

CITY OF EAST PALO ALTO

AGENDA

CITY COUNCIL, MONDAY, JUNE 8, 1987
SPECIAL MEETING, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE

To facilitate your business with the City Council, all agenda items should be in the Council office no later than 5:00 p.m. on the same day one week preceding the scheduled Council meeting. All information concerning the Consent Calendar items will be available to the public for review in the City Clerk's office the day of the Council meeting.

MAYOR: James E. Blakey, Jr.
VICE-MAYOR: Ruben Abrica
COUNCIL MEMBERS: John B. Bostic, Warnell Coats, Barbara A. Mouton

7:00 p.m. **Closed Session**

Item 1. **CALL TO ORDER AND ROLL CALL**

7:30 p.m.

Council Members Present:

Council Members Absent:

Item 2. **APPROVAL OF AGENDA**

Item 3. **COMMENTS AND REPORTS BY COUNCILMEMBERS**

7:32 p.m.

Item 4. **STUDY SESSION**

7:40 p.m.

FY 1987-88 Budget

Item 5. **FY 1987-88 BUDGET HEARINGS**
7:50 p.m.

- (A) **City Council**
- (B) **Rent Stabilization Program**
- (C) **Human Services**

*Child care
Seniors
&
Youth*

Community Forum

Item 6. **CLOSED SESSION**

Item 7. **ADJOURNMENT**

MEMBERS OF THE COUNCIL

JAMES E. BLAKEY, JR.
Mayor
RUBEN ABRICA
Vice-Mayor
JOHN B. BOSTIC
WARNELL COATS
BARBARA A. MOUTON



2415 UNIVERSITY AVENUE
EAST PALO ALTO, CA. 94303

Tel: (415) 853-3100

June 1, 1987

George P. Barbour, Jr.
PUBLIC MANAGEMENT CONSULTING ASSOCIATES
420 Waverley Street
Palo Alto, CA 94301

Dear Mr. Barbour:

The following is the suggested scope of work statement and estimated budget to provide consulting services to the City of East Palo Alto during the development, review and adoption of the 1987-1988 Budget.

SCOPE OF SERVICE

Task 1: Budget Analysis

The consultants will analyze the proposed City Manager's Budget to determine changes in departmental priorities, expenditure levels, revised performance targets and impact on the overall budget priorities. The consultants will prepare a written review of each departmental budget.

Task 2: Develop Recommendations

The consultants will attend selected budget review hearings, review supporting documentation and develop a set of recommendations to strengthen the budget process of East Palo Alto.

Task 3:

Implement recommendations from original Center for Excellence's Management Audit regarding Appendix "K" - City-wide Budget Process. (See Attachment Appendix "K")

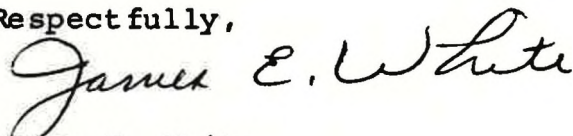
Mr. George P. Barbour, Jr.
June 1, 1987
Page 2

Cost

Professional Fee: \$60/hour, not to exceed \$5,000.00.

Note: The Mayor's Sub-Committee recommends that the consulting services requested by former Mayor Mouton re: P.M.C.'s Invoice (3-11-87) be included in the \$5,000 limit.

Respectfully,

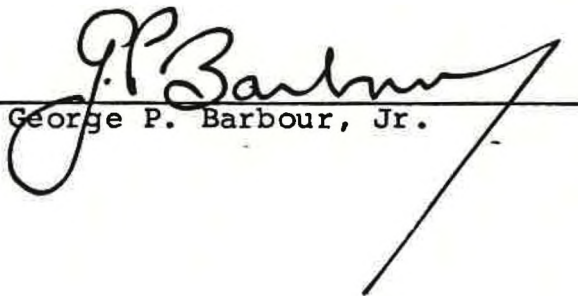


James E. White
Interim City Manager

JEW:mmm
Enclosures

As a duly authorized representative of P.M.C., I agreed to the Scope of Work specified in this letter.

6-2-87
Date



George P. Barbour, Jr.

APPENDIX K

- City-Wide Budget Process

Profile: City-Wide Budget Process

Introduction

Outside of the planning process, the one on-going process that should provide direction to an organization is its budget process. How an organization plans to spend its resources should tell us something about its priorities for the immediate future. How an organization expends its resources tells us quite a bit about what it actually stands for. Often there is a dichotomy between the desires/hopes and reality. No budget system can anticipate all the changes and shifts in priorities that require reallocation of resources. The best it can do is provide some overall direction and a process for making reasonable decisions.

The Current Budget

The 1986-87 East Palo Alto Budget recognizes the role of the budget to provide direction and to measure progress or change. On the budget page that explains how to use the program budget, its purpose is described as follows:

The budget's basic purpose should be to provide direction. The program budget provides useful information in better selecting that direction. The emphasis of program budgeting is on the level and cost of each City service, what service is being proposed, and the effect of these activities on the general public welfare.

Each component of the budget is also described. The basic program budget format and structure are sound and conform to best practices. The format is not overly complex nor is it cumbersome to use. This is a definite advantage to departmental staff, the City Council, and the general public. Budgets need not be overly complex nor technically elegant to be useful.

Analysis of Current Budget

A. Level of Service Changes

In examining the Budget Highlights on pages vi and vii, we found that it was very difficult to match the highlights to specific changes in service levels or program/sub-program performance. The budget highlights for the Police Department is an example that illustrates this limitation. The highlight is as follows:

Police

This budget represents a 21 percent increase over the estimated 1985-86 expenditures and includes funding for two additional sworn officers and one clerk plus two new vehicles.

How much more service will the Department be able to provide with a 21% increase in budget? Will there be an impact on

- o Response time ?
- o Drunk driving arrests ?
- o Other performance measures ?

What program will benefit from the two additional sworn officers? -
Where will the new clerk show up in the organization?

Basic questions concerning service level changes should be answered in a program budget.

B. Performance Measures

It is not possible to relate performance measures to budget increase or new positions in the 1986-87 budget.

There are basically two types of performance measures used in the 1986-87 budget. The first is standards of performance, i.e., response time, processing time, hold an event, accomplish an act at a certain time. The second type of performance measure relates to improvements or maintenance of performance, i.e., increase by X %, maintain at X %. In

each case certain performance measures are marked by an asterisk for reporting to the City Council. Comparative performance over time is not included in the budget. There is no way to tell from the budget whether performance is improving, decreasing, or staying the same. Furthermore, there is no discussion about performance or output.

C. Staff Budget Performance

When starting up a new budget system it is understandable and appropriate to limit participation to a handful of staff who have the skills to put it together. Our staff interviews detected that staff below the department executives were not comprehensively involved in budget preparation. The budget process is one of the best training tools to develop staff capacity. Once staff are involved in defining service levels, estimating cost and equipment needs and finetuning performance measures, the greater their commitment will be to the programs funded in the budget.

D. Role of Boards in Budget Process

The various Boards and Commissions have been charged with the responsibility to advise the City Council on programs and services within their area of specialty. Advice on the budget priorities, level of service and performance criteria should be part of their responsibility. However, the recent budget process provided little time or guidance on how to provide such advice to the City Council. In our interviews, this problem was often raised.

The budget process should accommodate the Boards and Commissions in reviewing and formulating advice to the City Council otherwise they may begin to see their roles as specific advocates for or against a program,

start to lobby the City Council directly and take on an adversarial role with City staff.

Recommendations

o The budget format should be slightly modified to include a Level of Service section in each subprogram. The section can be used to explain changes in service, new sub-programs, elimination or combination of sub-programs, impact of decrease or increase in resources and changes in performance measures.

o Limited, comparative performance data should be provided in each sub-program. For example, police response time to emergency calls for service could be listed as follows: (Illustration only; this is not actual data)

	1984-85	1985-86	1986-87 (estimate)
Average response time (minutes)	5.2	4.5	4.0

One or two performance measures for each sub-program could be selected for annual comparison.

o Each department should involve employees down to the work unit level in budget formulation and development.

o When developing the budget process calendar of events for the next fiscal year, specific commission meeting dates should be identified for proposed budget input and discussion.

CLAIM

CITY OF EAST PALO ALTO, STATE OF CALIFORNIA

Date 06-02-87

Name and Address of Claimant

*The Ctr for Excellence
420 Waverly Street
Palo Alto CA 94301 (415) 327-0350*

✓	QUANTITY	UNIT	DESCRIPTION	UNIT PRICE	EXTENSION
1			Consulting Services		1,200.00
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

FUND	DEPT.	PROGRAM	PROJECT	EXPENDITURE	SALES TAX
000		60400		2418	TOTAL
					1,200.00

PAID
JUN 2 1987
#10403

I hereby certify that all of the above travel expense is correct, or the materials or services were received in good condition and the quality is as ordered and/or the services were performed.

6-2-87

Date

J.P. Barber
Claimant or Receiving Employee

In conformance with Section 29705 of the Government Code, I approve this claim for allowance.

Date

Department Head or Authorized Employee

I hereby certify that the funds in this appropriation account and in conformance with Sections 29704 and 29705 of the Government Code, I hereby certify as to the correctness of the above computations and hereby approve this claim for payment.

6-2-87 *M. White*

GP eye



THE CENTER FOR EXCELLENCE
In Local Government

George P. Barbour, Jr.
Thomas W. Fletcher
George A. Sipel

March 15, 1987

March 11, 1987

City of East Palo Alto
2415 University Avenue
East Palo Alto, CA 94303

Attention: Mayor Barbara Mouton

INVOICE

For consulting services concerning the review of an Agreement to Negotiate Exclusively (Draft 3-9-87).

Fee

16 hours @ \$75.00/hour = \$1,200.00

Please make the check payable to the Center for Excellence in Local Government. It has been a pleasure to serve the City of East Palo Alto.

Respectfully,

George P. Barbour, Jr.
George P. Barbour, Jr.

jw



THE CENTER FOR EXCELLENCE
In Local Government

TO: Acting City Manager James White
FROM: G.P. Barbour, Jr. *gpb*
DATE: March 10, 1987
SUBJECT: Review of Agreement to Negotiate Exclusively (Draft 3-9-87)

1. Don Skinner and I met with Mayor Mouton and Councilmember Abrica at 6:30 p.m. on March 9, 1987 to discuss the DeMonet Industries proposal and the subject agreement. We agreed to accomplish the following:

- Review the Agreement to Negotiate Exclusively (Draft 3-9-87)
- Prepare some background information on DeMonet Industries, Inc.

Because of the critical timing of this request, I am sending you our thoughts on the Agreement first. By Wednesday (March 11, 1987) I will be able to provide the City the background information.

2. Not having been part of the Negotiation between the City and DeMonet, it is difficult to put our review into context. However, as outsiders looking in, here are our comments:

- a. page 3: It should be noted that this Agreement is really for 30 months since either party may extend the original 18 months by one year.
- b. page 5: All costs incurred by the City and/or agency to undertake the proceedings, actions and studies for the Project contemplated by the Agreement should be paid for by the Redeveloper. As it is presently drafted, up to \$200,000 will be reimbursed, then the Redeveloper has the discretion to reimburse or not. This is a complex project and may take more than \$200,000.
- c. page 5: The expiration date should read 9-1-89 rather than 9-1-87.
- d. page 5: The "earnest money" of \$150,000 seems low.

James White
March 10, 1987
page two

- e. page 7: City Public Hearing. Change "Approved City" to "Approved by the City."
- f. page 7: Purpose of this Agreement. Change "Site be designed" to "Site be designated."
- g. page 8: The exclusive seven (7) year hold on development within the Site area by the Redeveloper does not seem warranted.

3. Please give me a call after you have reviewed this memo if you wish to discuss the contents.

cc: Mayor Mouton

CITY COUNCIL

GOAL: To adopt legislation and provide policy direction to the administration of the City and promote the best interests of the community locally and with other governmental agency

EXPENDITURE:	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated FY 86-87	Proposed Budget FY 87-88	Increase (Decrease)	Percent Change
Legislative Operation	32,130	13,322	35,971	36,000	29	.08%
Community Promotion	13,208	11,181	9,759	12,000	2,241	22.96%
Intergovernmental Relation	15,807	34,548	16,035	17,000	965	6.02%
Community Relation	62,099	41,964	76,913	78,000	1,087	1.41%
Public Relation	8,099	10,985	211	13,000	1,279	6,061.14%
	131,343	112,000	138,889	156,000	17,111	12.32%
Reserves	38,413	75,000	103,201	184,000	80,799	78.29%
	169,756	187,000	242,090	340,000	97,910	40.44%

Source of Funds

General Fund	169,756	187,000	242,090	340,000
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FISCAL YEAR 1987-88 DEPARTMENTAL SERVICE LEVEL ANALYSIS:

\$156,000 is recommended for FY 1987-88. This is \$17,111 over the current year for departmental expenditure. In addition \$184,000 is recommended for FY 1987-88 per legal and contingency reserves. The total recommendation is \$340,000. The recommended budget increase reflects a prudent set-aside in reserves to handle legal contingencies for the coming year. In addition, one new position is being requested for the community relations program. This represents a conversion of a currently filled contract position. This conversion will allow for greater management control and flexibility.

CITY COUNCIL
FY 1987-88

	Actual Fy 85-86	Adopted FY 86-87	Proposed FY 87-88	(Addition to FY 87-88)
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DEPARTMENTAL PERSONNEL:

Community Relations Officer	1	1	1	0
Administrative Assistant	$\frac{0}{1}$	$\frac{0}{1}$	$\frac{1}{2}$	$\frac{1}{1}$

Stipend Position:

Mayor	1	1	1	
Vice-Mayor	1	1	1	
Council members	$\frac{3}{5}$	$\frac{3}{5}$	$\frac{3}{5}$	

LEGISLATIVE OPERATION PROGRAM

OBJECTIVE

To formulate City policies which reflect the needs, wishes, and priorities of the citizens.

	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated FY 86-87	Proposed` FY 87-88	Increase (Decrease)	Percent Change
EXPENDITURES						
Personnel	7,300	-0-	-0-	-0-	-0-	-0-
Operating	24,830	13,322	35,971	36,000	29	.08%
Capital	-0-	-0-	-0-	-0-	-0-	-0-
	<u>32,130</u>	<u>13,322</u>	<u>35,971</u>	<u>36,000</u>	29	.08%
Reserves	<u>38,413</u>	<u>75,000</u>	<u>103,201</u>	<u>184,000</u>	80,799	78.29%
	<u><u>70,543</u></u>	<u><u>88,322</u></u>	<u><u>139,172</u></u>	<u><u>220,000</u></u>	80,828	58.07%
Source of Fund						
General Fund	<u>70,543</u>	<u>88,322</u>	<u>139,172</u>	<u>220,000</u>		

FY 1987-88 EXPENDITURE AND PROGRAM SERVICE LEVEL ANALYSIS:

\$36,000 is recommended for FY 1987-88. This is \$29 over the current year for Legislative Operation Program \$184,000 is recommended for FY 1987-88. This is \$80,799 over the current year for Contingency Reserve.

This modest increase reflects no change in the service level or activity for this program. This program provides for the annual audit and annual Board and Commission workshops. The Reserve Funds have been increase to cover legal contingencies and other emergencies.

COMMUNITY PROMOTION

OBJECTIVE:

To promote the economic, cultural, and governmental well-being of East Palo Alto

EXPENDITURE:	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated	Proposed Budget FY 87-88	Increase (Decrease)	Percent Change
Personnel	6,409	3,083	3,083	4,000	917	29.74%
Operating	5,497	8,098	6,676	8,000	1,324	19.83%
Capital	1,302	-0-	-0-	-0-	-0-	-0 -
	<u>13,208</u>	<u>11,181</u>	<u>9,759</u>	<u>12,000</u>	2,241	22.96%

Source of Fund

General Fund	<u>13,208</u>	<u>11,181</u>	<u>9,759</u>	<u>12,000</u>
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FY 1987-88 EXPENDITURE AND PROGRAM SERVICES LEVEL ANALYSIS:

\$12,000 is recommended for FY 1987-88. This is \$2,241 over the current year. The service level of this program will remain the same.

INTERGOVERNMENTAL RELATION

OBJECTIVE:

To establish and maintain cooperative, effective relationships and communications with local, state, regional, and federal agencies to influence policy decisions, legislation, and services which affect the City of East Palo Alto

EXPENDITURE:	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated FY 86-87	Proposed Budget FY 87-88	Increase (Decrease)	Percent Change
Personnel	7,113	-0-	-0-	-0-	-0-	-0-
Operating	7,588	34,548	16,035	17,000	965	6.01%
Capital	1,106	-0-	-0-	-0-	-0-	-0-
	<u>15,807</u>	<u>34,548</u>	<u>16,035</u>	<u>17,000</u>	965	6.01%
<u>Source of Fund</u>						
General Fund	<u>15,807</u>	<u>34,548</u>	<u>16,035</u>	<u>17,000</u>		

FY 1987-88 EXPENDITURE AND PROGRAM SERVICE LEVEL ANALYSIS:

\$17,000 is recommended for FY 1987-88. This is \$965 over the current year. The City will continue to participate in Regional, State, and National organizations through this program.

COMMUNITY RELATION

OBJECTIVE

To actively seek citizen participation in the setting and achievement of City policies and to keep the public adequately informed on City activities.

EXPENDITURE:	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated FY 86-87	Proposed Budget FY 87-88	Increase (Decrease)	Percent Change
Personnel	15,284	23,120	31,082	57,500	26,418	84.99%
Operating	45,043	16,744	45,831	17,500	(28,331)	(61.82%)
Capital	1,772	2,100	-0-	3,000	3,000	
	<u>62,099</u>	<u>41,964</u>	<u>76,913</u>	<u>78,000</u>	1,087	1.41%

Source of Funds

General Fund	<u>62,099</u>	<u>41,964</u>	<u>76,913</u>	<u>78,000</u>
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FY 1987-88 EXPENDITURE AND PROGRAM SERVICE LEVEL ANALYSIS:

\$78,000 is recommended for FY 1987-88. This is \$1,087 over the current year.

The service level of this program will remain relatively the same as the current year. The major shift is in expenditure. The contract position is being recommended for conversion to a full time City Employee. The City connection, handling of citizen requests, and community forums are funded by this program.

PUBLIC RELATION

OBJECTIVE

To ensure that accurate information regarding City activities is coordinated internally and disseminated externally in a timely fashion, and that such activities are recorded in a variety of media for archival purpose.

EXPENDITURE:	Actual FY 85-86	Adopted FY 86-87	(Adjusted) Estimated FY 86-87	Proposed Budget FY 87-88	Increase (Decrease)	Percent Change
Personnel	-0-	4,624	211	5,500	5,289	2,506.64%
Operating	8,099	6,361	-0-	7,500	7,500	
Capital	-0-	-0-	-0-	-0-	-0-	-0-
	<u>8,099</u>	<u>10,985</u>	<u>211</u>	<u>13,000</u>	12,789	6,061.14%
Source of Funds						
General Fund	<u>8,099</u>	<u>10,985</u>	<u>211</u>	<u>13,000</u>		

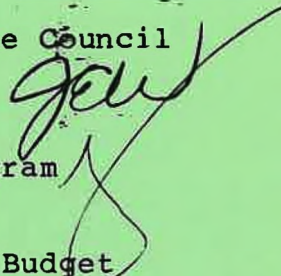
FY 1987-88 EXPENDITURE AND PROGRAM SERVICE LEVEL ANALYSIS:

\$13,000 is recommended for FY 1987-88. This is \$12,789 over the current year.

The current year's budget was re-allocated to other programs. No brochure were published. The work plan or the new fiscal year includes a City brochures and other promotional items.

ADMINISTRATIVE REPORT

TO: The Honorable Mayor and Members of the Council

APPROVED BY: James E. White, Interim City Manager 

SUBMITTED BY: Renee Glover, Rent Stabilization Program Administrator

SUBJECT: 1987-1988 Rent Stabilization Program Budget

Recommendation:

It is recommended that the City Council review and approve the Rent Stabilization Budget for the 1987-1988 fiscal year.

Background:

The 1987-88 proposed budget of \$123,600 represents an increase of approximately \$33,000 over the approved 1986-1987 budget. The past difficulties of the Program have been corrected with new staff and Board members, and the development of administrative procedures. The projected rise in expenditures is consistent with the increase in program activity.

As this program is entirely self-funded, increased revenue from higher registration fees (\$38 from \$30) allows the increased expenditures to be met easily. It is important to note, however, that this is the first registration fee increase since the inception of the Program. In addition, \$15,000 from prior year's fund balances is still being utilized, to avoid hardship on landlords and tenants from paying excessive fee increases.

A new program has been created (914-Administration) to allow staff to specifically allocate expenses which are not attributable to the other three approved programs. This includes, legal expenses and litigation, day to day office administration, and research.

Specific expenditure increases are noted in the area of legal services. In addition to the specific allocation of monies for day to day legal support, \$8,000 has been added to the budget for potential litigation expenses. Combined with the \$12,000 for day to day assistance, our legal expenses represent nearly 1/6th of our budget. While actual litigation expenses could go higher, it is anticipated that monies remaining in the designated fund could be allocated if necessary.

Administrative Report
Rent Stabilization 1987-88 Budget
Page Two

The position descriptions of both full-time merit employees have been revised to more accurately reflect duties which are presently being handled. With only two staff people, each incumbent must do "double duty". Also, new program activities, such as referral services and affirmative enforcement of the Ordinance (something sadly lacking in the past) have added new job responsibilities.

A revised salary schedule will be proposed to reflect the increased load on program employees.

Further increases in personnel expenditures are attributable to the benefit costs for full time merit employees that were not necessary for the contract employees of the past. However, it is recommended that one position (Program Director) be made exempt from FLSA overtime requirements to minimize additional cost.

It is anticipated that the Program will become even more visible in the 1987-88 program year. Specific activities, including regularly scheduled seminars and outreach programs, will continue as they have in the last few months. In addition, staff will be focusing on developing relationships with other agencies so that all tenants and landlords in East Palo Alto, regardless of whether or not they are covered by the Ordinance, can receive the assistance they desire. This is a clearly demonstrated need in the community that the Rent Stabilization Program hopes to address in the coming fiscal year and in the future.

Attachments

Program Budget, 1987-88 Fiscal Year
Position Description, Community Housing Specialist
Position Description, Program Director

RENT STABILIZATION PROGRAM (900)

OBJECTIVES:

To enforce and administer all provisions of the City's Rent Stabilization and Good Cause for Eviction Ordinance, to provide assistance to tenants, landlords and other interested parties which will allow them to utilize the Ordinance's protections to their benefit; to work with other agencies and make referrals as necessary so that tenants and landlords can receive the full benefit of state and local laws covering the tenant/landlord relationship.

<u>PROGRAMS</u>	<u>Actual FY 85-86</u>	<u>Estimated FY 86-87</u>	<u>Proposed FY 87-88</u>
Registration	\$ 14,847	\$ 15,872	\$ 12,825
Counseling and Public Information	31,848	65,928	48,333
Hearings	13,422	17,752	20,306
Administration	-0-	-0-	42,091
 Total	 <u>\$ 60,117</u>	 <u>\$ 99,552</u>	 <u>\$123,555</u>

PERSONNEL

Full time Merit Position	0	2	2
Contract	<u>3</u>	<u>1</u>	<u>0</u>
 Total	 <u>3</u>	 <u>3</u>	 <u>2</u>

SOURCE OF FUNDS

Registration Fees	\$ 59,367	\$ 72,525	\$ 95,000
Hearing Fees	,750	7,862	7,120
Penalties	-0-	19,165	5,000
Document Sales	-0-	-0-	1,000
Designated Funds (Budgeted Use of Fund Balance)	-0-	-0-	15,435
 Total	 <u>\$ 60,117</u>	 <u>\$ 99,552</u>	 <u>\$123,555</u>

REGISTRATION (911)

OBJECTIVE:

To identify all rental units in the City which are covered by the Rent Stabilization Ordinance, and insure that they are registered annually as required; to monitor units which are exempt from the rent ceiling provisions of the Ordinance, and require timely registration of those which cease to be exempt; to refine procedures to facilitate registration, billing and collection of fees, and processing of exemptions for all units in the City.

<u>Expenditure</u>	<u>Actual FY 85-86</u>	<u>Estimated FY 86-87</u>	<u>Proposed FY 87-88</u>
Personnel	\$ 2,965	\$ 9,991	\$ 5,820
Operating	11,459	5,881	6,455
Capital	423	-0-	550
Total	<u>\$ 14,847</u>	<u>\$ 15,872</u>	<u>\$ 12,825</u>

Program Revenues

Registration Fees	\$ 14,847	\$ 15,872	\$ 12,825
Penalties	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>

SUBPROGRAMS**PERFORMANCE MEASUREMENTS****Registration**

- | | |
|---|---|
| 1. Verify the number of rental units covered by the rent ceiling provisions of the Ordinance. | Research 6,000 tax assessor records by 12/87.
Site inspect 500 residences by 12/87. |
| 2. Create and maintain an in-house database of all properties covered by the Ordinance. | Purchase computer and design database by 1/88.
Process 3,500 rental property accounts into database by 3/88. |

3. Modify procedures to ensure timely registration of all covered properties.

Streamline registration form to facilitate completion, yet still obtain all necessary information, by 4/88.

Mail registration forms to landlords no later than 5/30/88 for the 1988-1989 program year.

Exemption Processing

1. Ensure that applications for exemption are filed for all rental properties not covered by the rent ceiling provisions of the Ordinance.

Send notices for 1,000 properties no later than 11/87.

Mail penalty billings for units which have not filed certificates no later than 2/88.

2. Create procedures to monitor units which are exempted because they are rented through a government agency, or pursuant to Section 5F of the Ordinance.

Require submission of current assisted leases and/or income information every six months.

Survey tenants in exempt units every six months to verify exemption status.

Billing and Collections

1. Ensure that all registration fees and penalties are collected in a timely fashion.

Send penalty bills for late registration on 7/2/87 and every 90 days thereafter until property is registered.

Notify tenants of non-registration and their rights under the Ordinance on all units which are more than 90 days late in registering.

Refer properties which are more than 180 days delinquent to the City Attorney for handling.

Send initial registration bills for the 1988-1989 program year no later than 5/30/88.

COUNSELING & PUBLIC INFORMATION (912)

OBJECTIVES

To counsel landlords, tenants and other interested parties about their rights and responsibilities under the Rent Stabilization Ordinance, and to assist them in utilizing the Ordinance's provisions to their benefit; to disseminate information about state and local laws covering the landlord/tenant relationship; to work with outside agencies and make referrals where necessary.

<u>Expenditure</u>	<u>Actual FY 85-86</u>	<u>Estimated FY 86-87</u>	<u>Proposed FY 87-88</u>
Personnel	\$ 8,073	\$ 32,470	\$ 33,253
Operating	22,622	33,458	14,030
Capital	1,153	-0-	1,050
Total	<u>\$ 31,848</u>	<u>\$ 65,928</u>	<u>\$ 48,333</u>
 <u>Program Revenues</u>			
Registration Fees	\$ 31,848	\$ 46,763	\$ 48,333
Penalties	-0-	19,165	-0-
Total	<u>\$ 31,848</u>	<u>\$ 65,928</u>	<u>\$ 48,333</u>

SUBPROGRAMS

PERFORMANCE MEASUREMENTS

Counseling

1. Respond to telephone requests for information on a daily basis.

Advise callers of their rights and remedies for issues which come under the jurisdiction of the Rent Stabilization Ordinance.

Refer callers to outside agencies for issues which do not come under the jurisdiction of the Rent Stabilization Ordinance.

2. Provide office counseling for East Palo Alto tenants and landlords as required.

Counsel 500 landlords and tenants.

Public Information

1. Conduct informational seminars about the Ordinance.

Conduct at least monthly workshops at City offices, and monthly workshops at apartment complexes.

2. Produce public information materials as required.

Send out program newsletter at least quarterly to all interested parties.

Create informational brochures by 9/87 on evictions, security deposits and the hearings process.

3. Disseminate the Ordinance and regulations so that interested parties are kept informed about changes to the Rent Stabilization Ordinance.

Maintain agenda, minutes and regulations subscription lists and mail out information as necessary.

4. Ensure citizen involvement developing regulations which interpret the Ordinance.

Place public notices in local newspapers and city newsletters about proposed changes to the Rules and Regulations.

Referral Services

1. Identify local agencies which counsel tenants and landlords on issues not covered by the Rent Stabilization Ordinance.

Establish network of agencies which handle discrimination, and assisted housing, and refer clients to outside agencies as required. Create database of all referrals for followup.

Eviction Control

1. Ensure that the issuance of 3 and 30 day eviction notices conforms to Ordinance requirements.

Respond to 50 notices per quarter within 72 hours of receipt.

2. Develop and implement a communication mechanism with the Municipal Court to ensure that unlawful detainers conform to Ordinance requirements.

Coordinate an informational workshop for the Municipal Court Administrator with the City Attorney by 5/88.

Monitor all unlawful detainers filed in the court.

HEARINGS (913)

OBJECTIVES

To ensure that a fair and equitable system for individual rent adjustment is operated efficiently and effectively; that all petition hearings are held in a professional and legal manner, resulting in decisions which are thorough, accurate and legally defensible; to minimize appeals activity through decision review;

<u>Expenditure</u>	<u>Actual FY 85-86</u>	<u>Estimated FY 86-87</u>	<u>Proposed FY 87-88</u>
Personnel	\$ 2,613	\$ 7,493	\$ 7,496
Operating	10,436	10,259	12,260
Capital	373	-0-	550
Total	<u>\$ 13,422</u>	<u>\$ 17,752</u>	<u>\$ 20,306</u>
<u>Program Revenues</u>			
Registration Fees	\$ 12,672	\$ 9,890	\$ 13,186
Hearing Fees	\$ 750	\$ 7,862	7,120
Total	<u>\$ 13,422</u>	<u>\$ 17,752</u>	<u>\$ 20,306</u>

SUBPROGRAMS**PERFORMANCE MEASUREMENTS****Petition Hearings**

1. Streamline the individual rent adjustment process for landlords and tenants.
Initial hearings to be scheduled no later than 30 days after petition filing.
Develop method of petition review to insure Ordinance compliance prior to scheduling hearing dates.
2. Conduct and prepare decisions on rent adjustment petitions within time limits outlined in the Ordinance..
Conduct 75 petition hearings.
Issue decisions no later than 75 days after petition filing 75% of the time, and no later than 90 days after petition filing 95% of the time.

Appeals

1. Ensure that all appeals decisions are rendered accurately and within time required by the Ordinance.

All appeals hearings to be scheduled within 100 days of initial petition filing 95% of the time.

Prepare staff recommendations for hearing examiner decisions which are appealed to the Board.

All appeals decisions to be rendered within 120 days of initial petition filing 100% of the time.

Decision Review

1. Minimize appeals activity through decision review.
2. Review past and present individual rent adjustment decisions for consistency in interpretation of the Ordinance.

Hearing examiner decisions reviewed for accuracy by staff prior to mailing to parties 100% of the time.

Review decisions quarterly with City Attorney's Office.

Hearing Examiner Training

1. Develop training program for new and current hearing examiners, and appeals panels.

Have quarterly study sessions with hearing examiners, Board members and City Attorney.

Develop hearing examiner and appeals policy manual by 1/88.

ADMINISTRATION (914)

OBJECTIVE

To ensure that procedures are developed and administered which maximize department efficiency; to provide staff support for the Rent Stabilization Board; to supervise both full time and contract personnel; to work with the City Attorney to protect the program from costly litigation, and to monitor the overall effectiveness of the Rent Stabilization Program.

<u>Expenditures</u>	<u>Actual</u> <u>FY 84-85</u>	<u>Estimated</u> <u>FY 86-87</u>	<u>Proposed</u> <u>FY 87-88</u>
Personnel	\$ -0-	\$ -0-	\$ 20,196
Operating	-0-	-0-	21,395
Capital	-0-	-0-	500
Total	<u>-0-</u>	<u>-0-</u>	<u>\$ 42,091</u>

Revenues

Registration Fees	-0-	-0-	\$ 20,656
Penalties	-0-	-0-	5,000
Document Sales	-0-	-0-	1,000
Designated Funds (Budgeted Use of Fund Balance	<u>-0-</u>	<u>-0-</u>	<u>15,435</u>
Total	<u>-0-</u>	<u>-0-</u>	<u>\$ 42,091</u>

SUBPROGRAMS**PERFORMANCE MEASURES****Office Administration**

1. Develop office procedures for the processing of all incoming correspondence and phone calls. Prepare and implement administrative procedures manual by 1/88.
2. Ensure that all property records are kept up to date and contain all the necessary information. Review all mail logs and contact sheets for accuracy and completion at least once per month.
3. Develop an effective filing system for program records. Files to be fully organized and maintained by 4/88.

Personnel

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|---|--|
| 1. Supervise program staff, assign duties, and evaluate performance as required. | Assign hearings to contract examiners as required and evaluate performance at least once per year. |
| 2. Ensure that all employees receive training as required to perform assigned duties. | Conduct at least 2 in-house seminars as required to study changes in the regulations and Civil Code, under guidance of the City Attorney's Office. |

Research

- | | |
|--|--|
| 1. Develop and implement a comprehensive City-wide study of rent controlled units. | Develop work scope of study by 3/88.

Final report to be presented to the Board by data collection by 10/88. |
|--|--|

Litigation

- | | |
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| 1. Refer Ordinance violations to the City Attorney's office for action as required. | All unregistered properties referred to the City Attorney after 180 days

All criminal violations of the Ordinance referred to City Attorney immediately upon discovery. |
| 2. Assist the City Attorney's office in defending any litigation filed against the Rent Stabilization Program | As required. |

Board Support

- | | |
|---|---|
| Provide staff administrative support to the Rent Stabilization Board. | Distribute agenda packets by 5:00 p.m. Monday prior to regular meetings, and 24 hours prior to special meetings.

Minutes of Board meetings prepared no later than 72 hours after the meeting 90% of the time.

Prepare quarterly staff reports on budget, hearings and ordinance compliance. |
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CITY OF EAST PALO ALTO

POSITION DESCRIPTION

COMMUNITY HOUSING SPECIALIST/COUNSELOR (Open-Competitive/Promotional)

Overall Responsibility:

Under direction of the Program Director, the Community Housing Specialist has day to day responsibility for assisting the public in utilizing their rights under the City's Rent Stabilization Ordinance through one-on-one counseling, education, and the preparation of informational literature. Also responsible for day-to-day support duties as required.

Specific Responsibilities:

Counseling

Primary responsibility for advising landlords and tenants about their rights and responsibilities under the City's Rent Stabilization and Good Cause for Eviction Ordinance. Extensive telephone contact and written communications required.

Assists the public in completing forms required by the program, including but not limited to registration, exemption and petition forms.

Public Relations

Primary responsibility for all public relations activities exclusive of media contact, including but not limited to:

Production of quarterly Board newsletter. Responsible for all stages including writing articles, printing and distribution.

Writing articles for the City's monthly newsletter.

Preparation of informational brochures about the Rent Stabilization Ordinance.

Seminars: Schedules and teaches bimonthly seminars covering all areas of the Rent Stabilization Ordinance, both in the office and off site as required.

Eviction Control

Primary responsibility for all eviction activities, including:

Verifying the legality of all 3 and 30 day notices received by the program. Preparing and sending responses to same

within 72 hours of receipt.

Research at the Municipal Court weekly to determine the number of unlawful detainers filed. With the assistance of the Program Director, intervene in those which do not comply with the Rent Stabilization Ordinance.

Records Maintenance/Administrative Support

Responsibility for the maintenance of all program records, including mail logs, contact information sheets, and other logs as required. Monthly statistical report generation required on counseling contacts.

As required, support responsibilities, including typing, filing, and copy machine operation.

Other

Special projects as assigned.

Education

High school diploma or G.E.D certificate, with at least 2 years of education at an accredited college or university. A.A. or B.A. degree in a social science or public administration field preferred, but not required.

Experience

At least three years administrative experience at a senior level required. Experience in rent control or public administration preferred, but not required.

One year of experience can be substituted for 1 year of college education.

Knowledge, Skills and Abilities

Command of the english language, including rules of grammar, sentence structure, punctuation and spelling; principles and methods of establishing and maintaining office files and records; use of office equipment, including word processors, 10 key calculators and computer terminals.

Some knowledge of rent stabilization programs would be helpful but is not required.

CITY OF EAST PALO ALTO

POSITION DESCRIPTION

RENT STABILIZATION PROGRAM DIRECTOR

Reports to: City Manager

Overall Responsibility:

As department head, to ensure that the Rent Stabilization and Good Cause for Eviction Ordinance is diligently enforced and ensure the efficient functioning of the Rent Stabilization Program; Works directly with the Rent Stabilization Board, City Attorney's Office and City Manager to ensure that policy directives are implemented and that all program activities are consistent with Ordinance guidelines, and legally defensible.

The Program Director provides full staff support to the Rent Stabilization Board, including assisting in policy development as requested. In addition, the incumbent is responsible for establishing administrative policies and procedures, and directing the activities of all full-time and contract staff.

Specific Responsibilities

Personnel Management

Primary responsibility for the hiring and day-to-day supervision of all department personnel, and contract hearing examiners. Performance evaluation of all personnel as required. Develops training programs as necessary.

Office Administration

Development of all administrative policies and procedures.

Primary responsibility for the development and administration of the program budget. Makes recommendations to the Board and City Council for program objectives.

Primary responsibility for the selection and maintenance of the Program's computer system.

Counseling

Assists the Community Housing Specialist/Counselor as required, specifically in the area of individual rent adjustments.

Primary responsibility for the interpretation of the Ordinance for public consumption and for the Community Housing Specialist as needed, with the assistance of the City Attorney's Office.

Plans and implements all Board outreach activities.

Public Relations

Primary responsibility for representing the Board with the media and at conferences and special events, if required.

Referral Services

Day to day interaction with all state and local housing agencies on behalf of the Rent Stabilization Program. Referrals to those agencies as required.

Board Support

Acts as secretary for the Board, including the preparation of the agenda packet, minutes, and administrative reports. Ensures that Board members receive materials in a timely fashion in advance of all scheduled meetings.

Responsible for developing administrative procedures to implement specific Board policy directives.

Makes all presentations and prepares all administrative reports to the City Council on behalf of the Board.

Issues all legal notices which are required by law on behalf of the Board.

Hearings Administration

Primary responsibility for handling the hearings process, including assigning cases to hearing examiners. Ensures that all decisions rendered timely, consistently, and within the guidelines of the Rent Stabilization Ordinance and Regulations.

Reviews all petitions upon filing for completeness, and screens petitions for compliance with the Ordinance in advance of hearing.

Provides full staff support to the Board Appeals Panels. Assists the City Attorney's office in preparing draft appeal decisions.

Other

Other duties as assigned by the Rent Stabilization Board and City Manager.

Education

Bachelor's degree in Business Administration, Urban Studies or Planning, Public Administration or a related field. Master's degree preferred, but not required.

experience with a minimum of two (2) years in supervisory capacity. Graduate level academic training may be substituted for up to two years of non-supervisory experience or one year of supervisory experience. Experience in a rent control program strongly desired, but not a prerequisite.

Knowledge, Skills, Abilities

Requires an in-depth understanding of the Rent Stabilization Ordinance. Incumbent must possess strong public contact skills to handle a diverse client base.

ADMINISTRATIVE REPORT

TO: The Honorable Mayor and Members of the Council
FROM: Robert S. Hoover, Community Services Department
SUBJECT: COMMUNITY SERVICES DEPARTMENT 1987-1988 BUDGET

RECOMMENDATIONS

1. That the Council create a Community Services Fund which can be used to support worthy programs or projects created by organizations or individuals which the Council wishes to support but are not included in any Department's budget, i.e., Senior Services, Child Care, and the Summer Theatre Project. We also recommend that this fund be established with an initial amount of \$50,000, and that the Senior Center be allocated \$50,000 out of this fund for operating expenses for the 1987-88 Fiscal Year.

If the Council agrees with the above recommendations, we would also recommend that the Council instruct the staff to develop a process for making future allocations from the fund. The process would include (1) guidelines for the use of the funds, (2) maximum grants, loans or allocations, (3) who is eligible to apply, (4) criteria for judging applications or proposals, and (5) the selection process, and any other items the Council would like to include.

2. That the Council approve the proposed 1987-88 Budget for the Community Services Department (Exhibit A). This Budget represents a \$100,00 increase in expenditures and a \$75,000 increase in revenues over the 1986-87 budget.

Approximately \$20,000 of the increase in expenditure will be used to operate the swimming pool this summer. The other \$75,000 be used for the additional staff shown below:

- o One position in Cultural Affairs and Human Services;
- o Three positions in Recreation (6 part-time people);
- o Instructors for Cultural Arts Classes; and
- o Instructors for Recreation Classes;

Rational for Additional Staff

Instructors: The only classes that we have been able to fill and operate over the past two years have been the ones that we have subsidized. We know that there are people who would participate

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in classes in art, music, drama, dance, etc., but they are not willing to pay for them at this point. We want to provide subsidized classes for children and fee classes for adults based on their ability to pay.

Regular Staff: When all of the facilities at the Civic Center are available for use, we expect to significantly increase the Cultural Arts offerings such as concerts, art exhibits, poetry readings, plays, dance performances, etc. In order to schedule and coordinate the operations involved in putting on events of this nature, it is imperative that we have at least one more person to assist Mr. Okelo in this area.

The Human Services aspect of the department has taken on added significance over the last six months as we (the City) have either created organizations (the Youth Development Center) or agreed to enter into agreements to provide (the Senior Center and Child Care) major programs in areas of human services. These programs will require monitoring and the establishment of a day-to-day working relationship with the City. There is no way to an effective job with these new programs with the present staff of one (1) person.

Recreation

Instructors: We have not been able to fill and operate classes when we have charged a fee. This year we will offer classes for youth (6-18 years old) free and charge fees for adults based on their ability to pay.

Regular Staff: When all of the facilities at the Civic Center (swimming pool, auditorium, game rooms, lounge, weightrooms, and the baseball and softball fields) are brought on line this year, we will need additional staff to operate the programs in those areas.

Part-time Temporary Staff: In order to run leagues and provide instruction for kids (6-18 years old), we need coaches, time-keepers, scorekeepers, officials, etc. These make jobs for teenagers and young adults of the community.

Revenue

The \$100,000 projected for revenue is based on conservative estimates. We have provided a chart that shows the programs and activities that have the potential to generate revenues, the amount of revenue and the sources. As you can see, one program or activity may have several sources of revenue.

Of course, all of this is based on the availability of facilities, and as you can see the key facilities are at the Civic Center.