

ITEM NO: 2

ROLL CALL  
WORK GROUP COMMITTEE

MOVED BY: \_\_\_\_\_ SECONDED BY: \_\_\_\_\_ DATE: 11-15-93

MOTION: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

		AYE	NO	ABSTAIN	ABSENT
FARGO	D1				✓
PANNELL	D8				✓
STEINBERG	D6				
ORTIZ	D5				

NOTES: Information received and filed.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SEQUENCE ORDER: 2



2

NEIGHBORHOOD SERVICES  
DEPARTMENT

CITY OF SACRAMENTO  
CALIFORNIA

1231 I STREET  
SUITE 400  
SACRAMENTO, CA  
95814-2977

November 15, 1993

PH 916-264-5200  
FAX 916-264-7643

City Council Work Group  
Sacramento, California

Honorable Members in Session:

**SUBJECT: Area Service Team Manager Positions for the Neighborhood Services  
Department**

**LOCATION AND COUNCIL DISTRICT: Citywide**

**RECOMMENDATION**

This report is for information only.

**CONTACT PERSON: Bina Lefkovitz, Interim Director  
Neighborhood Services Department, 264-5704**

**FOR WORK GROUP MEETING OF: November 15, 1993**

**SUMMARY**

This report provides information on the development of the Area Service Team Manager positions for the four geographic service areas of the Neighborhood Services Department. This report also provides information on the proposed recruitment and selection process in addition to the anticipated timeline.

City Council Work Group  
November 15, 1993

## **BACKGROUND**

With the creation of the Neighborhood Services Department the City hopes to convert from the traditional hierarchical and functional approach to service delivery in neighborhoods to more of a matrix or customer service structure that enables a more responsive, more holistic and more decentralized approach to service delivery.

To head each interdisciplinary team, the City seeks to hire four area service team managers. The managers are proposed to be high-level experienced staff positions, so that the person has the authority and autonomy to make decisions regarding certain programs, policies and procedures that affect the geographical area of responsibility. The selected individuals will manage, direct and facilitate a wide range of municipal service programs such as parks operations, recreation services, code enforcement, nuisance abatement, redevelopment and land use planning issues and traffic investigations. The Neighborhood Services Area Team Managers will be directly responsible for working in collaboration with the community, elected officials, advisory bodies and other government entities in developing comprehensive strategic plans, service delivery programs and solutions to neighborhood problems within each assigned geographic area. Example of current Neighborhood Services Department initiative such as strike forces, implementation of the Social Nuisance Ordinance, 2 co-sponsorship of bus tours and workshops with the community groups are indicative of the scope of responsibilities of each area team manager. The Area Service Team Manager will be each geographic area's point of contact to resolve neighborhood concerns.

The persons selected need to be skilled in working in a matrix organizational structure. Key qualities they must possess are: good interpersonal skills, valuing differences of opinion, good at conflict resolution and consensus building, able to work on multiple complex tasks, and able to work in diverse multicultural environments. Their management style needs to be facilitative and collaborative. They will need to practice techniques to empower their staffs and their communities to work together to mutually problem solve neighborhood issues. They will need to be able to translate neighborhood needs into action strategies that are developed in conjunction with community groups and other city departments and other governmental entities over whom the managers do not have direct control. They will need to balance neighborhood needs with the availability of existing public resources. Attachment 1 provides a summary of the proposed role of the Area Service Team Managers.

Attachment 2 is a draft job description for the Area Service Team Managers.

On October 21, 1993 a survey was sent to neighborhood groups to solicit their input in the desirable qualities of the Area Service Team Managers. (See Attachment 3). The survey results will be included in the final job description and through the interview process.

Preliminary analysis of the most important criteria based on 46 surveys received to date are noted in Attachment 4.

City Council Work Group  
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Staff proposes the following time schedule and selection process.

Job classification presented to Council	November 30, 1993
Advertise primarily within the Sacramento Metropolitan area with selected advertising to other Neighborhood Services Department, Community based organizations, Community Development and redevelopment agencies in the State	December 6 - January 7, 1994
Panel review of applications	Week of January 17, 1994
Invitation to interview sent	By January 28, 1994
Selection panel interviews for short list	Week of February 14, 1994
Interview of short list and recommendation to City Manager	No later than February 28, 1994

Staff is recommending that major recruitment efforts be done within the community, since we feel it is very important to find applicants who know the neighborhoods. This sentiment was expressed very strongly by several attendees at the November 4th Community meeting. We also will seek to recruit applicants of diverse gender and ethnicity to represent the diversity in our neighborhoods. However, in addition to a local recruitment efforts, we also believe there are people outside of the community who may be highly qualified, represent ethnic diversity and who not only possess the requisite skills and qualities we seek but have considerable experience in working in urban neighborhood similar to those in Sacramento. Although we believe preference should be given to local applicants, assuming all else is equal, we still recommend some targeted recruitment outside the metropolitan area. The City work force is also an important source for candidates for these positions. City staff will be encouraged to apply.

Staff proposes a panel be assembled to review applications for technical competence issues. The committee is proposed to be comprised of the Director of Personnel or designee, two neighborhood representatives, Executive level representative of SHRA or City Department, person who works with or in a matrix organization, a representative from the Community Services Planning Council.

Staff then proposes an Interview Panel be assembled to review the best qualified applicants to create a short list of who will then be interviewed by the Deputy City manager and Interim Director of Neighborhood Services Department. The City Manager will make the final appointments. The panel will be comprised of: a City Department head, City Planning Commissioner, two neighborhood representatives, a member of a local business association or Chamber of Commerce, City Manager of a small city in the region, representative from the Fair Housing/Human Rights Commission, person who understands and works in a matrix/project management organization, a representative from a community based service delivery organization.

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Staff proposes that the panels be diverse in gender and ethnicity. Additionally, staff proposes that neighborhood groups and local business association and chambers be contacted and asked to submit the name of one representative per association who would be interested in serving on the panels. Staff will review these submissions and select four panel representatives. The persons selected will represent low income and moderate income neighborhoods, different geographic areas throughout the City and have demonstrated leadership in community issues.

#### FINANCIAL CONSIDERATION

Funding for the Area Service Team Manager positions will be accomplished within existing resources. These positions are in part replacing the positions of the Director, Assistant Director and Citywide Parks & Recreation Division Manager for the former Parks and Community Services Department. Should an existing City employee be selected as one of the Area Service Team Managers, then as feasible, that position would be used as the funding basis for the Area Service Team Manager position. Alternative funding includes savings from vacant positions and efficiencies identified in services and supplies.

#### POLICY CONSIDERATION

Development of the area service team manager positions for implementation of the interdisciplinary horizontal organization is consistent with City Council direction in adoption of the bolder vision for the Neighborhood Services Department.

#### MBE/WBE

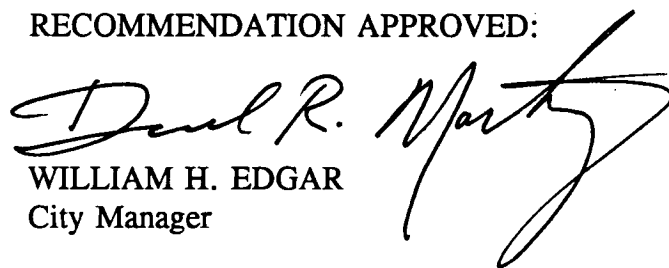
None.

Respectfully submitted,



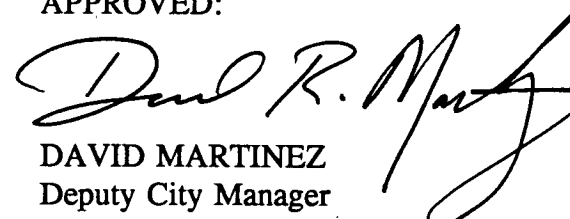
BINA LEFKOVITZ  
Interim Director

RECOMMENDATION APPROVED:



WILLIAM H. EDGAR  
City Manager

APPROVED:



DAVID MARTINEZ  
Deputy City Manager

ROLE OF AREA SERVICE TEAM MANAGER

THE TEAM MANAGER IS:

- Much like a city manager of a small city;
- The community's point of contact;
- To be visible in the community and responsive to neighborhood concerns;
- A hands on team building manager;
- Responsible for developing and overseeing the implementation of areawide comprehensive strategic plan that includes all aspects of City services;
- Responsible for developing the capacity of neighborhood associations to strengthen the associations organization and to develop their self reliance and self help abilities;
- Responsible for building partnerships, linkages and collaboration between key stakeholders, Council Members, community members, and government agencies;
- Responsible for overseeing certain municipal services and community development efforts;
- Responsible for engineering and promoting innovation and productivity improvements;
- Responsible for facilitating access to and the coordination of government, education and non-profit resources to neighborhoods and;
- Responsive to Council Members, advisory bodies and community members concerns and issues.
- Responsible for facilitating linkages and associations between diverse multi-cultural groups and for increasing staff's sensitivity and awareness of these issues.

City of Sacramento

November 1993

**NEIGHBORHOOD SERVICES AREA TEAM MANAGER**  
**(EXEMPT)**

**DEFINITION**

To direct and manage a comprehensive array of municipal and community development services in a culturally diverse designated geographic area within the Neighborhood Services Department. Programs include but are not limited to: park operations and maintenance, recreation and youth services, code enforcement, nuisance abatement, redevelopment and land use planning, community mobilization, housing and dangerous buildings activities, traffic investigations, and drug and gang coordination.

**SUPERVISION RECEIVED AND EXERCISED**

Administrative direction is provided by a Deputy City Manager or designee. Responsibilities include the direct and indirect supervision of management, administrative, professional, supervisory, technical, maintenance, and clerical personnel.

**EXAMPLES OF DUTIES**

Duties may include, but are not limited to, the following:

- Lead a multi-disciplinary geographical area team responsible for park operations and maintenance, recreation and youth services, code enforcement, nuisance abatement, redevelopment and land use planning, community mobilization, housing and dangerous buildings activities, traffic investigations, drug and gang coordination, and other related activities.
- Work in collaboration with diverse community/neighborhood groups, elected officials, advisory groups, schools, various City departments, and other government entities to develop comprehensive strategic plans, service delivery programs, and solutions to neighborhood problems.
- Participate in the development of programs and marketing plans that will increase the linkage, accessibility, and responsiveness of City departments to citizens.
- Serve as the geographic area's point of contact to resolve neighborhood concerns.
- Develop and implement goals, objectives, policies, and procedures through a holistic, interdisciplinary team approach.
- Assess the effectiveness of programs; recommend the addition, deletion, or revision of programs.
- Translate projects, programs, and work objectives into financial estimates.
- Assist in the preparation of the annual budget; monitor expenditures.
- Identify funding sources to support programs and projects; secure and administer available funds.

## **NEIGHBORHOOD SERVICES AREA TEAM MANAGER**

- Promote geographical area programs and projects; encourage innovation and support from various organizations, businesses, government grants, and community groups.
- Administer grant programs for services, community development activities, and capital improvement projects.
- Represent geographical area issues before the City Council, various community and neighborhood groups, citizen advisory committees, and professional organizations.
- Encourage active community participation and volunteerism to enhance the delivery of services to neighborhoods.
- Integrate automation and new technology to improve productivity.
- Prepare a variety of written reports, correspondence, and statistical analyses.
- Serve as staff to various boards, commissions, and community groups.
- Select, supervise, develop, and evaluate assigned personnel.
- Perform related duties as assigned.

## **QUALIFICATIONS**

### **Knowledge of:**

- Principles of interdisciplinary team management, conflict resolution, and consensus building.
- Human service delivery programs that foster community self esteem, sensitivity to diversity, and self sufficiency.
- Community mobilization and empowerment techniques.
- Interdisciplinary relationships among a wide range of municipal service programs.
- Principles and practices of urban planning and redevelopment, neighborhood revitalization and stabilization, and community development.
- Federal, state, and local laws, ordinances, rules and regulations related to zoning and neighborhood maintenance.
- Strategic planning processes and methods.
- Neighborhood and urban issues.
- Project management processes and principles.
- Effective customer service techniques.
- Promotional and marketing techniques.
- Principles of research, analysis, and report writing.
- Municipal finance and budgeting principles.
- Public and private grant opportunities.
- Principles of supervision, training, performance evaluation, and employee grievance and disciplinary procedures.

### **Ability to:**

- Work with people of diverse backgrounds.
- Manage and assess the effectiveness of a wide range of municipal service programs.
- Balance neighborhood needs with the availability of public resources.
- Work in partnership with the community in developing strategies and programs to solve neighborhood problems.

## NEIGHBORHOOD SERVICES AREA TEAM MANAGER

- Work creatively and effectively with interdisciplinary team members, elected officials, various community organizations, and with diverse, multi-cultural groups.
- Develop and implement policies and procedures.  
Assess effectiveness of neighborhood programs; recommend appropriate program revisions.
- Creatively solve problems and be open to implementing new and innovative ideas.
- Create linkages with public and private resources to enhance delivery of neighborhood services.
- Encourage cultural sensitivity and implement techniques to empower staff and the community to work cooperatively to solve neighborhood issues.
- Analyze, interpret, apply, and enforce regulations and policies.
- Prepare, administer, and monitor a division budget.
- Communicate clearly, orally and in writing.
- Speak before various audiences; maintain effective public relations.
- Effectively handle multiple complex tasks.
- Establish and maintain cooperative relationships with those contacted in the course of work.
- Supervise, train, and evaluate subordinate personnel.

### Experience:

Five years of progressively responsible experience as a city manager, assistant/deputy city manager, or in a management position in one or more of the following municipal service programs: park operations and maintenance, recreation and/or youth services, code enforcement, nuisance abatement, redevelopment and land use planning, community mobilization, housing and dangerous buildings, or drug and gang coordination; or as the director of a community based organization or non-profit development corporation; or as a high-level project manager responsible for managing complex projects for a product delivery or service organization.

### Education:

A Bachelor's degree from an accredited college or university with a major in public or business administration, park or recreation administration, resource management, urban planning, community development, social science, or a related field. A related master's degree is desirable.

### Desirable Qualifications:

Ability to read, write, and speak one or more languages in addition to English.



Attachment 3

NEIGHBORHOOD SERVICES  
DEPARTMENT

CITY OF SACRAMENTO  
CALIFORNIA

1231 I STREET  
SUITE 400  
SACRAMENTO, CA  
95814-2977

October 21, 1993

PH 916-264-5200  
FAX 916-264-7643

**RE: Characteristics of Area Team Leaders**

Dear Community Association Member:

The City is beginning to draft the job description for the Neighborhood Services Department Area Team Leaders. These individuals will oversee the Neighborhood Services Department staff working in our city neighborhoods.

We expect these positions to be high level executive staff positions, so that the person has the authority and autonomy to make decisions regarding programs, policies and procedures that affect the geographical area of responsibility. The selected individuals will supervise, direct and facilitate a wide range of municipal service programs such as parks operations, recreation services, code enforcement, nuisance abatement, redevelopment and land use planning issues and traffic investigations. The Area Team Leaders will be directly responsible for working in collaboration with the community, elected officials, advisory bodies and other government entities in developing comprehensive strategic plans, service delivery programs and solutions to neighborhood problems within each assigned geographic area. The Area Team Leader will be each geographic area's point of contact to resolve neighborhood concerns.

Please complete the survey below so that we may include your ideas in a recruitment plan. You are encouraged to come and discuss your thoughts at a Community Work Group meeting on Thursday, November 4, 1993 at 6:30 pm at the Senior Citizens Center located at 27th & J Streets. The enclosed meeting announcement contains more information on the November 4th meeting.

The job classification is tentatively scheduled to be heard by the City Council Work Group on Monday, November 15, 1993 at 6:30 pm at 1231 I Street in the Planning Commission Hearing Room. You are also welcome to attend this meeting. Please submit your survey to the address below by November 15 in order to have your comments included in the final job description.

**NEIGHBORHOOD SERVICES DEPARTMENT AREA TEAM LEADER CHARACTERISTICS**

*Please rank (using lettered items below) the three characteristics which are most important to you:*

**1st Rank** \_\_\_\_\_

**2nd Rank** \_\_\_\_\_

**3rd Rank** \_\_\_\_\_

A. Good interpersonal skills

B. Good problem solver

C. Experience in working with diverse community groups

D. Multilingual

E. Experience in working with multicultural groups

F. Good at conflict resolution

G. Understands and values differences of opinions

H. Good listener

I. Creative/Innovative

J. Able to work on multiple projects

K. Other \_\_\_\_\_

L. Other \_\_\_\_\_

(Attach additional pages if needed.)

*Please return to City Manager's Office; Attn: Bina Lefkowitz; 915 I Street, Room 101; Sacramento, CA 95814. Survey must be received in office no later than November 15, 1993. For more information regarding survey call Bina Lefkowitz at 264-5704.*

**CHARACTERISTICS OF  
AREA SERVICE TEAM MANAGER**

**TALLY SHEET**

CHARACTERISTIC	1st Rank	2nd Rank	3rd Rank
A. Good Interpersonal Skills	5	5	3
B. Good Problem Solver	9	9	7
C. Experience in working w/diverse Community Groups	3	2	9
D. Multilingual		2	1
E. Experience in working w/Multicultural Groups	5	3	3
F. Good at Conflict Resolution	1	8	3
G. Understands and Values Differences of Opinion	6	3	4
H. Good Listener	3	1	3
I. Creative/Innovative	7	5	4
J. Able to work on Multiple Projects	1	6	8
OTHER:			
Leadership	1		1
Experience & Knowledge of Assigned Area	2		
Open & Honest - No Politics	1		
Work with Neighborhood Organizations		1	
Willing to address issues / no stonewalling	1		
Future vision of Sacramento	1	1	