



# CITY OF SACRAMENTO

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**DEPARTMENT OF PERSONNEL**  
PERSONNEL MANAGEMENT SERVICES DIVISION  
801 NINTH STREET, ROOM 210  
SACRAMENTO, CALIF. 95814  
TELEPHONE (916) 449-5728/5729

**DONNA L. GILES**  
DIRECTOR OF PERSONNEL

May 29, 1980

City Council of the  
City of Sacramento  
915 "I" Street  
Sacramento, CA. 95814

**APPROVED**  
BY THE CITY COUNCIL

**JUN 10 1980**

OFFICE OF THE  
CITY CLERK

Honorable Members in Session:

## SUMMARY

This Classification Study was requested by the Budget and Finance Committee with the purpose to develop and/or review appropriate classifications for the staff work performed in the PAC's and to make salary recommendations based on this analysis.

The study was conducted by utilizing the comparative analysis method, involving job audits and comparison of applicable job specifications.

Consideration was given to the PAC's unique community oriented roles, duties and scope of responsibilities. In a concerned effort to provide a comprehensive study, a significant amount of relevant data from various sources throughout the State of California (PAC's), County and City of Sacramento and Sacramento Housing and Redevelopment Agency was collected, tabulated and analyzed. Numerous field visits throughout the Target Areas were conducted in an effort to appreciate the complexity of duties and responsibilities of the PAC staffs. Additionally, visits were made to the three PAC's staffs and regular PAC meetings.

Based on the data developed in the study and the analysis made, it is concluded that similarities of the basic duties and responsibilities of each staff warrant common job specifications, staffing patterns, and salary ranges. Therefore, it is recommended that the staff of the PAC's be reallocated to the following revised classifications: Executive Director, Community Services Specialist and Typist Clerk II.

## HISTORICAL BACKGROUND

California State Health and Safety Code Article 6.5, Section 33388 required "the legislative body of a city or county to call upon the residents and existing community organizations in a redevelopment project area, within which a substantial number of low and moderate income families are to be displaced by the redevelopment project, to form a Project Area Committee."

Section 33386 required that the "Redevelopment Agency through its staff, consultants, and agency members shall upon the direction of and approval of the

legislative body consult with and obtain the advice of the Project Area Committee concerning those policy matters which deal with the planning and provision of residential facilities or replacement housing for those to be displaced by project activities. The agency shall also consult with the committee on other policy matters which affect the residents of the Project Area. The provisions of this section shall apply throughout the period of preparation of the redevelopment plan and for a three-year period after the adoption of the redevelopment plan, subject to year-to-year extensions by the legislative body."

The PAC concept in the Sacramento area was initially established in Del Paso Heights as the Del Paso Heights Neighborhood Development Project (NDP), as approved by the Department of Housing and Urban Development on April 1, 1970. This was followed by the Oak Park PAC in September, 1971, and the Alkali Flat PAC on June 16, 1972. As previously noted, the primary reason for the establishment of the Sacramento PAC's, in 1970, as well as today, was to offer residents of the urban renewal project area the opportunity to have a voice in the redevelopment process of their immediate community, thus insuring that:

- Various needs of their neighborhood are met
- Citizens learn new capabilities and skills
- Citizens meaningfully share in the renewal process

The participants in a PAC are project area residents, business owners, or property owners. The membership of the PAC is representative of the project area, including various racial and ethnic groups, income levels, and geographic areas in the project.

The PAC's represent the residents by keeping them fully informed of project plans, resources, progress and issues. It relays residents' concerns, ideals, attitudes, and needs to the governing bodies, SHRA, City and County Planning and Community Development Departments.

The PAC's and their staff prevent misunderstandings about projects within their respective community by replacing rumors with facts via a continuous community communication program in the form of: regular PAC meetings, regular reports by PAC members and their staffs to special interest groups or block clubs, newsletters, brochures, pamphlets, and other publications, announcements through news media, churches and organization bulletins, and direct house to house contacts.

The relationship between PAC's and the Redevelopment Agency takes the form of a partnership in planning, and ultimately, monitoring redevelopment programs within the Project Area. The Agency provides the PAC's with: access to decision-making on plans and information necessary for residents to participate knowledgeably in planning and carrying out the project; technical assistance, supplied either by Agency staff or consultants (this assistance may include the service of architects, social planners, community organizers, legal services, and other specialized services); and the PAC serves as a communication link between the Agency and Project Area residents; it interprets redevelopment plans to the citizens, informs them of available programs and resources, and presents suggestions and reactions to the Agency.

The current class specifications within the three PAC's were established on an as-needed basis over a period of years. As a result of this procedure, there is a lack of uniformity in the classification structures even though there is significant commonality of functions throughout the PAC's.

### ANALYSIS

A study was conducted of twelve (12) cities and counties with Redevelopment Agencies which are currently supporting Project Area Committees. It was discovered that San Francisco, Los Angeles County and Sacramento currently fund PAC's with annual budgets. Classifications within these PAC's were used as the primary classes for comparison purposes. Staffing patterns included, in general, an Executive Director, Community Worker, Secretary, and other miscellaneous classes.

All other Redevelopment Agencies support their PAC's with "in-kind" funding. This "in-kind" funding includes the provision of a secretary; office space with office equipment; paper and supplies; rental of meeting space; direct costs of mailings, flyers, notifications, etc; and technical support.

Each Project Area Committee is also provided with some type of community liaison officer or community liaison specialist to provide administrative support for the committee represented. This individual serves as the necessary linkage of the community to a Redevelopment Agency, or other Community Developers.

The staffs of the three Sacramento PAC's perform essentially the same duties with their present staffing patterns. All three PAC's utilize the classification of Executive Director, although the community service function is performed by Administrative Assistants in Alkali Flat and Del Paso Heights, and Community Services Specialists in Oak Park; however, all PAC's were performing essentially the duties of a Community Services Specialist. In the area of clerical support, Del Paso Heights employs a Receptionist Clerk; Oak Park a Secretary; and Alakli Flat a Typist Clerk I. This study revealed that all three classes are essentially performing the duties of a Typist Clerk II.

After studying the duties and responsibilities performed by each PAC, the following common classifications were developed:

The Executive Director would be responsible for: staff supervision, research, planning, organizing, directing, and coordination of all community programs, plans and activities of the Project Area Committee; PAC's funds, budget, records and assets, including PAC's public liaison and resource person; and perform other duties as required. The position would work under general direction of the PAC's Executive Board. This position compares in scope of duties and level of responsibility to Executive Directors in San Francisco City/County and Los Angeles County PAC's.

The classification immediately below Executive Director would be Community Services Specialist. This classification would work under general supervision of the Executive Director, performing community service-type work, such as: making home visits to obtain and disseminate information and assisting residents with redevelopment, housing and a limited-scope social service; also assist in project research

and surveys; and performing varied administrative tasks. This position compares with the Community Services Assistant in SHRA, and the Community Workers and Community Representatives of Los Angeles County and San Francisco City/County PAC's.

The third classification of the PAC's classes is the clerical support - Typist Clerk II. This is a second level position in a clerical series and the first limited journey level. The Typist Clerk II, under general supervision: performs various clerical work of average difficulty; does general office work and typing; meets the public in giving or receiving non-routine information; and does related work as required. This position compares in scope of duties and level of responsibility to the intermediate clerical classifications within the City, SHRA, and Secretary classification of Los Angeles County and San Francisco City/County PAC's.

### FINANCIAL DATA

#### Salary Considerations

The salaries recommended establish ranges for each class and are comparable to classes with a similar scope of responsibilities. The salaries of Executive Directors for Los Angeles County and San Francisco City/County PAC's were used as a primary comparison in determining the recommended salary for the Executive Directors. Similar SHRA and City classes were utilized in establishing the salaries for Community Services Specialist and Typist Clerk II. Attachment #2 provides salary comparisons.

	<u>Present Salaries</u>	<u>*Recommended Range</u>
<u>Executive Director</u>		
Alakli Flat	\$21,456	\$17,940 - 21,840
Del Paso Heights	20,074	" "
Oak Park	19,452	" "
<u>Community Services Specialist</u>		
Alkali Flat (Adm. Asst.)	11,196	12,660 - 15,408
Del Paso Heights (Adm. Asst.)	13,740	" "
Oak Park (CSSI)	15,552	" "
(CSSII)	11,076	" "
<u>Typist Clerk II</u>		
Alkali Flat (Typ. Clerk I)	4,320-½ time	9,756 - 11,880
Del Paso Heights (Recept./Clerk)	11,832	" "
Oak Park (Secretary)	11,880	

#### Funding Impact

The cost of funding the reallocations as recommended in this study for fiscal

\*Does not include projected 9% cost of living increase for fiscal year 1980-81.

year 1980-81 would be as follows:

Alkali Flat	\$4,926
Del Paso Heights	1,704
Oak Park	4,280

These figures do not include a projected 9% cost of living increase in PAC salary structures.

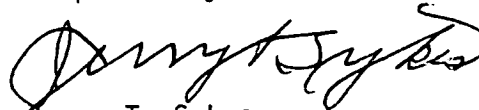
The PAC's are currently formulating the fiscal year 1980-81 PAC/SHRA agreements, including the PAC budgets. Any adjustments necessitated as a result of this study will be reflected in the proposed budgets to be reviewed by the Budget and Finance Committee at a later date.

RECOMMENDATION

It is recommended that:

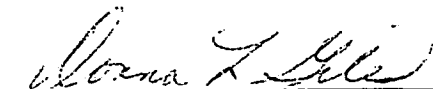
1. The classifications of Executive Director, Community Services Specialist, and Typist Clerk II be formally adopted for the three (3) Sacramento Project Area Committees' staffs.
2. The salaries and ranges be adopted as presented in the Financial Data and attached Resolution.

Respectfully submitted,



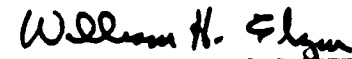
Jerry T. Sykes  
Associate Personnel Analyst

RECOMMEND APPROVAL:



Donna L. Giles  
Director of Personnel

RECOMMENDATION APPROVED:



Walter J. Slipes  
City Manager

JTS/sch

attachments

June 10, 1980  
All Districts

RESOLUTION No. 80-363

Adopted by The Sacramento City Council on date of

June 10, 1980

A RESOLUTION ESTABLISHING THE CLASSIFICATIONS AND SALARY RANGES FOR THE PROJECT AREA COMMITTEES (PAC's): ALKALI FLAT, OAK PARK, AND DEL PASO HEIGHTS.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

Effective in conjunction with the implementation of the fiscal year 1980-81 PAC budgets, the following classifications and salary ranges are established:

<u>Class Title</u>	<u>Approximate Monthly Salary Range</u>
Executive Director	\$1,495 - 1,820
Community Services Specialist	1,055 - 1,284
Typist Clerk II	813 - 990

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

APPROVED  
BY THE CITY COUNCIL

JUN 10 1980

OFFICE OF THE  
CITY CLERK

EXECUTIVE DIRECTORNATURE OF WORK:

Under general administrative direction of the Project Area Committee, researches, plans, organizes, directs, and coordinates all community programs, plans, and activities of the Project Area Committee; is responsible for administering the PAC's budget, records and assets; acts as PAC resource person; and does related work as required.

EXAMPLES OF DUTIES:

Researches, plans, organizes, coordinates and directs all program activities of the Project Area Committee.

Performs duties of Project Area Committee's Administrator.

Works with the public, community organizations, and the Redevelopment Agency staff to provide input toward the development of specific redevelopment area sites in accordance with approved plans.

In cooperation with the Redevelopment Agency, keeps the community fully informed of all on-going and projected redevelopment and improvement within the Project Area, insuring that all necessary information is presented to the residents, agencies, and businesses in adequate time to allow for necessary input.

Presents the Project Area Committee's activities, goals, and objectives to individuals, the general public, private groups, businesses and governmental agencies.

Makes periodic reports to the Project Area Committee on the status of physical, social and economic development within the Project Area.

Represents Project Area Committee at Housing and Redevelopment Commission meetings, City Council meetings, SHRA, HUD, NAHRO, and public informational meetings as directed by the PAC.

Works in close cooperation with City Planning and Engineering departments.

Researches and makes recommendations to the PAC on proposals for assessment, redevelopment, and social programs.

Monitors and coordinates the implementation of various improvement projects within the community.

Provides liaison with public and private organizations in rendering various needed services to residents, businesses and property owners within the Project Area.

Responsible for maintaining a high level of knowledge of various funding programs as offered by various governmental and socially-oriented agencies.

Acts as PAC's resource person for the philosophy, procedures, guidelines, and deadlines for all redevelopment projects within the Project Area.

Responsible for the development and presentation of the PAC's annual budget and administration of the budget as allocated.

EXAMPLES OF DUTIES: (Continued)

Prepares agendas for PAC's Executive Board and Committee meetings

Maintains a PAC office to be open not less than 40 hours per week, including evening and/or Saturday operation as necessary for proper representation of the community.

Performs other duties as directed by the PAC.

DESIRABLE QUALIFICATION:Education:

Graduation from an accredited college or university, preferably with a major in one of the following fields: Public or business administration, economics, social work, urban planning or related fields.

Experience:

Three (3) years of recent experience, of which two (2) years were in a responsible administrative capacity, in one/or a combination of the following fields:

Public administration either in government, community services programs, organizational activities for civic or similar organizations engaged in planning and developing large scale subdivisions or housing projects.

(Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

KNOWLEDGES, ABILITIES AND SKILLS:Knowledge of:

Principles, practices and economics of urban redevelopment.

Federal, state and local trends and legislation in the field of urban redevelopment.

Problems of redevelopment financing, and its general sources.

Principles and practices of public organization, social work, management, and administration as applied to public/community organizations.

Ability to:

Research, plan, organize and direct community-based programs.

Establish and maintain cooperative working relationships with employees, governing bodies, public officials, civic organizations and residents of the Project Area.



KNOWLEDGES, ABILITIES AND SKILLS: (Continued)

Ability to: (Continued)

Prepare clear and concise reports, and speak effectively in public.

Develop, analyze and interpret data.

Establish training programs for PAC members and staff.

Effectively supervise the work of staff.

Adopted:

Revised:

Title Change:

Abolished:

COMMUNITY SERVICES SPECIALISTNATURE OF WORK:

Under general direction of the Executive Director, to make home visits for the purpose of obtaining and disseminating information, and to assist residents in redevelopment programs, housing and limited scope social service; to assist in project research and surveys; and perform varied administrative tasks.

EXAMPLES OF DUTIES:

Performs the duties of Administrative Assistant to the Executive Director, and supervises general administration for the PAC.

Assists in the development of project research, door to door surveys and statistical data collection, and the preparation of written reports.

Works with various neighborhood and civic groups, schools, SHRA, community service organizations and individual residents in developing effective channels of communication.

Conducts informal studies to obtain the attitudes of the community toward redevelopment programs.

Assists in the development of various community programs and projects for implementation.

Assists with liaison between PAC, Redevelopment Agency, public service organizations and Project Area residents on community development programs.

Assists in the formulation of community development plans and programs.

Analyzes and makes progress reports on community development programs.

Acts as a community resource person, keeping the residents informed on information directly or indirectly related to the Project Area.

Monitors federal, state and local regulations for home rehabilitation programs.

Assists residents in loan and grant applications. Encourages and motivates community residents to participate in available redevelopment programs.

DESIRABLE QUALIFICATIONS:Education:

Equivalent to graduation from the twelfth grade.

Experience:

Two years of experience involving active participation in dealing with community activities and services to the low and moderate income community.

Experience: (Continued)

(College training may be substituted for applicable experience at the ratio of two years of college for one year experience).

KNOWLEDGES, ABILITIES AND SKILLS:

Knowledge of:

The problems, needs, concerns and attitudes of low and moderate income persons.

Principles of organization, management, office administration, research, statistical analysis and report presentation.

Resources available to members of the community to be served.

Ability to:

Establish and maintain effective working relationships with people.

Understand and relate to the needs of members of the community to be served.

Secure information by personal interview.

Understand and carry out oral and written instructions.

Speak and write effectively.

Keep records and prepare reports.

Special Qualifications:

Possession of valid California Driver License.

Adopted:

Revised:

Title Change:

Abolished:

Class Code:

TYPIST CLERK IINATURE OF WORK:

Under the general supervision of the Executive Director or designee, performs varied clerical work of average difficulty; does general office work and typing; and meets the public in giving or receiving non-routine information; and does related work as required.

EXAMPLES OF DUTIES:

Performs duties of general office receptionist: provides information to the public personally, over the telephone, or by correspondence in response to inquiries; makes appointments and referrals to other offices or other agencies as required; and takes and receives telephone messages.

Performs general office tasks, such as maintenance of records, and miscellaneous files, operation of general office equipment, such as adding machine, typewriter, calculator, duplicator, etc.; prepares and dispatches outgoing mail, requisitions, and maintains a stock of office supplies.

Performs a wide variety of clerical work including typing, proofreading, filing, checking and recording information on records; secures, prepares and copies data and other information; checks, alphabetizes, and codes records; and gathers and assists in the preparation of various reports.

Types a wide variety of forms, narrative and statistical materials including correspondence, statistical reports, budgetary summaries, narrative reports and other material from rough drafts, marginal notes, verbal instructions or from dictating machines.

May supervise other clerical personnel as required.

DESIRABLE QUALIFICATIONS:Education:

Equivalent to completion of the twelfth grade.

Experience:

One year of experience in clerical, typing, financial or statistical record-keeping work. (Academic education above the twelfth grade may be substituted for the required experience on the basis of either (a) one year of general education being equivalent to three months of experience; or (b) one year of education of a business or commercial nature being equivalent to six months of experience.)

KNOWLEDGES, ABILITIES AND SKILLS:

Knowledge of:

Modern office practices and procedures, including some familiarity with filing methods.

Basic elements of good English usage, spelling, arithmetic and standard office equipment.

Ability to:

Perform varied clerical work of average difficulty without close supervision.

Follow oral and written instructions.

Make arithmetical computations.

Learn to operate a variety of office machines related to the job.

Compile data and prepare reports of average difficulty.

Spell and punctuate correctly and to use good English.

Meet the public courteously and tactfully; and type at a net speed of at least 45 words per minute from manuscript or printed or typewritten material.

Adopted:

Revised:

Title Change:

Abolished:

## PAC JOB ANALYSIS

L.A. COUNTY PAC'S

S.F. CITY/COUNTY PAC'S

PAC-STAFFING & SALARY RECOMMENDATIONS

PACS	City of Sac.	SHRA	Maravilla	Willowbrook	Bayview-Hunters	West Addition	S.F. Coalition	CLASSIFICATIONS	SALARIES
Class & Salaries	Class & Salaries	Class & Salaries	Class & Salaries	Class & Sal.	Class & Sal.	Class & Sal.	Class & Sal.		
<u>Executive Director</u> Alkali Flat \$1788 Del Paso Hts. \$1673 Oak Park \$1621			Exec. Director \$1409	Exec. Director \$1175	Exec. Director \$1500	Exec. Director \$1813.33	Exec. Director \$1833.33	<u>Executive Directors</u> Alkali Flat Del Paso Hts. Oak Park	\$1495 A \$1570 B \$1649 C \$1733 D \$1820 E
<u>Admin. Asst:</u> Alkali Flat \$ 933 Del Paso Hts. \$1145	Adm. Trainee \$1153-1404 Adm. Asst. I \$1412-1720 Adm. Asst. II \$1664-2026 Adm. Asst. III \$1751-2132	Adm. Trainee \$1153-1404 Adm. Asst. I \$1495-1820	Asst. Director \$ 771.60			Deputy Exec. Director \$1670	Office Manager \$1387.50	<u>Comm. Serv. Spec.</u> Alkali Flat Del Paso Hts. Oak Park	\$1055 A \$1108 B \$1164 C \$1223 D \$1284 E
OAK PARK: Comm. Serv. Spec. I \$1296 Comm. Serv. Spec. II \$ 923		Comm. Serv. Asst. \$1055-1284	Comm. Worker \$3.75/hr	Comm. Worker \$ 700	Comm. Repr. \$ 769.92				
ALKALI FLAT: Typist Clerk I \$ 720	Jr. Typist Clk \$ 770-938	Typist Clk I \$ 720-877						<u>Typist Clerk II</u> Alkali Flat Del Paso Hts. Oak Park	\$ 813 A \$ 854 B \$ 897 C \$ 942 D \$ 990 E
DEL PASO HTS: Recept./Clerk \$986	Int. Typist Clk \$ 844-1028	Recept./Clerk \$ 813-990							
OAK PARK: Secretary \$ 990	Int. Typist Clk \$ 844-1028	Typist Clk II \$ 813-990		Secretary \$ 830	Secretary \$1094	Adm. Asst./ Exec. Secty \$1066	Secretary \$ 850		
<u>MISCELLANEOUS</u>	<u>MISC.</u>	<u>MISC.</u>	<u>MISC.</u> Fiscal Opera- tions Officer \$495	<u>MISC.</u>	<u>MISC.</u> Contract Com- pliance Safety Officer \$1273.83	<u>MISC.</u> Affirmative Action Spec. \$1405	<u>MISC.</u> Contract Com- pliance Ofcr & Affirmative Action Spec. \$1337.50		



## ALKALI FLAT PROJECT AREA COMMITTEE

530 - 18TH STREET • SACRAMENTO, CALIFORNIA 95814 • (916) 446-6111

TO: Mr. William Aguirre, PAC Coordinator  
FROM: Mr. Danny Frias, Jr., Alkali Flat PAC Vice-Chairman  
SUBJECT: PAC Survey and Classification Study  
DATE: May 14, 1980

On behalf of the Alkali Flat PAC, I would like to commend Mr. Jerry Sykes, Mr. Lin Peoples, yourself and the rest of the S.H.R.A. staff who participated in conducting an excellent PAC Salary and Classification Study.

The Alkali Flat PAC reviewed the S.H.R.A. staff report on the above mentioned subject on March 19, 1980 and concurred with S.H.R.A. staff's classification and salary recommendations as outlined in the PAC salary and classification study.

Sincerely,

Danny Frias, Jr., Vice-Chairman  
Alkali Flat PAC

DFJ: ep





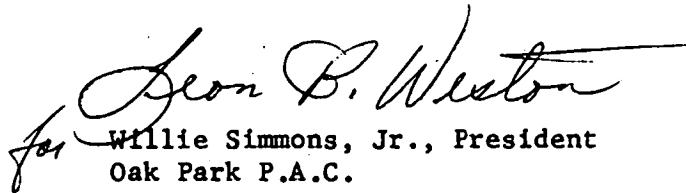
OAK PARK PROJECT AREA COMMITTEE, INCORPORATED

MEMORANDUM

May 15, 1980

TO: Donna L. Giles, Director City Personnel  
FROM: Oak Park Project Area Committee  
SUBJECT: PAC's CLASSIFICATION STUDY

The Oak Park PAC Board at its special meeting on May 1, 1980, approved the PAC's classification/salary study as recommended by the PAC Personnel Committee and the SHRA personnel analyst.

  
for Willie Simmons, Jr., President  
Oak Park P.A.C.

WS/LW/fdd  
cc:BAguirre  
Ad files