

RESOLUTION NO. 203342 AUG 3 1971

A RESOLUTION DECLARING THE INTENT OF THE CITY CONCERNING EMPLOYMENT AND TRAINING OF RESIDENTS OF THE MODEL NEIGHBORHOOD AREA IN EMPLOYMENT OPPORTUNITIES GENERATED BY THE SAN DIEGO MODEL CITIES PROGRAM.

WHEREAS, the City by Resolution No. 199764, adopted May 12, 1970, approved a comprehensive city demonstration program (hereafter referred to as the Program) for the Model Neighborhood as described therein and The City of San Diego has entered into a grant agreement with the United States of America to carry out the Program; and

WHEREAS, the Demonstration Cities and Metropolitan Development Act of 1966 (P.L. 89-754 hereafter referred to as the Act) requires that a Program should provide "maximum opportunities for employing residents of the area in all phases of the program, and enlarged opportunities for work and training; . . ." and should achieve "marked progress in reducing . . . underemployment and enforced idleness; . . ."; and

WHEREAS, the Department of Housing and Urban Development has issued CDA Letter No. 11, dated November, 1970, which sets forth policy requirements implementing the Act applying to all employment, including construction work, generated by components of the Program and supported in whole or in part by supplemental grants under section 105 of the Act or other financial assistance provided by the Department of Housing and Urban Development; and

WHEREAS, the City of San Diego, in order to improve the living and economic conditions of people living in the Model Neighborhood, finds it necessary, desirable and in the public interest with respect to all employment, public and private, generated by components of the Program, to improve and expand the recruitment, training and hiring opportunities for residents of the Model Neighborhood through preferential recruitment, hiring and training systems; NOW, THEREFORE,

BE IT RESOLVED, by the Council of The City of San Diego as follows:

1. The City of San Diego hereby adopts the policy requirements of the Department of Housing and Urban Development set forth in CDA Letter No. 11 that maximum employment opportunities and enlarged opportunities for work and training be assured to all residents of the Model Neighborhood.

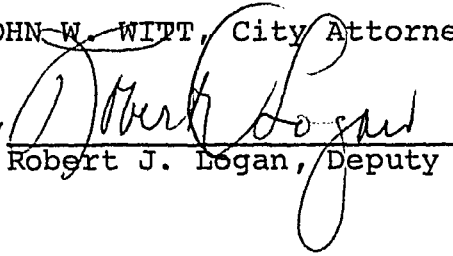
2. The City pledges its cooperation and assistance in the development and implementation of the Resident Employment Plan and directs all other officials, departments, boards, agencies or commissions having responsibilities with respect to the Program likewise to cooperate to such end and exercise their functions and powers in active support and participation with the City Demonstration Agency in developing, preparing and implementing the Resident Employment Plan.

3. The City stands ready to consider and take appropriate action upon proposals and measures designed to effectuate the policy requirements of CDA Letter No. 11, including the incorporation of appropriate provisions in all contracts between the City and operating agencies.

4. The Resident Employment Plan, attached hereto as Exhibit A, is hereby made part of the City's Comprehensive Demonstration Plan.

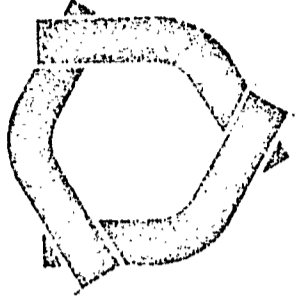
5. The City Manager be and he is hereby authorized to submit to the Department of Housing and Urban Development the City's Resident Employment Plan and such other supporting documents as may become necessary.

APPROVED: JOHN W. WITT, City Attorney

By   
Robert J. Logan, Deputy

RJL:clh  
5/13/71

SAN DIEGO  
MODEL CITIES PROGRAM



*Partnership for Progress*

# RESIDENT EMPLOYMENT PLAN

EXHIBIT A

JULY 1, 1971



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MODEL CITIES RESIDENT EMPLOYMENT PLAN  
SAN DIEGO, CALIFORNIA

INTRODUCTION

Section 103 (a) of the Demonstration Cities and Metropolitan Development Act of 1966 establishes the requirement that Comprehensive City Demonstration Plans "provide for Maximum opportunities for employing residents of the area in all phases of the program and enlarged opportunities for work and training" and that they "make marked progress in reducing underemployment and enforced idleness." HUD handbook MC 31601, Model Cities Resident Employment and Training Requirements (CDA Letter No. 11), sets forth the general policy on employment and training of Model Neighborhood Residents and the submission requirements for implementation of the policy. This San Diego Resident Employment Plan (1) details present resident employment requirements of the CDP, (2) lists deficiencies in the present plan and impediments to resident employment, (3) proposes additional elements to the plan and (4) establishes a strategy for its implementation.

The objective of the San Diego Plan is not merely to comply with HUD requirements. The Plan proposes to lay the groundwork for a systematic process of ensuring the integration of Model Neighborhood Residents and other disadvantaged persons into the "system" long after Model Cities funding has been terminated. To this end, present conditions and barriers to resident employment will be analyzed and preferential recruitment hiring and training systems developed as necessary. The proposed Plan will be binding upon the City, delegate agencies, all subcontractors and, to the extent possible, all projects requiring Model Cities endorsement.

The underlying philosophy of the Plan continues to be one of regarding the entire Comprehensive Plan as a massive manpower project rather than establishing additional training programs for nonexistent jobs in the general labor market. All projects and proposals will be reviewed by the Manpower

Coordinator to assess their potential for training and employment of MNR's. No jobs generated by the Program shall be considered exempt from the requirements of this Plan.

With the addition of active economic development projects in the second and subsequent action years, there will be increased need for manpower training. One of the factors to be considered in attracting new industry to the MNA shall be the extent to which each business can utilize existing skills in the MNA labor market. The Plan also recognizes and seeks to take advantage of the stability and continued growth of civil service systems as employers by opening new avenues for entry of Model Neighborhood Residents into these systems.

a. Definitions

1. "Program" means the Comprehensive City Demonstration Program of the City of San Diego.
2. "Plan" makes reference to the City's resident employment Plan.
3. "Job opportunities" include all positions generated by projects or activities funded in whole or in part by supplemental funds whether such employment results inside or outside of the Model Neighborhood Area.
4. "Affirmative action plan" means a written affirmative action program designed to effect equal employment opportunity.
5. "Resident" shall include any person who physically resides in the MNA. For reporting purposes a resident shall be defined as a person who resided in the Area at the time of employment or upgrading.
6. "Qualified" means having the skills and abilities to perform at the minimum level required in a specific job.

7. "Qualifiable" means capable of being trained to perform at the minimum level required in a specific job.

Many of the requirements of CDA Letter No. 11 are embodied in our present contract, operating agency manual, and a citizen participation resolution which is an attachment to each contract. The applicable sections of each of these documents are contained in Appendix A.

All jobs within the CDA and those generated by projects operated by City departments are within the classified civil service system. Incumbents of these positions have full tenure and other civil service benefits. A Model Neighborhood residency requirement has been placed on a number of City civil service positions generated by the Program. Additionally, members of the CPC Personnel Committee serve as citizen interviewers in civil service ranking interviews of applicants for Model Cities jobs within city departments.

#### DEFICIENCIES IN CURRENT PLAN

The Major deficiencies in the current San Diego resident employment plan are administrative. The Plan itself does satisfy many of the requirements of CDA Letter No. 11. What is lacking is a set of guidelines and operating procedures for monitoring and assuring implementation of the plan. Specific staff designated solely to this task is also lacking.

While our contracts require operating agencies to establish training and upgrading programs, no technical assistance has been provided them in developing such programs; nor has any provision been made for counseling of employees. Preemployment training opportunities for area residents are not specifically provided for and keyed to present and projected openings with Model Cities projects. A centralized application procedure and outreach system has not been established.



The Plan has not taken the necessary inventory of jobs in service - oriented agencies throughout the City in order that training and upgrading opportunities might be geared toward jobs which will be in demand after Model Cities phases out. Such an inventory coupled with related training programs would also facilitate development of interagency transfer agreements.

The Personnel Committee of the Citizens Policy Committee has been designated to and does participate in reviewing job descriptions, and serve with Civil Service Staff in interviewing applicants for Model Cities staff positions. These persons have received only a limited amount of orientation, training, and technical assistance in this area. Provision must be made for increased training for Personnel Committee members to better enable them to perform their functions.

Although much information on resident employment and characteristics of incumbents in Model Cities projects will be provided in our quarterly participant beneficiary reports, the current plan is lacking in a mechanism for obtaining resident employment information on a more timely basis. Earlier and more frequent reports are essential if we are to have the necessary input into the resident employment process as hiring takes place rather than after the fact.

The current plan has not established quantified goals for resident employment at all levels of responsibility throughout the program. Coordinative agreements have not actually been put into operation in the area of resident employment. Neither has provision been made in the Plan for funds to finance implementation or enforcement of the plan or to provide for training opportunities or stipends to trainees.

In short, the current San Diego Resident Employment Plan is deficient in the financial support needed for training programs, additional staff, technical assistance, and the administrative machinery required to translate it from concept into reality. The CDA will address itself to these deficiencies during the remainder of the current action year and throughout subsequent program years.

#### STRUCTURAL IMPEDIMENTS TO MNA RESIDENT EMPLOYMENT

The structural impediments to MN Resident employment in San Diego can be placed in three categories. There are those obstacles that have to do with (1) Civil Service status, (2) union membership and (3) interagency transfer agreements.

1. Civil service arrest record policies continue to pose a barrier to maximum resident employment. This is true for both City and County positions. Although entrance and examination requirements have been made somewhat more flexible for Model Cities - generated jobs within the City civil service system, the same ground remains to be covered with the County and other local systems. Medical standards also pose a problem to area residents who, because of low budget, high starch diets, have a greater inclination to be overweight. Formal education and written examination requirements are problems which need to be dealt with. There needs to be a greater concern with ability to perform and less preoccupation with "paper qualifications."

The majority of Model Cities professional staff positions are classified as Community Development Specialists. This class is used solely in the City Community Development Department which has a total staff of 17 positions (excluding Model Cities) of which only seven are classified as Community Development Specialists. This poses a definite problem to the assimilation

of CDA employees into other City Departments. Consideration should be given to lateral transfer to other departments and broader classes.

All but two of the Model Cities permanent staff positions were filled by means of "option" examinations. That is, Model Cities jobs represent subdivisions of their representative classes; for example Community Development Specialist III (Economic Programs Coordinator) is a subdivision of the class of Community Development Specialist. These particular options exist only within Model Cities. The problem posed here is that, in the event Model Cities funding is terminated, layoffs may be made by subdivisions of classes; and an incumbent only has seniority within his particular subdivision or in another class in which he had previously attained permanent status. Therefore termination of funding is almost synonymous with layoff for CDA Model Cities Staff under present conditions.

Also, even though entrance requirements have been relaxed for some Model Cities staff positions, they have remained unchanged for the same classes in other City departments. For example, the written test requirement has been eliminated for Model Cities clerical staff but not for secretarial positions City-wide. These are indications that much more work remains to be done if the change produced by the San Diego Model Cities Program is to outlive HUD Supplemental funding.

2. A home town plan acceptable both to the trade unions and the San Diego Unified Coalition has not yet been arrived at. Difficulties in finalizing this Plan represent a possible impediment to resident employment

in the construction trades. Use of the two local minority contractors associations is the current alternative to the home town plan. The usual bonding problems continue to exist, however, and prevent this from being an entirely acceptable alternative. In the event a home town plan is not arrived at soon, some technical assistance will be required to prepare some other workable method of increasing employment of MNR's in the construction trades.

3. Job descriptions and requirements for similar positions vary from agency to agency. A set of common qualifications and standardized requirements for such positions must be developed to assure uniformity and occupational mobility. Until these problems are worked out, interagency transfer agreements cannot be arrived at.

#### PROPOSED PLAN AND STRATEGY FOR IMPLEMENTATION

The basic objective of this proposed Plan is to assure that the employment of Model Neighborhood residents in all phases of the Program becomes reality. The Plan establishes a comprehensive program to encourage and facilitate such employment. This area-wide plan provides for a project by project approach in accordance with the requirements of CDA Letter No. 11. The City of San Diego, the CDA and all operating agencies are pledged to achieve the objectives outlined herein. To ensure the most expeditious accomplishment of maximum resident employment within the Program, goals have been established for positions at all levels in projects funded in whole or in part by supplemental funds. To facilitate enforcement of the resident employment policy, sections of our contract, operating agency manual, and citizen participation agreement are being clarified and/or rewritten.

To administer the Resident Employment Plan, two new positions will be added to the CDA staff. These are a Manpower Coordinator and a Personnel Aid. The Manpower Coordinator will be responsible for the overall development and implementation of the Plan. The Personnel Aid will assist the Coordinator and the CPC Personnel Committee in the performance of their functions as related to resident employment. In addition, the present CDA Career Development Specialist will report to the Manpower Coordinator. An organization chart and position descriptions for these three jobs are contained in Appendix B.

The Resident Employment section of the Operating Agency Manual is being rewritten and will be the primary vehicle for notification of operating agencies of their requirements and responsibilities under the Plan. The contract already contains a termination clause for failure to comply with resident employment requirements. The revised Operating Agency Manual will spell out in detail the procedure for compliance. As an additional step, selected portions of the manual will be sent to agencies in the form of memoranda to assure that they are not overlooked.

a. Outreach

The current procedure for recruitment of Model Neighborhood residents includes distribution of all job announcements to Citizens' Policy Committee members, the CAP's Manpower Development Center, the State Service Center of the Department of Human Resources Development, and thirty-one community agencies. In addition, advertisements are placed in the Voice and Viewpoint, a local newspaper serving the MNA.

In order to increase the effectiveness of the outreach effort, a number of alternatives are being studied and researched by staff. Among these are the following:

1. Development of a centralized system for advertising and recruitment funded with an allocation of five tenths of one percent (0.5%) of each future project budget.
2. The hiring of a clerk to search HRD and other manpower agency files for qualified MNR's or job - ready trainees.
3. Use of a sound truck to publicize job openings.
4. Use of area schools and junior college for dissemination of information about employment and training opportunities.
5. Development of a standard Model Cities project application form for use by all agencies except civil service.
6. Radio and television announcement of job and training opportunities.
7. Dissemination of employment information at community churches, barbershops, beauty shops, grocery stores, laundromats, etc.
8. Establishment of a store front Civil Service office in the Area.
9. Hiring of a minority recruitment specialist in the City Personnel Department.

The Model Cities Skills Bank project which was recently placed under contract will also be used in the outreach and referral effort. The Skills Bank will provide a computerized listing of MNR's by name, address, phone number, skills and interests. Model Cities generated jobs will be fed into the computer and matched with residents. These residents will then be referred to the appropriate operating agencies. Follow-up on this process and required referral reports will provide an indication of the reliability of Operating Agency claims as to the unavailability of qualified or qualifiable MNR's to fill project positions.

b. Hiring

All project job descriptions will continue to be reviewed by Model Cities staff and Personnel Committee representatives for approval prior to advertisement. This will ensure that jobs are not so constructed as to exclude Model Neighborhood residents. Another purpose of this review will be to place increased emphasis on uniformity of classifications and requirements for similar positions with the various operating agencies. This will facilitate the development of interagency transfer agreements. Two Model Cities Personnel Committee representatives will continue to sit with the interview panel of each operating agency when it convenes for the purpose of screening applications or interviewing applicants for Model Cities jobs. For CDP-generated jobs with City Departments, six members of the Personnel Committee, one from each area, will serve as citizen interviews on the Civil Service oral examining board.

A letter must be sent to the Model Cities Director requesting a waiver before a non-Model Neighborhood resident is hired to fill any position. The letter shall list all special efforts utilized to attract area residents. The letter must demonstrate to the satisfaction of the Director in conjunction with the Personnel Committee chairman that no qualified resident was available to fill the job. A copy of a memorandum to operating agencies clarifying the waiver requirement is contained in Appendix B:

All operating agencies have been directed to notify the Manpower Coordinator and the CDA project coordinator assigned to its project(s) when the agency is ready to initiate the screening and hiring process. Each operating agency shall also notify the CDA as soon as a project vacancy occurs or is anticipated so that appropriate steps may be taken to ensure that positions be filled by MNR's. Agencies will submit reports to the CDA listing the residence status of incumbents as positions are filled until each agency has its full complement on staff. Detailed reports on characteristics of incumbents will be required on a quarterly basis. Copies of reporting forms designed for this purpose are contained in Appendix C.

For those positions for which more than three months training and/or education would be required for even the most nearly qualified MNA applicant, the Manpower Coordinator will negotiate to provide training for MNR's to fill other positions in the operating agency. As an example, the CDA may



offer to train two medical technologists in lieu of a registered nurse position.

All agencies shall be informed that exclusionary hiring practices when dealing with job candidates referred to them are prohibited. This includes hiring only those area residents who have been affiliated with the operating agency, on the Board of Directors of the agency or who are friends of the staff or Board of the agency. Blatant violation of this requirement shall be grounds for suspension or termination of project funding.

c. Counseling, Training and Upgrading

The Manpower Coordinator will be responsible for assuring that employment counseling and training opportunities are provided for incumbents in Program jobs and MNA aspirants to these jobs. The City may contract with agencies or consultants to provide technical assistance to operating agencies in the development of operational training programs for all staff employed by the agency, contractor or subcontractor. Training programs will be developed in consultation with the operating agencies. Requirements of these programs will be written into the Operating Agency Manual and may include the following:

1. The training program must be in writing.

2. Provision must be made for both academic and in-service training.
3. A minimum of four (4) hours a week release time with pay must be allowed to MNR's desiring institutional training geared toward achieving high school diplomas, GED equivalencies, degree requirements, or job related work leading toward increased skills or upgrading opportunities. Agencies may require employees desiring such release time to attend additional courses for two hours per week on their own time. Certification of attendance at courses will be a requirement placed upon all participants.
4. Opportunity must be provided for additional training for MNR's in both professional and non-professional positions.
5. Training programs shall be geared toward increasing skills needed for employment opportunities outside as well as within the operating agency.
7. Career ladders and lattices must be developed with estimates of skills, time and education required for both horizontal and vertical movement.

A commitment has been obtained from the Manpower Development Center of the local CAP agency expressing an interest in submitting a proposal to develop pre-employment and on-the-job training programs for Model Cities-generated jobs. Graduates of existing training programs of this agency will also be steered

to related Model Cities jobs. Negotiations are currently underway with other agencies including San Diego Community Colleges, Project Step-Up, Department of HRD, and others to develop coordination agreements or programs as they relate to training and counseling of MNR's.

The City's Public Service Careers program will also serve as a vehicle for counseling and training residents for entry into the civil service system. The target jobs of the PSC program are not limited to the CDA or to CCDP-generated employment opportunities so this project has the capacity for producing greater change in the City civil service system than the Model Cities Program itself. Although all jobs within the CDA will not be part of PSC, staff supportive services and training opportunities will be made available to incumbents in Model Cities project jobs within the civil service system.

Joint meetings will continue between CPC Personnel Committee members, Model Cities staff, Civil Service Commission members and City Personnel Department staff in order to maintain effective communication. A career ladder will be developed leading from the entry-level position through para-professional levels and into the professional classifications.

As an aid in broadening the experience of CDA staff members and increasing the acceptance of MNA residents as City employees, a program will be established whereby Model Cities personnel will be assigned to work in other City

departments to demonstrate their ability. Also, CDA employees will be encouraged to apply for transfer to vacancies in other departments thereby insuring their position against termination of Model Cities funding and opening an opportunity for employment of an additional MNR with the CDA.

d. Job Development

Job development appears to be a priority for establishing employment opportunities in the present labor market situation. Existing manpower agencies will be encouraged to expand and coordinate efforts in the Model Cities area. The specific objective is to bring about the coordination of efforts of existing and proven manpower agencies. In this manner, it would be advantageous and feasible to subcontract job development intake, counseling, and follow-up services by expansion of proven manpower agencies with minor program modifications in order to accelerate placement in training programs and employment opportunities. The Manpower agency that has established the best track record will be given prime consideration.

e. Employment Objectives

The first year action program will generate over 500 jobs exclusive of employment opportunities opened in the construction trades. Our first year objective is to achieve not less than forty percent (40%) employment of MNR's in professional positions and one hundred percent (100%) resident employment in paraprofessional, subprofessional,

clerical and trainee positions. A chart listing job opportunities on a project-by-project basis is contained in Appendix C.

The yearly employment goals and objectives for MNR's within the City Civil Service system shall be established by the Model Cities Director in conjunction with the City Personnel Director and the City Manager. These objectives and implementation procedures shall be reported to the Citizens' Policy Committee.

One of the areas in which difficulty has been encountered in meeting goals is in the recruitment of clerical staff - particularly for positions requiring stenographic skills. To meet this demand, emphasis is being placed on stenographic training through the Intensive Training Unit of the Manpower Development Center and also through the local junior college. Additional institutional training will be geared toward bridging the gap between subprofessional and professional employment of MNR's.

f. Technical Assistance

In order to effectively accomplish the goals of our Plan, technical assistance will be required - both for staff and CPC members. An area in which there is an immediate need for TA is with the Personnel Committee. Training is needed in interpretation of civil service rules and job description review. The City Personnel Department has provided aid in this area and plans to provide additional assistance.

The National Civil Service League has also been contacted for assistance in this regard. The first in a series of Personnel Committee training sessions conducted by NCSL was held on April 12, and 13, 1971.

Another area in which assistance may be required is in the preparation of a workable plan to ensure maximum employment of MNR's in construction opportunities generated by the CCDP. This is in the event a home town plan is not approved for San Diego within the next month.

g. Equal Employment Opportunity

The Resident Employment section of the Operating Agency Manual establishes the requirement that all operating agencies enter into a voluntary affirmative action agreement with the Fair Employment Practices Commission. The Manual is being revised to indicate that the affirmative action plan should include as a minimum:

1. Identification of problem areas in minority group employment.
2. Evaluation of opportunities for utilizing minority group personnel, including an analysis of hiring practices, recruitment sources, testing requirements, etc.
3. A detailed listing of specific steps to be taken to guarantee equal employment opportunity.
4. Where deficiencies exist, provision of timetables and strategies for achieving specific enumerated goals.
5. Quarterly reports to the CDA on the results of the program in addition to those reports required by FEPC.

A strong recommendation and appeal will be made to the City administration for the establishment of an office of

contract compliance to oversee the EEO provisions of all City contracts and the resident employment requirements of Model Cities contracts. Such an office should be an ongoing part of the City administration aside and apart from the Model Cities program.

The public Service Careers program will be an invaluable element in the strategy to eliminate "systematic" barriers to equal employment opportunity. In addition to providing training for residents it will examine and analyze arrest record policy, written test validity and relevancy and other civil service provisions.

h. Model Cities Construction Employment

1. The estimated number of residents in the Model Cities Area with some construction experience is 3000. Residents interested in training for construction-related jobs number approximately 5000. The participation of Model Neighborhood residents in construction in various crafts and skills is at a minimum because of the high unemployment rate and because the hiring hall procedure of the Unions has been a barrier in excluding minorities for years. A program to implement the joint San Diego County Plan of the Building Trades Council, Contractors and the Minority Coalition will be established to assure priority of Model Neighborhood residents in training programs and employment opportunities in the construction trades. Training and employment opportunities in all relevant trades will be provided in this manner.

2. The following is the anticipated dollar volume of Construction projects in the Model Cities area through July 1972:

| <u>Projects</u>                | <u>Jobs<br/>Generated</u> | <u>Construction<br/>Volume</u> |
|--------------------------------|---------------------------|--------------------------------|
| Streets and Alleys             | 25                        | \$ 411,834                     |
| Demonstration Blocks           | 10                        | 118,330                        |
| Gym-O-Torium                   | 15                        | 75,000                         |
| Shepard House                  | 10                        | 45,000                         |
| CHIRP                          | 30                        | 175,000                        |
| Neighborhood Development Corp. | 112                       | 6,000,000                      |

3. The Neighborhood Development Corporation in cooperation with the Economic Opportunity Commission trained ten (10) Model Cities residents as pre-apprentices in 1970. The majority of these ten are now fully indentured as Carpenters and Painters. It is anticipated that at least fifty (50) Model Area Residents will be trained and indentured within the next eighteen months through the Neighborhood Development Corporation.
4. Total Construction Projection in the Model Cities Area for City of San Diego until 1972.

|                                | <u>Construction<br/>Value</u> |
|--------------------------------|-------------------------------|
| Dwelling Units                 | \$ 5,501,609                  |
| Capital Improvements Programs  | 2,243,800                     |
| San Ysidro Relocation          | 1,600,000                     |
| Census Tract Unit Construction | 1,660,380                     |
| GRAND TOTAL                    | \$ 11,005,789                 |

5. CITY OF SAN DIEGO - Anticipated volume of Construction in the Model Cities Area - January, 1971 - July, 1972
- Dwelling Units under Construction on October 1, 1970

| <u>Statistical<br/>Areas</u> | <u>Total<br/>Units</u> | <u>Building Value</u> |
|------------------------------|------------------------|-----------------------|
| Golden Hill                  | 31                     | \$ 173,901            |
| Southeast S.D.-West          | 19                     | 238,000               |
| Chollas Park                 | 19                     | 218,800               |
| Southeast S.D.-East          | 13                     | 179,988               |
| San Ysidro                   | 411                    | 4,690,920             |



Capital Improvement Program

|                                  | <u>Construction Value</u> |
|----------------------------------|---------------------------|
| South Bay Parks & Rec. Center    | \$ 162,900                |
| Vista Terrace Park               | 414,000                   |
| Mountain View Community Center   | 600,000                   |
| Emerald Hills Park               | 145,000                   |
| Logan Avenue Recreation Facility | 35,000                    |
| Memorial Park & Rec. Center      | 103,300                   |
| Mountain View Park               | 81,300                    |
| Mount Hope Park                  | 130,000                   |
| Southercrest Park                | 25,800                    |
| Grant Hill Park                  | 10,000                    |
| Six Mini-Park                    | 147,000                   |
| Palm Ave./Beyer to 1805          | 302,000                   |
| Harbor Drive & Sampson           | 32,500                    |
| 32nd & Harbor Drive              | 30,000                    |
| 35th & National                  | 25,000                    |
|                                  | <u>\$ 2,243,800</u>       |

6. Division of Highways, San Ysidro Relocation, Right-of way

Freeway Construction

|                        |                     |
|------------------------|---------------------|
| 102 Mobil Park Units   | \$ 1,200,000        |
| 63 Single Family Homes | 400,000             |
|                        | <u>\$ 1,600,000</u> |

Census Tract Unit Construction

| <u>Tract No.</u> | <u>Units</u> | <u>Building Value</u> |
|------------------|--------------|-----------------------|
| 33               | 5            | \$ 80,100             |
| 35               | 11           | 108,400               |
| 36               | 8            | 95,880                |
| 38               | 1            | 7,600                 |
| 39               | 7            | 80,300                |
| 40               | 4            | 44,400                |
| 41               | 1            | 11,900                |
| 46               | 4            | 45,000                |
| 101              | 76           | <u>1,186,800</u>      |
|                  |              | <u>\$ 1,660,380</u>   |

7. Utilization of Model Neighborhood Contractors

A number of minority contractors are operating on a limited scale within the San Diego area. Utilization of these contractors could significantly expand the participation of MNR

craftsmen on construction projects. In order to increase the participation of Area contractors in Model Cities generated and other construction in the Model Neighborhood, the City is considering the following alternatives:

- a. Inform associations and consortia of MNA contractors of bid specifications well in advance of the closing date for bid submissions.
- b. Actively recruit consortia of Area contractors to bid on contracts.
- c. Limit the size and dollar volume of contracts to the extent feasible and otherwise arrange solicitations, time for preparation of bids, specifications and completion dates in order to make it possible for Area contractors to bid and compete for said contracts.
- d. Upon receipt of a statement from an Area contractor, supported by an affidavit, that he is unable to obtain requisite bonding or insurance through normal channels, provide assistance where possible in meeting such requirements or otherwise attempt to make appropriate arrangements which shall eliminate or minimize these requirements as obstacles to the granting of the contract to such contractor; and
- e. Provide other counseling or assistance as necessary and feasible during the preparatory stages and the actual performance of such contracts.

I Monitoring and Compliance

1. To Further the Model Cities resident employment opportunities it is proposed that the City implement a program which would contain the following provisions:
  - a. Establishment of a Central office of Contract Compliance and employment of staff to order a review of all City of San Diego contracts and recommend procedures to ensure compliance with resident employment requirements.
  - b. Establishment of a pertinent monitoring system and a procedure for awarding construction and other contracts in order to meet the concern of resident employment.
  - c. A requirement that contractors seeking work on Model Cities contracts submit their resident employment proposals as part of their bid.
2. Model Cities staff will work with the Building Trades Council, contractors and the Unified Coalition in order to expedite final ratification and implementation of the Joint San Diego County Plan. This is the Hometown Plan previously referred to. For work on projects in the Model Cities area, it would contain a requirement that the contractor's work force be drawn in part from the the Model Cities area, administered on a craft-by-craft basis and requiring the contractor to hire trainees from the Model Cities area.

3. Model Cities staff shall inform the communities of the Model Cities neighborhoods with sufficient copies of the Resident Employment Plan in Spanish and English. As part of the monitoring process, periodic field trips will be made to verify residence of project employees. This will minimize the possibility of non-area residents giving false addresses in the Model Neighborhood. Misrepresentation in regard to area residence shall be grounds for termination of employment.

K. Citizen Participation

This Plan incorporates many of the expressed concerns of Area residents. Before it reached final draft form, there was review and input by the Personnel Committee, Economic Task Force, and Executive Committee of the CPC. The Plan was also one of the topics of discussion at the Personnel Committee training session conducted with NCSL participation.

A citizens Evaluation Committee has been formed and will be an integral part of the resident employment evaluation process. A number of orientation sessions have already been held with CDA evaluation staff. The Evaluation Committee will participate in agency visitations as part of the monitoring process.

The Personnel Committee members will also play a role in the implementation of the Plan. They will participate in job description review, the screening and interview process, and in the grievance procedure. Through their established relationship

with City Civil Service, they will play a major role in assuring that the objectives of the Plan are met in the area of City employment.

APPENDIX A

CONTRACT EXCERPTS

Section 215 PURCHASING PROCEDURES

B. The Agency agrees to use its best efforts to obtain all supplies and equipment for use in the performance of this agreement from suppliers located in or owned in substantial part by Area residents at the lowest practicable cost. Should the Agency be unable to obtain supplies and equipment from such suppliers, the Agency may procure supplies through the City or any other available source following the provisions of Item A of this section.

Section 216 SUBCONTRACTS

A. The Agency will undertake the Project activities (1) with its own staff (including the temporary use of employees of other public bodies) and/or (2) by contracting with other public bodies or private contractors, in accordance with this agreement, applicable operating manuals, and with particular reference to the area supplier preference set forth in section 217.

Section 217 AREA SUPPLIER PREFERENCE

A. In order to fulfill the Area resident employment obligations of the Model Cities Program, it is the policy of the parties to this agreement to enter contracts and place supply orders with concerns which employ a substantial percentage of Area residents, or are located within the Area, or are owned in substantial part by Area residents. The Agency agrees to

use its best efforts to make purchases and place contracts in accordance with this policy.

- B. Should the Agency be unable to implement this policy, it shall report such fact to City ten (10) calendar days prior to entering into a contract or placing a supply order with any concern which neither employs a substantial percentage of Area residents nor is located within the Area nor is owned in substantial part by Area residents. Within ten (10) days of receiving notice of the Agency's inability to comply with this provision, City shall notify the Agency as to whether the Agency shall renew its efforts to locate a concern which fulfills the requirements above. Failure to receive a reply from City within ten (10) days shall be deemed authorization for the Agency to enter into the contract with a nonconforming supplier.

Section 220 PERSONNEL

- A. Agency agrees that all employment positions generated, either directly or indirectly, by this agreement shall be filled in accordance with this section and the detailed provisions of the Personnel Manual as it may be revised from time to time.
- B. Agency agrees that all contracts executed with contractors in the fulfillment of this agreement shall contain the provisions of this section and shall have the same force and effect upon said contractors as they have upon Agency.
- C. Agency and contractor shall fill all positions generated by this agreement with residents of the Area unless it



can be clearly demonstrated to the satisfaction of City and the CPC Personnel Committee that there is no Area resident presently available for the position who possesses the requisite educational background, professional training or experience, and further that no such qualified Area resident is likely to become available within a reasonable period, and further, that no Area resident can be trained to assume said position by either Agency or contractor within a reasonable period of time.

- D. All jobs generated by this agreement will conform to the \$2.50 per hour minimum wage and four (4) hour minimum day requirements set by the Model Cities Citizens' Policy Committee, unless otherwise determined by Director with the concurrence of the CPC Personnel Committee.
- E. Agency will establish minimum quantitative objectives for Area resident employment and will indicate how these objectives are to be met through recruitment, selection, pre-employment and on-the-job training, upgrading and other procedures. Training and employment procedures will be designed to remove identified impediments to hiring and upgrading of disadvantaged Area residents and provide them with occupational mobility through seniority, inter-agency transfer agreements, civil service status, union membership or other prerequisites to such mobility as are appropriate to that Agency. Agency shall also develop a specific

to supplement and improve upon the level of training offered initially. In-service training shall be offered in all the areas of services set forth in section 330.

2. Career Opportunities - The Agency shall work with the designated Model Cities staff person to develop career ladders for the \_\_\_\_\_ positions. The Agency shall be responsible for arranging educational training which shall enable Project staff to pursue their career and formal education interest.

EXCERPTS FROM CITIZEN PARTICIPATION AGREEMENT

9. The City shall require that every Agency interview board charged with the hiring of personnel for jobs generated by such Agency's Model Cities contract, when sitting for that purpose, shall include in that board's membership either one or two members of the CPC Personnel Committee, such number to be determined in each instance by the CPC.
11. The City shall provide that where an Agency or contractor fails to fill a position generated by a City Agency contract with an area resident the CPC may declare this a dispute subject to Section 17 of this statement.
12. The City shall, at the request of the CPC, direct an agency to take such additional steps as the CPC shall reasonably provide to insure that proper notice is given to Area residents of positions generated by City-Agency agreements. Any dispute so arising shall be subject to Section 17 of this Statement.
17. Where there is a dispute between the CPC and an Agency as defined by any of the several clauses of this Statement, and where the agreement between the City and Agency does not provide the CPC a satisfactory procedure to resolve such dispute, then one representative each from the Agency, the City and the CPC shall meet to

attempt in good faith to resolve the differences.

Where no resolution can be reached, the matter shall be resolved by an arbitration board to be made up of one member selected by the CPC, one member selected by the Agency and a third member to be selected by the first two selected members. Their decision shall be final unless overruled by the affirmative action of the City Council.

EXCERPTS FROM OPERATING AGENCY MANUAL

1.04.00 METHOD OF IMPLEMENTATION

4.01 EMPLOYMENT GENERATED BY MODEL CITIES

A. General Provisions

1. Model Neighborhood residents will be given employment priority at all levels of job responsibility to the maximum extent possible.
2. City bid specifications will clearly stipulate the hiring and/or training requirements to be placed on the contractor.
3. Whenever possible, sub-contracts will be awarded to firms based in or substantially doing business in the Model Neighborhood area.
4. All jobs generated for area residents will conform to the \$2.50 per hour minimum wage established by the Model Cities Citizens' Policy Committee.
5. Jobs or training opportunities provided for area residents must help develop skills which will be needed after the Model Cities Program phases out.
6. Training programs must be instituted to upgrade area residents to fill other positions in the agency.
7. Area residents hired and/or trained to fill positions in Model Cities funded projects will be given priority to the maximum extent possible in filling permanent agency jobs generated by normal attrition.

8. Subcontracts will clearly delineate the enforcement responsibility of the City Manager with power to curtail, suspend, or terminate operation of the project should the above provisions not be met.

9. Any sub-contracts let by prime contractors will contain the provisions set forth in this policy.

B. Operating Agencies Using Supplemental Funds

Before a contract is executed between the City of San Diego and any operating agency, the following conditions must be met:

1. Positions created must be listed and submitted to the Economic Program Coordinator of the Model Cities Staff for review.

2. A timetable for employment must be established by the operating agency along with appropriate training and career development.

3. Contracts between the San Diego Model Cities Agency and any operating agency must contain the following stipulations:

a. Model Neighborhood residents will be given employment priority for all positions, to the maximum extent possible.

b. Sub-professional and paraprofessional jobs will be reserved solely for Model Neighborhood residents.

c. Positions created and application submission deadlines will be advertised.

- d. Employment responsibility will be that of the operating agency, in accordance with standards established by the Model Cities Program.
  - e. Established employment schedules and training programs will be adhered to.
4. Contracts will fully describe the timetable and manner in which reviews for compliance of the above stated provisions will be carried out. Contracts will clearly delineate the enforcement responsibility of the City Manager with power to curtail, suspend or terminate CDA participation in the project.

#### 4.02 EMPLOYMENT GENERATED BY NON-SUPPLEMENTAL FEDERAL PROGRAMS

The CDA Director has sign-off powers on local programs funded by HEW and HUD which should be used to achieve compliance with the policies set forth in this statement.

#### 4.0 EMPLOYMENT GENERATED BY NON-FEDERALLY FUNDED ACTIVITIES

##### INCLUDED IN THE COMPREHENSIVE DEMONSTRATION PROGRAM

Model Neighborhood residents will be given maximum opportunity for all employment created by activities included in the Comprehensive City Demonstration Program regardless of the source of funds. (See Administrative Section for identification of responsibilities.) The City will also include resident employment requirements in the bid specifications of all contracts to be let for work in or directly affecting the Model Neighborhood. In addition to the resident employment requirements listed in this section, each operating agency will be required to enter into a voluntary affirmative Action

Program agreement with the local office of the Fair Employment Practices Commission (FEPC). Under such an agreement, each agency would take FEPC-recommended steps to improve its minority hiring record.

1.05.00 RECRUITING, TRAINING AND COUNSELING

A comprehensive methodology will be formulated for recruiting, training, and counseling Model Neighborhood area residents to fill not only those jobs generated by the Demonstration Plan, but jobs in the general market as well. This approach would coordinate existing efforts for maximum effectiveness and bring some of the first-year programs to bear on this effort also.

Representatives of local colleges and universities have been approached, and their assistance will be obtained in establishing training programs.

Training programs instituted will emphasize horizontal as well as vertical mobility, skills required to fill jobs in the general labor market, building administrative skills, and programs aimed at developing resident capability to fill jobs of the future.

The waiting lists of the many manpower agencies already in existence will be used to augment conventional recruiting methods. Additionally, the State Department of Human Resources Development will make a contribution to the recruitment effort through client referrals. The provision of information for employed as well as unemployed persons is a particularly valuable feature of the program. In summary, the Skills Bank will be an effective tool for quantifying



and combating the underemployment level in the Model Neighborhood.

The residents of the target area have been oppressed for so long that low-level job aspirations and self-doubt have become ingrained in many of them. This is often evidenced even in the case of the minority group college student or graduate who all too often seeks the traditional jobs of teacher, minister, or social worker. Competent counseling then becomes a most important part of the attempt to upgrade area residents. In order to ensure improvement in the quality of counseling a series of one-day training workshops for counselors will be arranged in conjunction with local colleges.

The Economic Program Coordinator will be assigned to seek coordination between existing agencies which offer recruitment, training and job development services. This would affect private industry as well as the public and community services agencies. He will also institute a seminar or series of seminars for job developers to better equip them to actually develop job openings or training slots, or to convince employers to modify hiring practices to benefit the disadvantaged. Such training is necessary because job development in San Diego has too often been defined as no more than passive job order-taking.

#### 5.01 RECRUITMENT OF RESIDENTS

Employment generated by projects and activities of the Comprehensive City Demonstration Program will be compiled. Classification according to project and title, including a description of basic requirements will be prepared and, along with instructions for employment application procedures, will be distributed to each member of the CPC and circulated widely throughout the Model Neighborhood.

#### 5.02 SELECTION OF RESIDENTS

All operating agencies will be required to submit evidence that they have followed contractual provisions regarding preference given to Model Neighborhood resident applicants for all positions. Reports will be required listing total number of employees hired, their Model Neighborhood resident or non-resident status. Justifications will be required for hiring of non-Model Neighborhood residents. The Project Director of the operating agency will submit such reports to the CDA to show compliance with the terms of contract.

#### 5.03 PLACEMENT OF RESIDENTS

Placement of residents in employment generated by the Model Cities Program is a first priority. For maximum effect, however, this placement will be linked whenever possible with requirements for pre-job training, on-the-job training, and the development of a career ladder encouraging upward mobility of those residents placed in entry-level positions to higher level positions in the program agency.

#### 5.04 PERSONNEL COMMITTEE

The Personnel Committee of the CPC will review job requirements, recruitment techniques, training programs and upgrading opportunities as they apply to resident employment. This committee will also be responsible for the disposition of resident grievances or complaints of non-compliance with the established resident employment policy.

Any grievance not successfully resolved through the Personnel Committee may be brought to the Liaison Committee, composed of CPC and City Council members. Through this process, any resident of the Model Neighborhood who feels wronged in that a selection process has not met the requirements of their employment policy will have two levels of recourse; on direction

by the Personnel and/or the Liaison Committee all grievances would ultimately be resolved through negotiations with the City Manager and Model Cities Director. Where procedures mentioned herein differ from State, County or City laws, policies and procedures, the State, County, or City laws, policies and procedures shall apply.

APPENDIX B

CITY of SAN DIEGO  
MEMORANDUM

FILE NO.:  
DATE: May 6, 1971  
TO: All Operating Agencies  
FROM: John F. Williams, Director  
SUBJECT: Model Neighborhood Resident Employment

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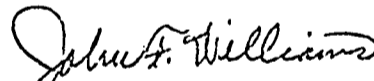
As you know, a most important part of the Model Cities program is the mandate that all projects "provide for maximum opportunity for employing Residents of the area in all phases of the program and enlarged opportunities for work and training" as required by the Demonstration Cities and Metropolitan Development Act of 1966.

We are requiring operating agencies to employ Model Neighborhood Residents at all levels within Model Cities funded projects. Please furnish the following information immediately:

1. Names, addresses, and position titles of all incumbents in jobs filled to date.
2. Position titles of all unfilled jobs.
3. The same information as in item number 1 above for all remaining positions as soon as they are filled.

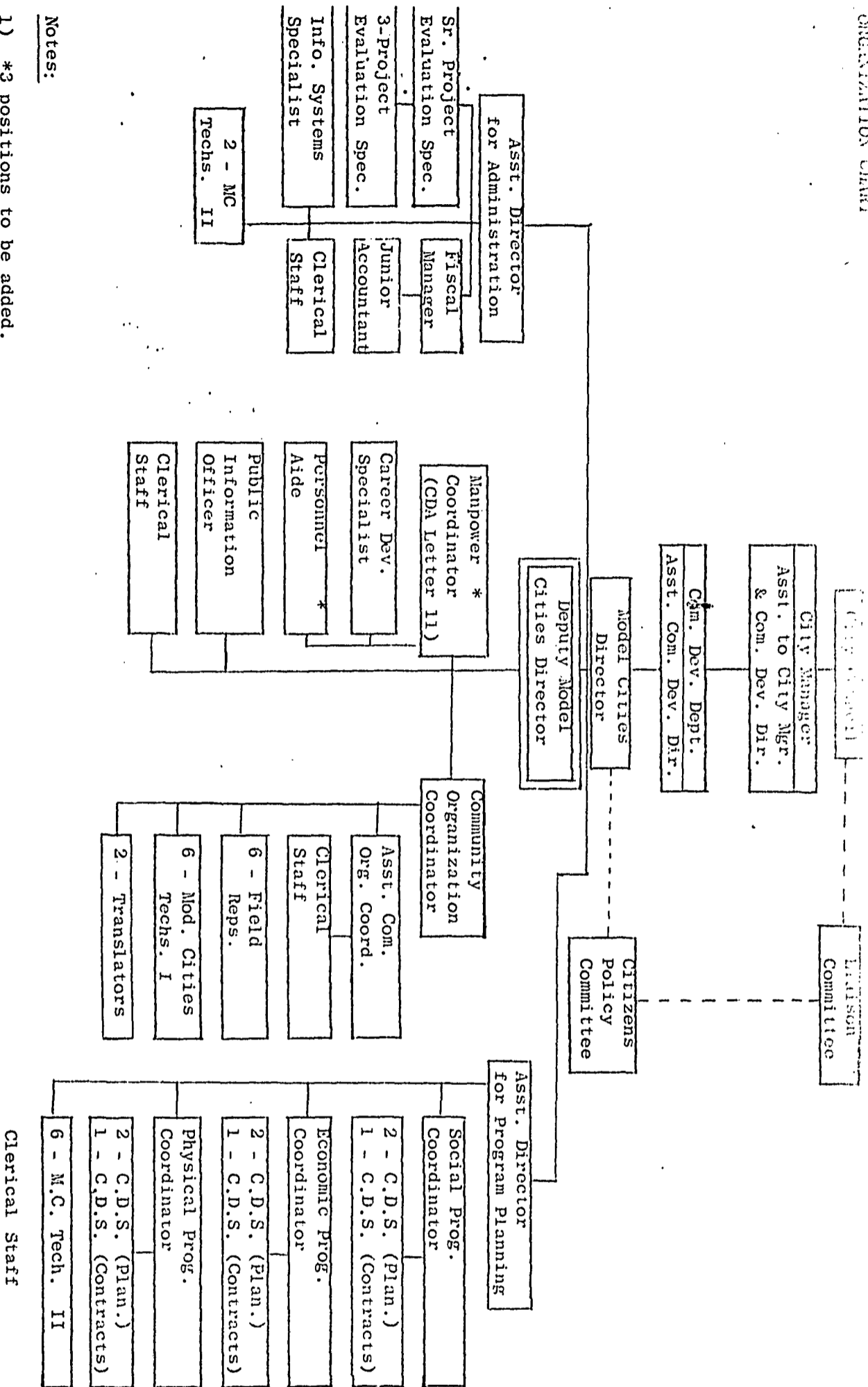
Also, this is to call your attention to section 220 C of your contract and to spell out the means for compliance thereto. In those instances where no qualified Model Neighborhood Residents apply for positions, a letter indicating this fact shall be sent to the Model Cities Director. A carbon copy of this letter shall also be addressed to the Manpower Coordinator along with copies of the applications of those Model Neighborhood Residents who applied but did not qualify for the vacancies. A decision as to whether to grant a waiver or to hire a resident as a trainee will be rendered by the Director within five (5) working days of receipt of the letter.

Copies of our revised Operating Agency Manual reflecting Resident employment requirements will be forwarded to you in the near future.

  
John F. Williams

mb

ORGANIZATION CHART



Notes:

- 1) \*3 positions to be added.
- 2) M.C. Technicians II to be assigned on planned rotational basis where needed, counseled by career Dev. Specialist.

## CAREER DEVELOPMENT SPECIALIST

### DEFINITION:

Under supervision of the Manpower Coordinator, coordinates community and agency resources to make Model Neighborhood Residents job-ready.

### TYPICAL TASKS:

Provides employment counseling, training, and upgrading opportunities information and supportive service to employees; matches workers and jobs; assists Model Neighborhood Residents in obtaining on-the-job training by apprising them of opportunities and procedures for taking advantage of programs; assists those Model Neighborhood Residents not certified or hired in obtaining free employment training; maintains contact with Model Neighborhood Residents after placement; provides for feedback of information on problems of Model Neighborhood Residents with problems concerning on-the-job training and upgrading programs to best serve area resident; performs related work.

## MANPOWER COORDINATOR

### DEFINITION:

Under direction of the Deputy Director plans and coordinates all employment and training opportunities for Model Neighborhood Residents.

### TYPICAL TASKS:

Assists in the development of an employment delivery system for Model Neighborhood Residents and for monitoring of its operation; coordinates this system within the CDA and with other public and private agencies; negotiate and monitor manpower contract and manpower sections of all third party contracts; coordinates manpower aspects of project planning; assists in job analysis and restructuring; reviews position descriptions for all Model Cities funded projects; coordinates inter-agency activities on manpower that directly relate to the Model Neighborhood area; initiates the development of training programs both on and off the job; works with operating agencies to develop common job descriptions and to arrange for possible inter-agency transfer agreements; supervises subordinate personnel; prepares reports; performs related work.



## PERSONNEL AID

### DEFINITION:

Under supervision of the Manpower Coordinator assists in the coordination of employment and training opportunities for Model Neighborhood Residents.

### TYPICAL TASKS:

Identifies all Model Cities funded jobs and surveys them for Model Neighborhood Resident employment according to criteria established by the Manpower Coordinator; attends CPC Personnel Committee meetings and assures that their recommendations are communicated to appropriate CDA staff for action; assists in gathering data necessary for monitoring manpower responsibilities of project contractors; assist with job analysis and restructuring and rewriting of position descriptions; performs related work.

APPENDIX C

RESIDENT EMPLOYMENT OBJECTIVES

| PROJECT                      | Total Staff | NMR Obj. | Professional |     | Paraprof. |     | Clerical |     | Trainee |     |
|------------------------------|-------------|----------|--------------|-----|-----------|-----|----------|-----|---------|-----|
|                              |             |          | Total        | NMR | Total     | NMR | Total    | NMR | Total   | NMR |
| Business Outreach            | 8           | 6        | 3            | 1   | 2         | 2   | 3        | 3   |         |     |
| Child Care                   | *           |          |              |     |           |     |          |     |         |     |
| Consumer Affairs             | 14          | 10       | 6            | 2   | 4         | 4   | 4        | 4   |         |     |
| Economic Study               | 3           | 3        |              |     | 3         | 3   |          |     |         |     |
| Public Service Careers       | 34          | 30       | 7            | 3   |           |     | 3        | 3   | 24      |     |
| Service Delivery System      | 37          | 36       | 1            | 0   |           |     | 1        | 1   | 35 +    | 35  |
| Skills Bank                  | 9           | 5        | 6            | 2   |           |     | 3        | 3   |         |     |
| CHIRP                        |             |          |              |     |           |     |          |     |         |     |
| Demonstration Block          | 5           | 3        | 3            | 1   |           |     | 2        | 2   |         |     |
| Demonstration Recreation     | 6           | 5        | 2            | 1   | 2         | 2   | 2        | 2   |         |     |
| Educational Cultural Complex | 6           | 6        |              |     | 6         | 6   |          |     |         |     |
| Gymnasium                    | 4           |          |              |     |           |     |          |     |         |     |
| Historical Preservation      | 3           |          | 1            |     | 1         |     | 1        |     |         |     |
| Non-Profit Housing           | 10          |          | 6            |     | 2         |     | 2        |     |         |     |
| Redevelopment Feasibility    | 4           |          |              |     |           |     |          |     |         |     |
| Relocation                   | 4           |          |              |     |           |     |          |     |         |     |
| Senior Citizens              | 39          | 38       | 2            | 1   |           |     | 2        | 2   | 35 +    | 35  |
| Streets and Alleys           | 4           |          |              |     |           |     |          |     |         |     |
| Supplemental Transportation  | 21          | 19       | 3            | 1   | 17        |     | 17       | 1   |         |     |

PHYSICAL

ECONOMIC

SOCIAL

| PROJECT                    | Total Staff | NMR OBJ. | Professional |     | Paraprof. |     | Clerical |     | Trainee |     |
|----------------------------|-------------|----------|--------------|-----|-----------|-----|----------|-----|---------|-----|
|                            |             |          | Total        | NMR | Total     | NMR | Total    | NMR | Total   | NMR |
| Afro-American Studies      | 12          | 11       | 2            | 1   | 3         | 3   | 2        | 2   | 5       | 5   |
| Chicano Studies            | 6           | 4        | 4            | 2   |           |     | 2        | 2   |         |     |
| Communications Complex     | 15          | 12       | 15           | 2   |           |     | 2        | 2   | 8       | 8   |
| Community Relations Board  | 5           | 4        | 2            | 1   | 1         | 1   | 2        | 2   |         |     |
| Comprehensive Health       | 4           | 3        | 2            | 1   |           |     | 2        | 2   |         |     |
| Food Commodities           | 2           | 2        |              |     | 1         | 1   | 1        | 1   |         |     |
| Legal Services             | 13          | 10       | 5            | 2   | 1         | 1   | 4        | 4   | 3       | 3   |
| Narcotics Abuse            | 22          | 18       | 7            | 3   | 11        | 11  | 4        | 4   |         |     |
| Rehab. of Ex-offenders     | 10          | 8        | 3            | 1   | 5         | 5   | 2        | 2   |         |     |
| Research and Demo. Schools | 49          | 43       | 10           | 4   | 38        | 38  | 1        | 1   |         |     |
| San Ysidro School          | 69          | 65       | 7            | 3   | 18        | 18  | 3        | 3   | 41      | 41  |

\* This project is currently being scaled down because of excessive costs. Employment data will be available at a later date.

† Part-time positions

‡ Contract to be awarded, no employment projections available.

MODEL CITIES PROGRAM CITY OF SAN DIEGO  
STAFF REPORT

Page \_\_\_\_\_ of \_\_\_\_\_ Pages

Project No. \_\_\_\_\_

Project \_\_\_\_\_

Operating Agency \_\_\_\_\_

| Staff   | Title | Address |
|---|-------|---------|
| Professional<br>1.<br>2.<br>3.<br>4.<br>5.<br>6.<br>7.<br>8.<br>9.<br>10. |       |         |
| Clerical<br>1.<br>2.<br>3.<br>4.<br>5.                                    |       |         |
| Para-Professional<br>1.<br>2.<br>3.<br>4.<br>5.                           |       |         |
| Trainee<br>1.<br>2.<br>3.<br>4.<br>5.                                     |       |         |

This Report is required upon completion of project staffing. Each staff person is to be listed by name. It is a one-time report except that staff changes must be reported at the end of the month in which they occur. This form is to used for that purpose.

MODEL CITIES PROGRAM - CITY OF SAN DIEGO

QUARTERLY MANPOWER REPORT

Project \_\_\_\_\_ Project No. \_\_\_\_\_

Operating Agency \_\_\_\_\_ Month \_\_\_\_\_ To \_\_\_\_\_

|                  | Professional | Paraprofessional | Clerical | Trainee |
|------------------|--------------|------------------|----------|---------|
| No. of Positions |              |                  |          |         |
| No. Hired        |              |                  |          |         |
| MNR              |              |                  |          |         |
| Non-MNR          |              |                  |          |         |
| Race             |              |                  |          |         |
| Black            |              |                  |          |         |
| Mex-Amer.        |              |                  |          |         |
| Caucasian        |              |                  |          |         |
| Oriental         |              |                  |          |         |
| Other            |              |                  |          |         |
| Sex              |              |                  |          |         |
| Male             |              |                  |          |         |
| Female           |              |                  |          |         |
| Full-Time        |              |                  |          |         |
| Monthly Salary   |              |                  |          |         |
| Over \$1000      |              |                  |          |         |
| 800 - 999        |              |                  |          |         |
| 600 - 799        |              |                  |          |         |
| 435 - 599        |              |                  |          |         |
| Under 435        |              |                  |          |         |
| Part-Time        |              |                  |          |         |
| 20-30 hrs/wk     |              |                  |          |         |
| 10-19 hrs/wk     |              |                  |          |         |
| Under 10 hrs/wk  |              |                  |          |         |
| Hourly Wage      |              |                  |          |         |
| Over \$5.50      |              |                  |          |         |
| 4.50 - 5.50      |              |                  |          |         |
| 3.50 - 4.49      |              |                  |          |         |
| 2.50 - 3.49      |              |                  |          |         |
| Under 2.50       |              |                  |          |         |
| Job tenure       |              |                  |          |         |
| Yes              |              |                  |          |         |
| No               |              |                  |          |         |
| Age              |              |                  |          |         |
| 16 - 20          |              |                  |          |         |
| 21 - 26          |              |                  |          |         |
| 27 - 32          |              |                  |          |         |
| 33 - 40          |              |                  |          |         |
| 41 - 46          |              |                  |          |         |
| Over 46          |              |                  |          |         |

MODEL CITIES PROGRAM - CITY OF SAN DIEGO  
 QUARTERLY TRAINING REPORT

Project \_\_\_\_\_ Project No. \_\_\_\_\_

Operating Agency \_\_\_\_\_ Months \_\_\_\_\_ to \_\_\_\_\_

Training Program Developed \_\_\_\_\_ Date Instituted \_\_\_\_\_ CDA Assistance Requested  
 Yes \_\_\_\_\_ No \_\_\_\_\_  
 Yes \_\_\_\_\_ No \_\_\_\_\_

|                  | Base Line Data |            | New Starts--Previous Quarter |            | Total Started Since Plan Instituted |            |
|------------------|----------------|------------|------------------------------|------------|-------------------------------------|------------|
|                  | NO. Academic   | In-Service | No. Academic                 | In-Service | No. Academic                        | In-Service |
| STAFF            |                |            |                              |            |                                     |            |
| Professional     |                |            |                              |            |                                     |            |
| MNR              |                |            |                              |            |                                     |            |
| Non-MNR          |                |            |                              |            |                                     |            |
| Paraprofessional |                |            |                              |            |                                     |            |
| MNR              |                |            |                              |            |                                     |            |
| Non-MNR          |                |            |                              |            |                                     |            |
| Clerical         |                |            |                              |            |                                     |            |
| MNR              |                |            |                              |            |                                     |            |
| Non-MNR          |                |            |                              |            |                                     |            |
| Trainee          |                |            |                              |            |                                     |            |
| MNR              |                |            |                              |            |                                     |            |
| Non-MNR          |                |            |                              |            |                                     |            |

AUG 3 1971

Passed and adopted by the Council of The City of San Diego on .....  
by the following vote:

RECEIVED  
CITY CLERK'S OFFICE

1971 JUL 28 AM 10:46

SAN DIEGO, CALIF.

| Councilmen         | Yeas                                | Nays                     | Excused                  | Absent                              |
|--------------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|
| Helen Cobb         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Sam T. Loftin      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Henry L. Landt     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Leon L. Williams   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Floyd L. Morrow    | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Bob Martinet       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Allen Hitch        | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Mike Schaefer      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| Mayor Frank Curran | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

AUTHENTICATED BY:

FRANK CURRAN  
Mayor of The City of San Diego, California.

EDWARD NIELSEN

~~JOHN LOCKWOOD~~  
City Clerk of The City of San Diego, California.

(Seal)

By Elfa J. Hamel Deputy.  
*eh*

Office of the City Clerk, San Diego, California

Resolution Number 203342 Adopted AUG 3 1971