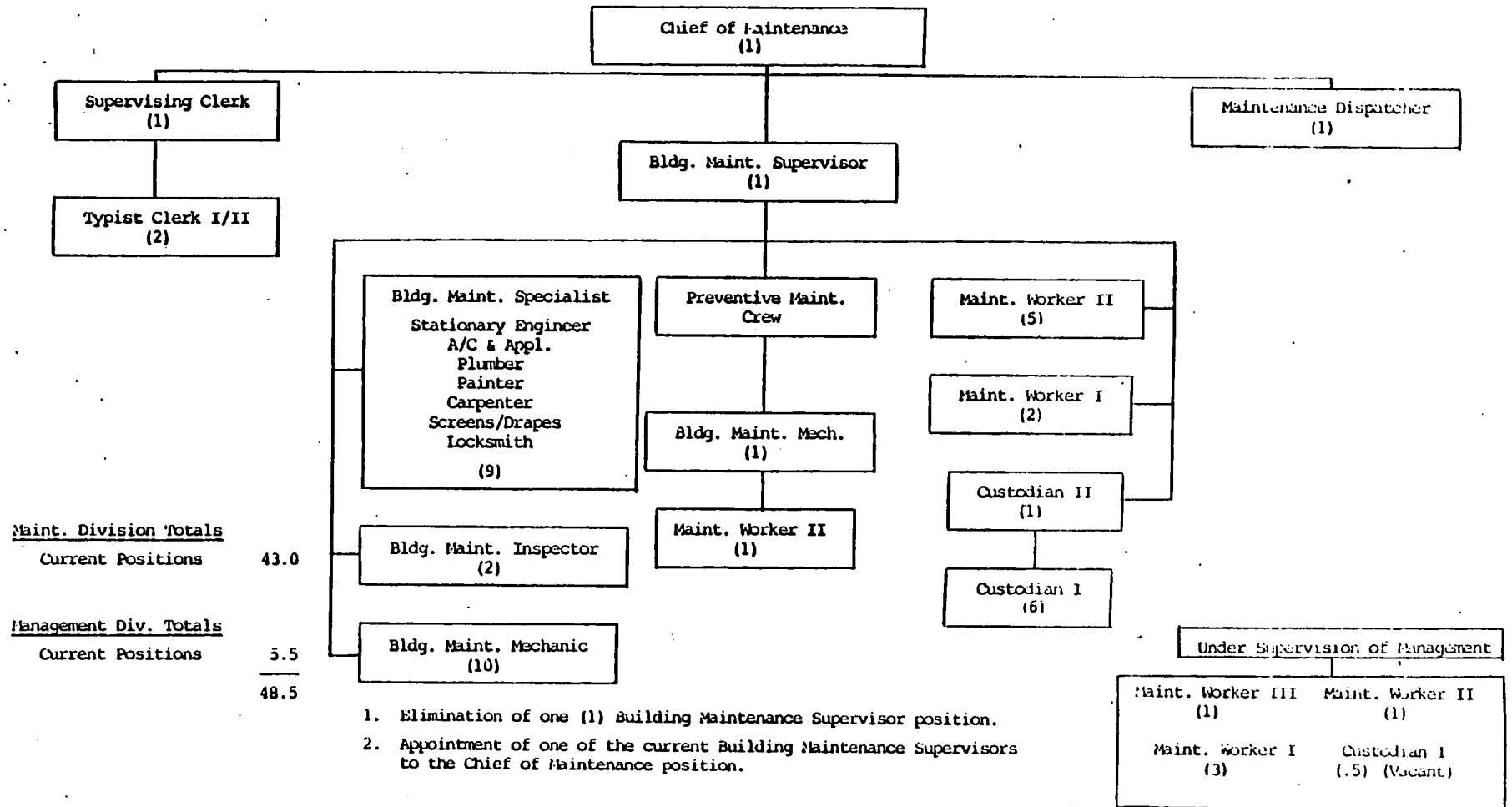
(36)

() = Denotes number of positions

ATTACHMENT 4

**HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART**

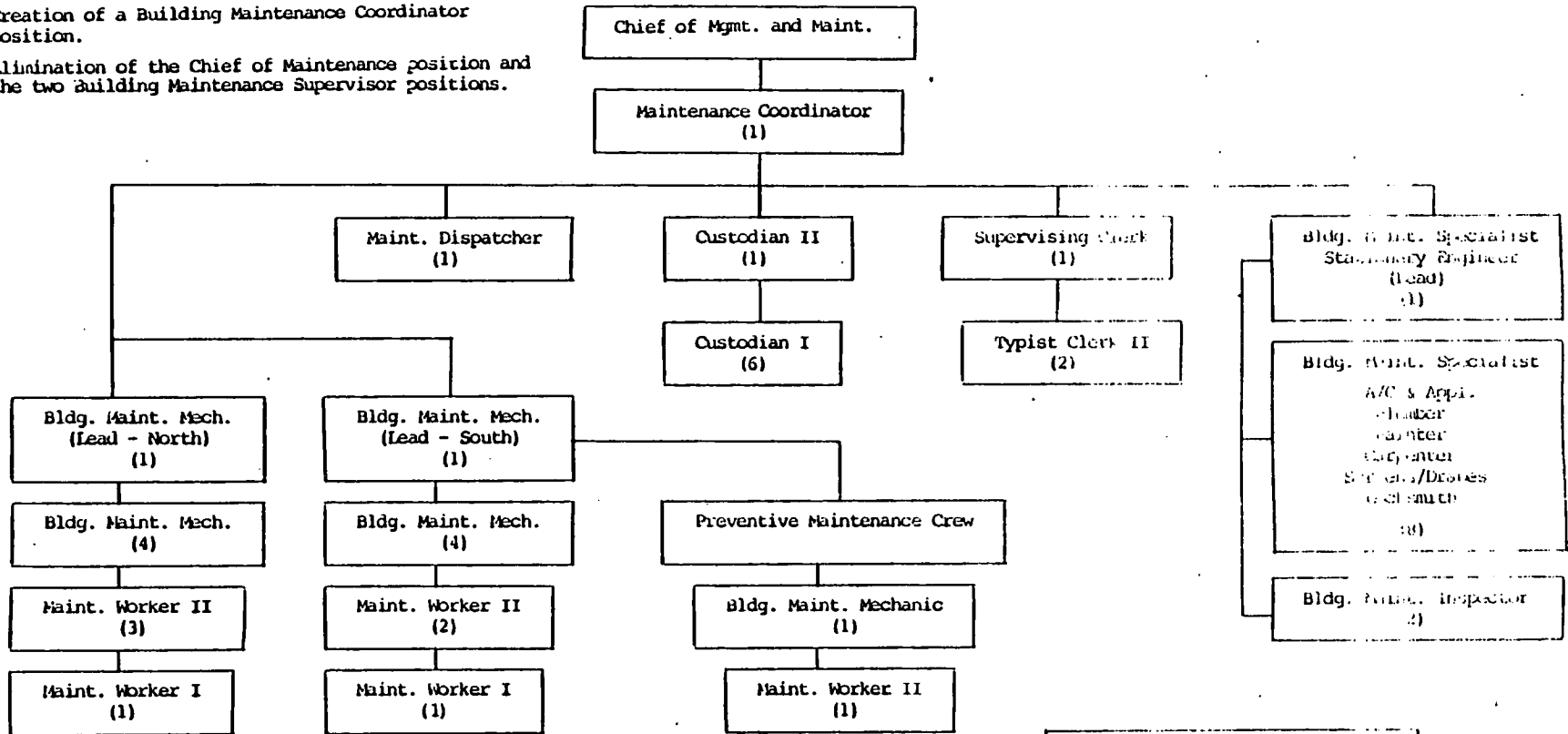
ALTERNATIVE NO. 2



1. Assignment of the administrative responsibilities of the Chief of Maintenance to the Chief of Housing Management.
2. Creation of a Building Maintenance Coordinator position.
3. Elimination of the Chief of Maintenance position and the two building Maintenance Supervisor positions.

HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART

ALTERNATIVE NO. 3



Maintenance Division Totals

Current Positions 42.0

Management Division Totals

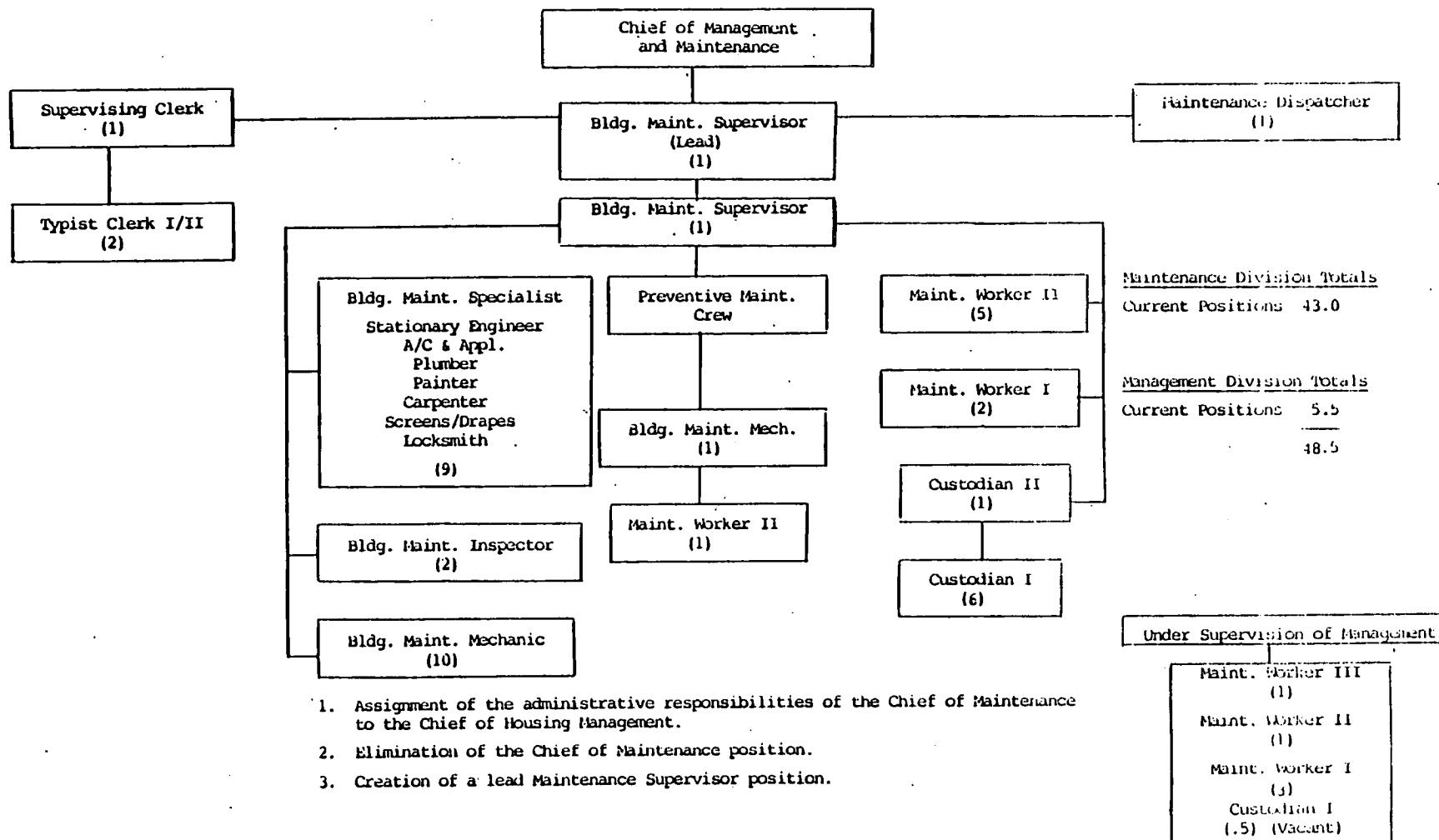
Current Positions 5.5

47.5

ll

HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART

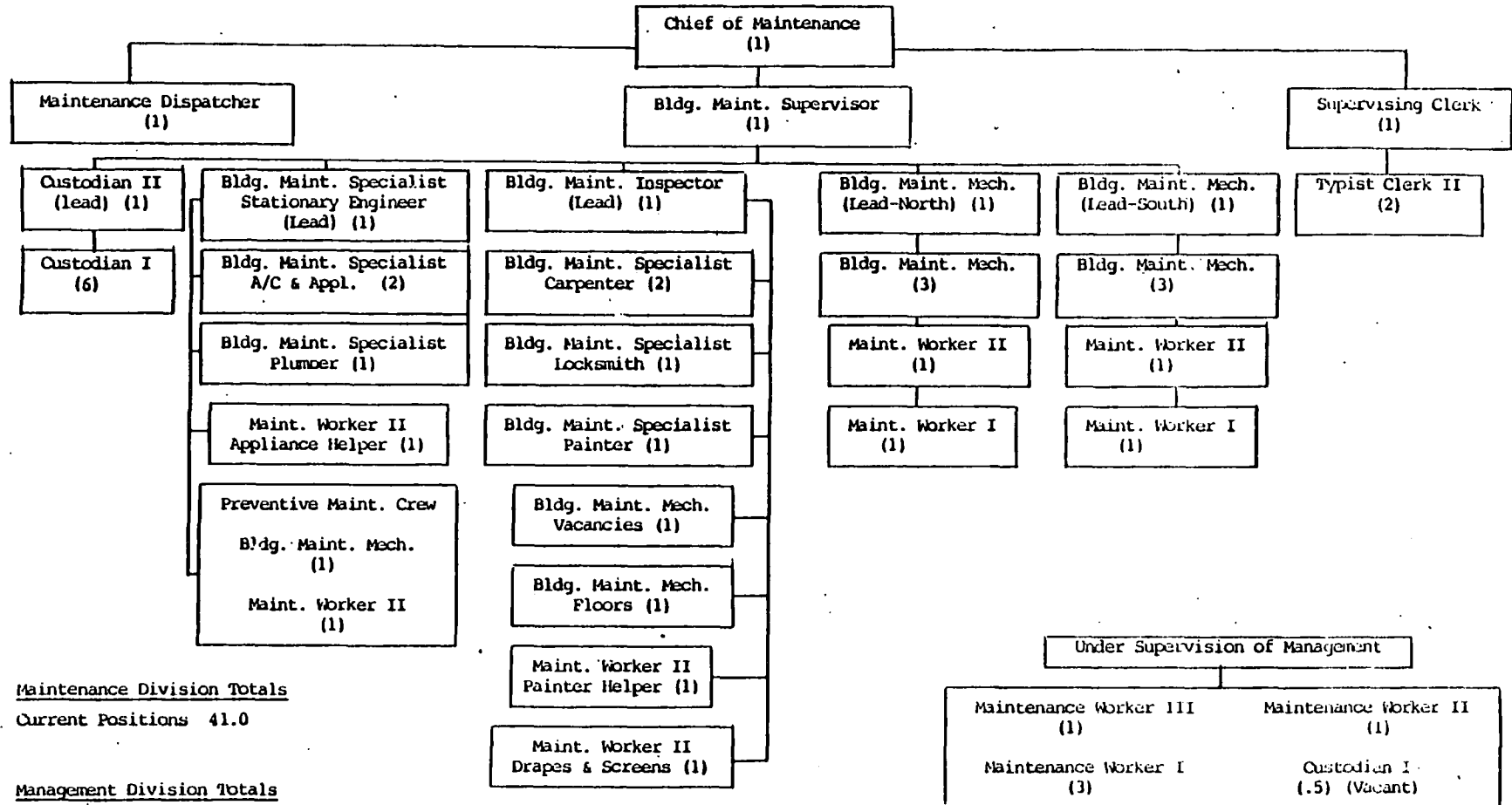
ALTERNATIVE NO. 4



1. Assignment of the administrative responsibilities of the Chief of Maintenance to the Chief of Housing Management.
2. Elimination of the Chief of Maintenance position.
3. Creation of a lead Maintenance Supervisor position.

**HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART**

ALTERNATIVE NO. 5



Maintenance Division Totals

Current Positions 41.0

Management Division Totals

Current Positions 5.5

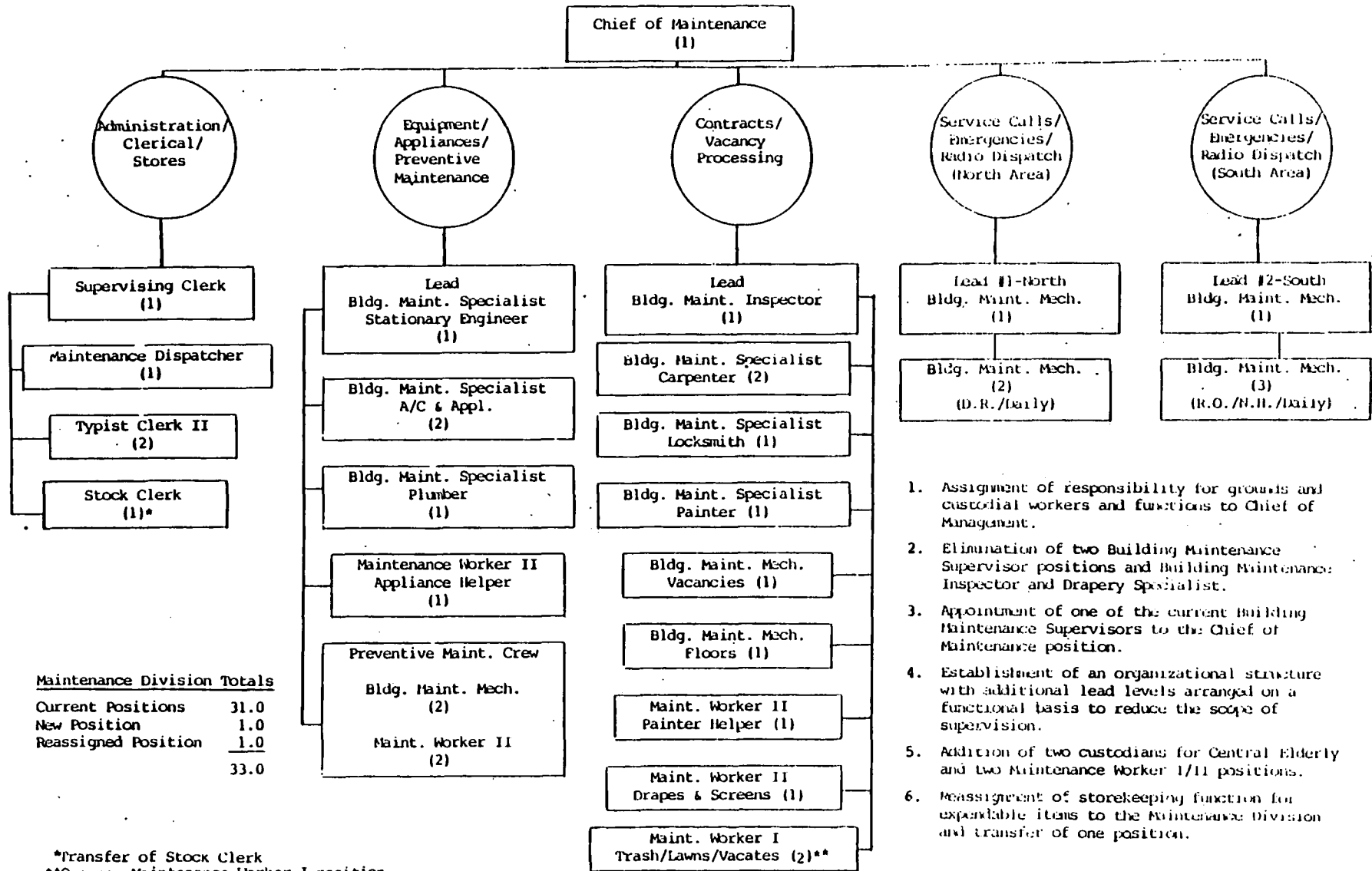
46.5

1. Eliminate one (1) Building Maintenance Supervisor position.
2. Eliminate two (2) Specialists positions (drapes, inspector).
3. Appoint one of the current Building Maintenance Supervisors to the Chief of Maintenance.
4. Create four (4) lead person positions.

lg

HOUSING MAINTENANCE DIVISION
ORGANIZATION CHART

ALTERNATIVE (A). 6



Maintenance Division Totals

| | |
|---------------------|------|
| Current Positions | 31.0 |
| New Position | 1.0 |
| Reassigned Position | 1.0 |
| | 33.0 |

*Transfer of Stock Clerk

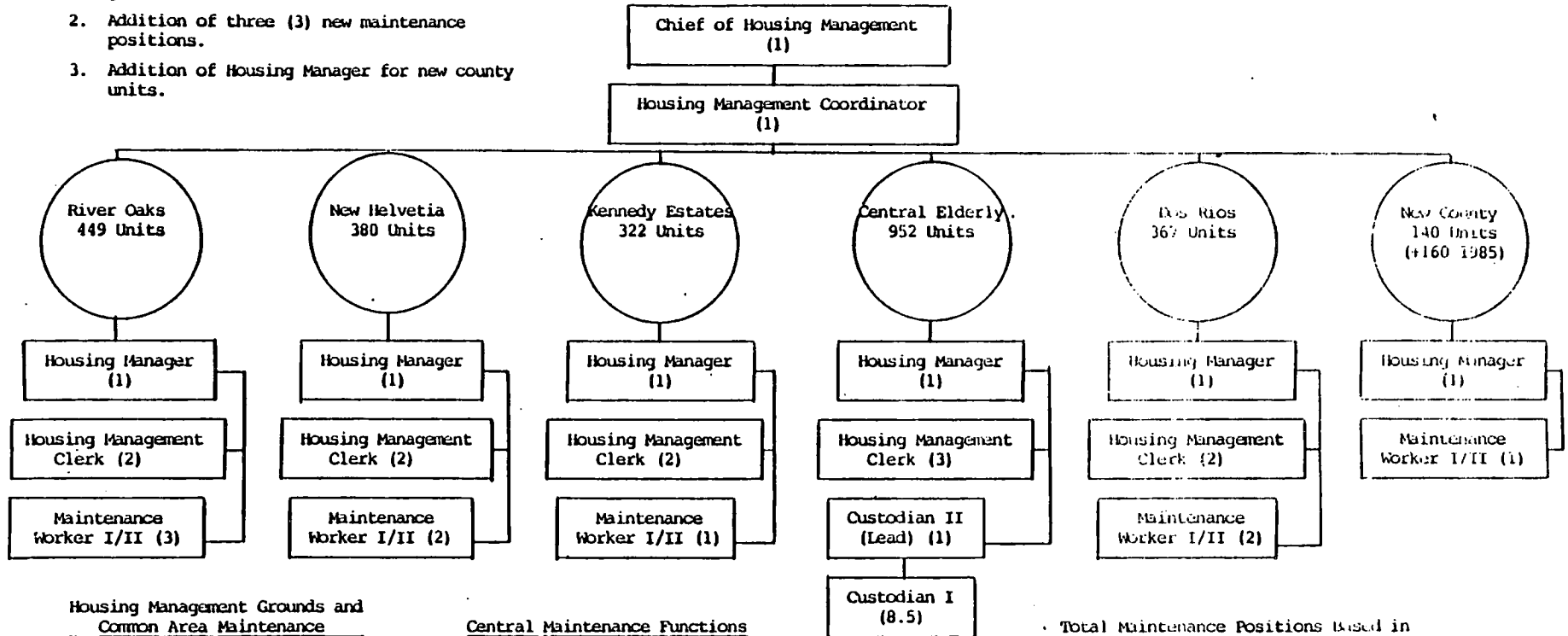
**One new Maintenance Worker I position

1. Assignment of responsibility for grounds and custodial workers and functions to Chief of Management.
2. Elimination of two Building Maintenance Supervisor positions and Building Maintenance Inspector and Drapery Specialist.
3. Appointment of one of the current Building Maintenance Supervisors to the Chief of Maintenance position.
4. Establishment of an organizational structure with additional lead levels arranged on a functional basis to reduce the scope of supervision.
5. Addition of two custodians for Central Elderly and two Maintenance Worker I/II positions.
6. Reassignment of storekeeping function for expendable items to the Maintenance Division and transfer of one position.

**HOUSING MANAGEMENT DIVISION
ORGANIZATION CHART**

ALTERNATIVE NO. 6

1. Transfer of 15.5 maintenance personnel in grounds and custodial functions.
2. Addition of three (3) new maintenance positions.
3. Addition of Housing Manager for new county units.



Housing Management Grounds and Common Area Maintenance

1. Litter control; leaf removal
2. Sprinkler repair (except mains)
3. Floor waxing, vacuuming
4. Graffiti removal
5. Restroom cleaning
6. Laundry room cleaning
7. Rain gutter cleaning
8. Garbage bin cleaning and spraying
9. Fence repair

Central Maintenance Functions

1. All service calls (interior unit work)
2. Vacancy debris removal and pest spraying
3. Extraordinary maintenance
4. Preventive maintenance
5. Building systems
6. A/C & heating repairs
7. Fence construction
8. Floor and carpet repair and installation

Total Maintenance Positions Based in Housing Management

| | |
|-------------------------|------------|
| Maintenance Worker I/II | 9.0 |
| Custodian II (Lead) | 1.0 |
| Custodian I | 8.5 |
| | <hr/> 18.5 |

Handwritten initials

22

BACKGROUND - FIELD VISITSSan Joaquin County Housing AuthorityAdministrative

The San Joaquin County Housing Authority owns 1,145 conventional public housing units and manages and maintains 180 units of privately owned Section 8 housing. The maintenance operation is completely decentralized with all staff based and supervised at the field office level. All maintenance personnel are thus directly under the supervision of project managers. A Technical Director who primarily handles modernization and new construction activities is available for technical assistance to maintenance if needed. There is not a Chief of Maintenance.

Service Calls

The Authority does not keep centralized records of service calls by total number or by category. All maintenance personnel are generalists and can respond to any type of call. If beyond the skill level of available personnel, calls are referred to outside contractors.

Emergency Calls

The answering service for the Housing Authority screens calls to determine if they are truly of an emergency nature. Electricity outages, gas leaks and roof leaks are considered emergencies. A stopped-up toilet is not considered an emergency. A maintenance man for the area of the call is contacted by the answering service. Personnel are paid double time with a two hour minimum. No standby pay is provided, but those subject to call take Authority vehicles to and from work on a daily basis.

Janitorial

Janitorial services for offices and common areas are performed on a contract basis. Vacant unit cleaning and the common areas of one building are performed by in-house labor.

Grounds Maintenance

All grounds maintenance is performed by project-based staff. The Authority is in the processing of installing automated irrigation systems. Persons doing community service work in lieu of jail time are used to assist in letter clean-up. Two standard colors are used for buildings to simplify painting out graffiti and touch-up work.

Preventive Maintenance

Preventive maintenance is performed as needed through work orders. There is not a regular schedule or overall plan for this. Preventive maintenance is performed by regular maintenance personnel as time permits.

San Joaquin County Housing Authority (continued)

Vacancy Processing

All vacancy work is done in-house. Area managers are responsible for controlling this function.

Extraordinary Maintenance

Extraordinary maintenance is performed as determined by the area managers.

Purchasing/Stores

The purchasing unit is part of the Finance Department. Purchases up to \$2,500 are approved by the Purchasing Agent; \$2,500 to \$5,000 by the Executive Director and over \$5,000 by the Commission. A perpetual inventory with stock numbers is used. The Authority is in the process of establishing a central stores area for inventory. The manager and the maintenance foreman for the area sign each stores requisition. Thirty-five (35) open purchase orders are used, based first on proximity to the projects and second, on price. Each open purchase order can be used by only one person and has a single purchase limit of \$250.

Appliances

The Housing Authority does not supply refrigerators except to elderly tenants. It does not supply washers and dryers in handicapped units. Refrigerators and stoves are pulled from vacancies to prevent theft. All cleaning and repair is done in-house.

Specialist Classes

The Housing Authority has no craft classifications for its maintenance personnel. Definitions of classifications are: Maintenance Specialist II - a mechanic, does all types of work; Maintenance Specialist I - primarily a painter, does other semi-skilled work; Maintenance Worker II - a "glorified" laborer, works on vacancies, irrigation; Maintenance Worker I - a laborer does grounds and custodial duties. Personnel are allowed to work out of class up to six weeks without additional compensation. This is justified as a "training opportunity". The employees are represented by collective bargaining.

Vehicle Maintenance

The Housing Authority notes that one side benefit of decentralization has been a reduction in the size of their vehicle fleet from 48 to 38. All vehicle maintenance is contracted to be performed during off-work hours.

22

San Joaquin County Housing Authority (continued)

Safety inspections are performed by the driver of each vehicle. Personnel are allowed to pick the type of vehicle they want to utilize. Retirement of vehicles is planned for 10 years or 100,000 miles. A vehicle in fundamentally good condition due for retirement will have a new engine installed and be utilized another three years.

BACKGROUND - FIELD VISITS

Fresno Housing Authority

Administrative

The Fresno Housing Authority has 1300 conventional units and four administrative operating departments. The maintenance division is decentralized into six separate, functional units. One unit performs a central maintenance function and only provides select services for repairs to appliances and is under the direction of the maintenance coordinator. The remaining five maintenance units are under the direction of the five area housing managers. Employees are assigned to work in a select geographical housing area. The maintenance division has a total of 67 positions with each maintenance unit consisting of maintenance supervisors, maintenance mechanics, technicians and trainees.

Service Calls

Service requests are received at each of the five area housing offices and work orders are prepared by the clerks and dispatched by the maintenance supervisor assigned to that maintenance unit. When the request requires the services of the central maintenance unit, the work order is forwarded and an employee is dispatched by the maintenance coordinator. No records are compiled for number of work orders completed or backlog of work orders.

Emergency Calls

Emergency on call is performed on a rotation basis by three employees—one in the city and two in the county. The Authority employs an answering service and the employees are notified by electronic pagers. The standby pay is \$42.00 per week. The employee is only paid for time worked while on call. Employees on call take Authority vehicles to and from work on a daily basis.

Janitorial

All custodial work is performed in house by trainee personnel with the exception of the central office, which is contracted.

Grounds Maintenance

Grounds maintenance is all performed in house with the exception of C.H.F.A. developments (two 50-unit), which are contracted.

Preventive Maintenance

The Authority has no formal preventive maintenance program at this time, but annual inspections of units are performed yearly by the area housing manager.

22

Fresno Housing Authority (continued)

Vacancy Processing

Vacates are inspected by the project manager and all work is scheduled by the maintenance supervisor and performed in house. Exception: Painting and cleaning are contracted in C.H.F.A. developments only. Average turnover time for maintenance is presently 7 working days.

Extraordinary Maintenance

The Authority is presently expanding off-street parking facilities in one major development and performing an extensive exterior painting program. Funding is being provided by C.I.A.P. and local volunteer programs.

Purchasing/Stores

Central stores is part of the Purchasing Division and is under the direction of the General Services Department and issues stock to the area maintenance units. The maintenance supervisor submits a stores requisition and picks up stock once a week on a prescheduled day. Stock is directly charged to the area when drawn from central stores. Each area maintenance unit has shop stock stored on site and truck stock in vehicles. When the stock is issued to an area, the area housing manager is responsible for its issuance and usage. Open purchase orders are established at several local vendors with \$100.00 limit per release.

Appliances

Appliances are provided by the Agency and maintained by the central shop personnel.

Specialist Classes

The Authority has no craft classifications for its maintenance personnel. The employees are represented by collective bargaining.

Vehicle Maintenance

There is no formal written policy for replacement of vehicles. Safety inspections are performed monthly by the driver of the vehicle. Vehicle maintenance is scheduled by the maintenance supervisor.

BACKGROUND - FIELD VISITS

Los Angeles County Housing Authority

Administrative

The maintenance functions of the Los Angeles County Housing Authority are carried out by a combination of centralized and decentralized staffing. Service calls and grounds maintenance are carried out by personnel working under a maintenance supervisor who reports to an area housing manager. Vacancy painting work, maintenance of the central office, training, and technical assistance are provided by the Central Maintenance unit headed by the Maintenance Coordinator.

Forty-one positions of forty-six authorized are presently filled. The Maintenance Coordinator found this level to be inadequate and that grounds and preventive maintenance were suffering. The Authority owns 2,491 apartments on 32 sites divided into 1,085 family and 1,406 elderly units. A 700 unit family project is being extensively remodeled through CIAP funds and is nearly 50% vacant.

Service Calls

Requests for service in the larger projects and scattered sites are initiated by the tenant calling the area office. The smaller sites place Maintenance Request forms in a convenient location for tenants to fill out and drop in a box. A maintenance man picks up these requests twice each day.

In June of 1984, the maintenance workers completed 1,210 work orders, 218 or 18% in skilled trades. Average response time was 4.2 days and 283 work orders are backlogged.

Emergency Calls

Emergency maintenance requests are received directly by responsible project staff. The Authority had only 45 emergency call outs during the past 12 months. Emergencies are defined as: immediate hazard to health or safety; major water leaks; lack of electrical power. A stopped up toilet can wait up to 16 hours until the next regular business day (e.g. after 4:00 p.m. on Sunday, requests would wait until 8:00 a.m. on Monday).

Janitorial

Elderly facilities have a resident custodian paid \$800 per month plus a free apartment. Their duties are to answer the emergency call system and vacuum carpets and clean common area restrooms.

22

Janitorial (continued)

All central office cleaning work is done by contract janitorial services after hours. Some miscellaneous work is handled by day-time in-house labor.

Grounds Maintenance

Grounds maintenance at all but one of the Authority's facilities is performed in-house. Larger sites have on site staff, smaller sites are maintained by resident custodians or mobile staff.

The Authority finds that the overall savings of performing grounds maintenance in-house versus contract is 16%. These figures are based on comparing in-house costs to actual outside bids.

Preventive Maintenance

Local maintenance supervisors in the project offices schedule preventive maintenance as time becomes available. Air conditioners, hot water circulation pumps, water heaters, lawn equipment, 3 wheel haulsters, automotive equipment and emergency generators receive preventive maintenance attention. An annual inspection of all apartments is attempted.

Elevators have preventive maintenance provided through a service contract.

Vacancy Processing

Vacancies are recorded by the project offices. All painting and cleaning work is done in-house. Local project staff do the preparation work before painting and central maintenance operates a mobile paint crew with airless spray equipment. All painting is done with semi-gloss enamel to enable tenants to clean their own walls, and in the case of some elderly units, avoid a repaint on turnover.

The average time in maintenance is 4.2 days. However, it should be noted that two-thirds of the units are elderly.

Extraordinary Maintenance

Special needs and major rehabilitation are provided by contract usually through CIAP.

Purchasing/Stores

The Authority has a separate central purchasing/stores unit. However, because of large distances between projects, maintenance does 70% of its purchasing through local vendors on open purchase orders. The limit per vendor is \$2,500 per month and per purchase \$300. The \$300 limit can be exceeded with justification. Vendors are selected by sampling prices.

Purchasing/Stores (continued)

Very few materials are inventoried, due to the flexibility allowed by the open purchase orders. Amounts up to \$5,000 may be purchased without Purchasing involvement and formal bid. However, competitive pricing is used. The Authority had Purchasing completely take over maintenance buying for a period of time. It was found that the overhead rate was \$4,800 for \$3,000 work of goods purchased.

Appliances

The Authority is attempting to reduce appliances (ranges, refrigerators and garbage disposals) whenever possible. In new developments, appliances are not furnished unless the local government insists upon it (the County Authority operates in a number of incorporated cities). If, upon turnover, repair costs are prohibitively high, the appliance is retired and not replaced.

All cleaning and repair of appliances is done by in-house staff. Appliances are not pulled from vacancies unless the Maintenance Supervisor feels there is a high risk of theft.

Specialist Classes

The Authority does not have craft classifications. Definitions of classifications are: Grounds Worker - all grounds duties and some building repair; Maintenance Worker I - general service calls; Skilled Trades Worker - craft level skills not limited to any particular craft; Painter. The employees are represented by collective bargaining.

Vehicle Maintenance

The Authority employs one Skilled Trades Worker to service its fleet of 60 vehicles. All tasks are done in-house except front end work, transmission work and body work. Scheduling and record keeping are performed by a clerk. Quarterly safety inspections are performed on all vehicles. There is no replacement or retirement policy.

22

BACKGROUND - FIELD VISITS

San Bernardino County Housing Authority

Administrative

The San Bernardino County Housing Authority owns 1,562 conventional public housing units. The maintenance operation utilizes project-based staff for routine service calls, groundskeeping, and vacancy work (except painting). Project-based staff work under the supervision of the Housing Managers. The central maintenance shop operates appliance repair, air conditioning servicing, skilled trades, vacancy painting crews, and provides technical assistance and training.

A Maintenance Supervisor handles the day-to-day operation of the central maintenance shop. The Maintenance Superintendent provides administrative control and also runs the modernization program, largely through force account labor.

Service Calls

All service requests are received at the project offices either by telephone or walk ins. The Authority does not keep centralized records and statistics on work orders. If a request is beyond the capacity of project staff to handle, the Housing Manager will contact central maintenance.

Emergency Calls

The Area Housing Manager is on call during off duty hours and receives calls directly at his home. He determines if the call is of an emergency nature, and when necessary refers it to a member of the maintenance staff assigned to that particular housing area. On call personnel who respond are paid time and a half for time worked. There is no stand-by pay.

Janitorial

Janitorial services for offices are performed by maintenance workers, with the exception of the central office, which is contracted. Vacant unit cleaning is performed in house by tenants who are employed as "casual workers," limited to a maximum number of hours worked each week. Scattered site units are cleaned by contract.

Grounds Maintenance

All grounds maintenance is performed by project-based staff under the direction of the Area Manager. No grounds maintenance is contracted.

Preventive Maintenance

There is no formal preventive maintenance program, but annual inspections are performed by the Area Manager, who generates work orders for needed

San Bernardino County Housing Authority (continued)

work. Seasonal cleaning and servicing of air conditioning units, including filter changes, are performed on a scheduled basis with a record keeping file on addresses and dates of services.

Vacancy Processing

All vacancy work is done in house. Area Managers are responsible for controlling this function.

Extraordinary Maintenance

Extraordinary maintenance is performed as determined by the Area Managers.

Purchasing/Stores

The purchasing unit is a part of the Finance Department. The Purchasing Agency works closely with the Maintenance Division for standardization of parts and materials, and requirements are tailored to their needs. There is a central stores function located within the central maintenance shop facility and is under the direction of the central shop superintendent. Stock is distributed to work sites on a select day of the week, where the area manager maintains a small working inventory. All receiving of stock is performed by central maintenance. Two open purchase orders are used with a single purchase limit of \$250.00. Paper stock is stored at the central office and is considered "open stock." Personnel fill their own requirements on an as-needed basis. The central stores has a perpetual inventory which is computerized. Print outs of usage and restock requirements are received on an as-needed basis.

Appliances

Appliances are supplied and maintained by the Authority. Refrigerator repairs are performed by central maintenance personnel. Loaner refrigerators are supplied to the tenant during the time repairs are being performed.

Specialist Classes

The Authority has one craft specialist classification. This employee has the skills and performs all the duties in several craft areas, including: electrical, plumbing, welding, appliance repair, air conditioning repair, forced air heating repairs and automotive maintenance. Within the total maintenance structure, additional classifications include painter positions, helper positions and treetrimer/groundsmen positions. The employees are not represented by collective bargaining.

San Bernardino County Housing Authority (continued)

Vehicle Maintenance

The Authority has a vehicle replacement policy of eight years or 80,000 miles, whichever comes first. Repairs are performed in house and by contract depending on the availability of staff. Most major repairs are performed by contract. No formal safety inspections are made. Service records and scheduling is performed by the central office.

BACKGROUND - FIELD VISITS

City of Oakland Housing Authority

Administrative

The City of Oakland Housing Authority has 3,250 conventional units located on 260 different sites. The Authority has eight operating departments. The maintenance department is centrally located and supervises all maintenance functions with one director, one administrative assistant, one administrative analyst, one office supervisor, four maintenance supervisors and various skilled and semi-skilled employees, for a total of 90 positions. The annual budget exceeds \$3,000,000.00.

Housing units are divided into two geographic areas (east and west) with select maintenance personnel assigned to each area, with the exception of the preventive maintenance crew and grounds crew, which service both areas.

Service Calls

Service requests are received at a central calls/dispatch area, counted and categorized by urgency of need. Requests are input into a computer and work orders are generated by category. The criteria for scheduling is as follows: emergency—same day service, urgent—within three days, routine—within two weeks, backlog—when time permits. Work orders are placed in the maintenance supervisor's bin for scheduling of work and employee assignment. There are presently 2,600 work orders in the backlog category. The maintenance department completes between 1,400 and 1,500 work orders monthly. The radio dispatch function is used for emergency situations, redirecting employees under the supervision of the area supervisors and dispatching prescheduled daily service requests.

Emergency Calls

Emergency on call is provided by a swing shift employee Monday thru Friday with weekend service provided by day shift employees on a rotation basis. The maintenance supervisor is also required to be on call. An answering service notifies on-call personnel by electronic page. No stand by pay is provided, but those on call take Authority vehicles to and from work on a daily basis.

Janitorial

All custodial work is performed by grounds personnel with the exception of the central office, which is contracted, and one hi-rise elderly complex where service is provided by a resident manager.

Grounds Maintenance

All grounds maintenance is prescheduled by day of the week in each area by the grounds supervisor. All grounds work is done in house.

22

City of Oakland Housing Authority (continued)

Preventive Maintenance

Preventive maintenance is staffed by a crew of eight employees (1 lead worker, 1 painter, 3 painter trainees, 3 maintenance aids). The program concentrates its efforts on common areas and the exterior of the building and grounds. No interior inspections are performed. Painting, fence repair, waterproofing and grounds maintenance are the areas serviced.

Vacancy Processing

Vacates are received and processed through central maintenance. The vacancy maintenance supervisor makes the turnover inspections and estimate of cost for tenant related damage. Work orders are generated off the inspection report and work is scheduled by the vacancy supervisor. All work, with the exception of floor coverings (linoleum), is performed by in-house staff. The average turnover time for maintenance is presently 41 days.

Extraordinary Maintenance

Extraordinary maintenance is performed as determined by the Director of Maintenance.

Purchasing/Stores

Central stores is a part of the Purchasing Department and issues all parts and equipment to the maintenance department. A warehouse issue form is prepared and authorized by a maintenance supervisor for replacement of all truck stock. Stores inventories and usage is by computer, but no project center cost codes are used. All stock is charged to maintenance when drawn from stores. Contract services are for a duration of one year with a maximum limit on the contract amount.

Appliances

Refrigerators are only supplied to elderly tenants. None are supplied for family units. Stoves are presently being phased out and are only maintained for elderly tenants. Replacements are provided by exception for elderly only at the request of management. (During 1983 only fifteen 30" stoves were replaced.)

Specialist Classes

The Authority has craft classifications in plumbing, electrical and painting. The employees are represented by collective bargaining.

City of Oakland Housing Authority (continued)

Vehicle Maintenance

The Authority has a fleet of 63 vehicles and has no formal written policy for replacement of vehicles. Service of vehicles is scheduled by the maintenance supervisors.