



HUMAN RELATIONS COMMISSION
Thursday, December 12, 2013
Council Chambers
Palo Alto Civic Center
250 Hamilton Avenue
6:00 PM
SPECIAL MEETING

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ROLL CALL:

Commissioners Present: Bacchetti, Chen, Ezran, Morin, O’Nan, Stone
Absent: Savage
Staff: Minka van der Zwaag, Debbie Park, Amy Johnson

ORAL COMMUNICATIONS:

None

APPROVAL OF MINUTES:

Commissioner Ezran made a motion to approve the minutes of the October 10, 2013 meeting. Seconded by Commissioner Chen, AYES: Unanimous. Absent: Savage

AGENDA CHANGES, REQUESTS, and DELETIONS:

None

BUSINESS

Commissioner Morin arrived at 6:05pm

1. Discussion of Staff Report in response to City Council request to consider moving Avenidas and Palo Alto Community Child Care (PACCC) out of Human Services Resource Allocation Process (HSRAP).

Commissioner Bacchetti introduced Janet Shaul, Executive Director of Palo Alto Community Child Care (PACCC) and Lisa Hendrickson, Executive Director of Avenidas. Staff discussed highlights of the staff report. (Exhibit A).

43 (Commissioner O’Nan arrived at 6:10pm)

44
45 Ms. Lisa Hendrickson, thanked staff for preparing the report and said it adequately represented the
46 relationship between Avenidas and the City. She recognized the competing interests in HSRAP and
47 the unique and individual interests of the HRC members.

48
49 Janice Shaul explained that last spring, she and Ms. Hendrickson had to go to City Council to
50 request an increase equal to what the other agencies were recommended to receive. This made for a
51 very uncomfortable situation, because they were forced to compete with their colleagues of other
52 equally important agencies who they would otherwise not have to compete with. When there is a
53 recommendation that they feel is unequitable, they feel obligated to oppose the HRC
54 recommendation and approach the Finance Committee directly.

55
56 Amy, can you listen to the tape again for the highlighted section above.

57
58 Commissioners comments/questions to speakers:

59 If PACCC and Avenidas were removed from HSRAP, then the HRC may find it difficult to assist
60 families who need child care or senior services. Ms. Hendrickson said they would still be available
61 as a resource no matter where the funding comes from. Ms. Shaul said they know they are not
62 meeting the need and are always looking for other funding sources to help families. Their
63 collaboration with City Staff will still exist. City Staff will still have an influence in the scope of
64 services.

65
66 By being removed from HSRAP they are hoping for more consistency.

67
68 There was a brief discussion regarding concerns that since PACCC and Avenidas receive a large
69 portion of the total HSRAP budget, their removal could have a negative effect to the overall HSRAP
70 funding for the remaining agencies.

71
72 Commission Ezran said he failed to see the argument for removing PACCC and Avenidas from
73 HSRAP because of their long history, while other agencies who receive less, have a long history as
74 well. Ms. Hendrickson said it is because they are sole source agencies. Commissioners expressed
75 that the HSRAP process should be improved, rather than to remove agencies from HSRAP.

76
77 Commissioner Morin commented that it is important to maintain fairness and competition.

78
79 **Vice Chair Bacchetti made a motion that the HRC recognized the major and continuing**
80 **contributions of nonprofit human service providers and the important role of HSRAP funding**
81 **to that sector of the community. We also recognize the distinctive historical roles of Avenidas**
82 **for seniors and PACCC for children and their families. As agencies with direct ties to the City**
83 **Council in terms of their origins and continuing significance regarding functions often**
84 **performed in other cities by the city government itself, they have requested that their city**
85 **funding be separated from HSRAP and negotiated directly with the city. While recognizing**
86 **the validity of their request, we also acknowledge the significance of other current and**
87 **potential future HSRAP-funded agencies and believe it is in the best interests of the**
88 **community that funding for these agencies not suffer because annual funding would be**
89 **reduced by this move to roughly \$350,000. Accordingly, we recommend to the Finance**
90 **Committee of the Council that Avenidas and PACCC funding be separated from HSRAP and**
91 **go with these agencies as they develop a different relationship with the city. Further, we**

92 **recommend that future increases to HSRAP be no less a percent than the weighted average**
 93 **increase to Avenidas and PACCC; and that future decreases to HSRAP be no greater than the**
 94 **weighted average of city funding reductions to Avenidas and PACCC. Seconded by**
 95 **Commissioner Chen.**

96
 97 After some discuss, Vice Chair Bacchetti and 2nd withdrew the motion for further discussion at the
 98 January HRC meeting.

99
 100 Commissioner Ezran said he would change his mind, if motion contained language that if City
 101 Council did not accept the second part of the motion that the HRC recommendation would be to
 102 NOT separate the agencies from HSRAP.

103
 104 **2. Housing Learning Series (Part 8) Presentation by Kevin Zwick, Executive Director of Housing**
 105 **Trust Silicon Valley**

106
 107 Staff introduced speaker. Mr. Zwick gave a PowerPoint presentation (Exhibit B).
 108 Since year 2000, they have been a unique organization. All Housing Trusts are funded through local
 109 funding sources. Their organization has raised 20 million. 75 million dollars was leveraged into 4
 110 billion dollars which created 10,000 new housing opportunities. Mr. Zwick spoke about what they
 111 do, their sustainable Homeownership Programs, Post-Purchase Education Programs and the need to
 112 create affordable rental housing. He discussed trends and housing needs. The amount of affordable
 113 housing has plummeted by 2/3 since 2008. They are successful in affordable housing, but to meet
 114 the need they will require 220 million per year, for the next 8 years. He asked for cities to set aside
 115 former redevelopment money, adopt Housing Impact Fees, and support affordable housing
 116 legislation.

117
 118 Mr. Zwick answered questions about Impact Fees, and the Region Housing Needs Assessment
 119 (RHNA).

120
 121 Commissioners asked what they can do to help. Mr. Zwick suggested researching best practices of
 122 other cities, and finding other funding sources for housing.

123
 124 **3. Update on HRC Subcommittees**

125
 126 Chair O’Nan said HSRAP subcommittee has scheduled its next meeting. They will have their work
 127 plan ready at the January meeting.

128
 129 Commissioner Morin reported that she and the other members of her subcommittee (Vice-Chair
 130 Bacchetti and Commissioner Savage) met and discussed how the HRC can be made more visible.
 131 They will have a number of ideas ready soon.

132
 133 Vice Chair Bacchetti said he and Commissioner Chen met are doing research and developing ideas
 134 on how to work on homelessness and housing issues in ways that compliment and not duplicate.

135
 136 Commissioners reported on their site visits.

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 139 **4. REPORTS FROM OFFICIALS:**

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A. Commissioner Reports:

Vice Chair Bacchetti reported that he has stepped back from participating with Project Safety Net (PSN). He shared a brochure that he and others developed about the Developmental Assets Initiative. Commissioner Stone will be the new liaison to PSN.

Commissioner Stone announced that people can visit the PAUSD office between 8am and 3pm to train and get help to sign up for the Affordable Health Care Act.

B. Council Buddy Reports:

None

C. Council Liaison Report:

None

D. Staff Liaison Report:

Ms. van der Zwaag reported on the following:

- Monday, Jan. 6, 7pm Election of Mayor and Vice Mayor
- Consent calendar next Monday, City Manager is proposing a delay of the Vehicle Habitation Ordinance to allow time to ensure it is in accordance with State Law.

ANNOUNCEMENTS

None

CALL FOR AGENDA ITEMS

- Continued discussion regarding moving Avenidas and Palo Alto Community Child Care out of HSRAP Funding
- Continued Housing Learning Series
- HRC Subcommittee Work plan Review
- Propose a Resolution that No Child be Unsheltered

ADJOURNMENT

The meeting adjourned at 8:22pm.



EXHIBIT A

City of Palo Alto

Human Relations Commission Meeting – Staff Report

Meeting Date: December 12, 2013

Staff Report for Agenda Item # 1: Discussion on Council request to consider moving Avenidas and Palo Alto Community Child Care (PACCC) out of the Human Services Resource Allocation Process (HSRAP.)

From: Minka van der Zwaag, Manager, Office of Human Services

Context for this agenda item:

During the Fiscal Year 2014 budget hearing on May 9, 2013, the Finance Committee recommended an increase of \$55,523 in funding for HSRAP agencies. The Human Relations Commission (HRC) was requested to return to Council with their distribution recommendation. At the June 3, 2013 Council meeting, staff presented the HRC's recommended funding distribution which included a 7.1 % increase for the HSRAP agencies with two year (limited) contracts and a 1% increase for Avenidas and PACCC who have six year (multi-year) contracts. The HRC stated that their rationale for the two-tier percentage distribution recommendation was that if the \$55,523 was distributed by equal percentage to all funding recipients, the two larger agencies would receive the bulk of the increase. The Council was not supportive of this approach and asked that all agencies be increased by 7.2% and provided additional funding to accomplish this. Council Member Klein explained that Palo Alto Community Childcare (PACCC) and Avenidas operated programs for Palo Alto that other cities administered themselves. He suggested that PACCC and Avenidas should be separated from the HSRAP process. Until then, they should be treated the same as other HSRAP funding agencies. Staff returned to the Council on June 13, 2013 to present a budget that included a 7.2 % increase for all HSRAP agencies. HRC Chair O'Nan explained to Council that it was not the HRC's intention to treat any HSRAP agency unfairly. The HRC felt it was important to open HSRAP to new agencies to fill gaps in services identified by the Human Services Needs Assessment. To be able to fund new agencies without an increase in the base funding for HSRAP, the HRC reduced funding from the two-year (limited) contracts to accomplish this. Avenidas and PACCC were not cut to do so. Subsequently, when the Finance Committee recommended additional HSRAP funding and asked the HRC to return with their distribution recommendation, the HRC restored the funding cut to the agencies on two-year (limited) agencies and allocated additional funding of 7.1 % and increased funding to Avenidas and PACCC by 1 %. As stated previously, the Council was not supportive of this approach and felt it was important

to have a policy discussion regarding funding for Avenidas and PACCC. Therefore, the Council formally referred to the Policy and Services Committee the question of taking Avenidas and PACCC out of the HSRAP process. HRC Chair O’Nan reported that the HRC had considered splitting off Avenidas and PACCC in the past and that the concern at that time was that the funding for smaller agencies would be overlooked when larger agencies were removed. The smaller agencies provided critical services to the community.

Action at this meeting:

The HRC will review the concept of splitting off Avenidas and PACCC from the HSRAP process and provide any associated recommendation(s) to the Policy and Services Committee for consideration at their meeting on February 11, 2014.

Background Information:

The HSRAP process was initiated in 1984 at a time when contracts with social service type agencies were being managed by several departments (see Attachment A – HSRAP History) and the City wanted to implement a more integrated planning and resource allocation approach that would:

- Identify needs and establish priorities for the funding of social services in the face of shrinking financial resources.
- Set up a collaborative planning approach using the skills and knowledge of City staff, community groups and the Human Relations Commission (HRC).

Both Avenidas (then the Senior Coordinating Council) and PACCC were initial HSRAP funding recipients and have long relationships with the City (see Attachments B & C) and summaries below:

Prior to receiving City support through the HSRAP process, Avenidas received funding as part of a grant administered by the Community Services Department starting in 1978. Key historical points from this relationship are listed below:

- The City established its own Senior Adult Services in 1971, based on a study of Palo Alto senior residents completed by the Senior Coordinating Council (SCC), and witnessed an expansion of those services over the next few years.
- The City funded the SCC administration, Senior Day Care (now Day Health) program and Home Repair Service prior to the establishment of the Senior Center of Palo Alto, while concurrently funding its own Senior Adult Services.
- After lengthy discussions over time, the City agreed to offer the Old Police/Fire Station building to the SCC at a nominal yearly fee, provided the SCC raised the necessary funds (\$1.2 million) to renovate the facility. Implicit in this agreement was a commitment to help the SCC with operating

funds for the Senior Center as well as continuing support for its other programs.

- In 1978, the City transferred its Senior Adult Services to the SCC and first provided funds for the Operation of the Senior Center.
- The City and the SCC agreed that the SCC would always make substantial efforts to secure community support and other non-city public funds. That objective has remained part of the SCC's contract Scope of Services.
- A 1986 evaluation of the SCC conducted by a City-retained outside consultant reported that the SCC had become an established part of the community and that the SCC's administrative component represented one of the most important tools for leveraging the dollars the City puts into senior services.

PACCC has also been a HSRAP grantee since its inception in 1984, prior to that it received funding as part of a grant administered by the Community Services Department starting at least in 1980 (staff could not find earlier records, though they may exist.) Key historical points from that relationship are listed below:

- In 1973, the City Council established a Task Force to develop a plan for the implementation of the recommendations included in the report on Palo Alto Child Care Needs and Resources. The City Council designated the following priorities in the order listed for consideration by the Task Force: (1) an extended day care program, (2) an additional preschool day care center, and (3) an infant care center. In considering these priorities, the Council has stated that the City should not be considered the primary source of funds, but that City funds might be available for pilot projects or to provide matching funds for federal or state programs. The Task Force was viewed as a working committee to develop the recommended plan of action.
- In order that the City have an official positive position on child care, the Task Force recommended that the City Council adopt a policy recognizing child care needs and accept responsibility to be actively supportive of the following: Promoting legislation, providing funds within its means, and assisting the Board of Directors of the non-profit corporation in its efforts to improve and expand child care. In essence, the policy statement read as follows:
 - "The City Council recognizes the growing need for quality child care for all those who live and work in Palo Alto, with priority determined by needs and payment dependent upon economic ability. The City Council here-by accepts a major responsibility to support the development, implementation, and coordination of a comprehensive child care program in Palo Alto and assigns to child care a high priority in terms of the commitment of local resources."

- The Task Force recommended that the City of Palo Alto take an active and supportive role in the provision of child care and related services and that a non-profit corporation be established to implement and coordinate the Task Force recommendations, to appoint a Child Care Mobilizer, to administer disbursement of money, and to develop community understanding and support of child care.
- During the next two years, Palo Alto Community Child Care (PACCC) was created and incorporated as a 501c3 organization and on March 25, 1974, City Council approved a contract with PACCC which allocated funds for the various components of the Task Force Plan.
- In 1984, the City began to reduce the administrative subsidy to PACCC. The remaining administrative money was to be used for administering the subsidy program for income eligible families and coordinating child care efforts in Palo Alto. The central administration for the PACCC child care centers was to become self-supporting.
- PACCC responded to this reduction in support by reducing the central office staff and eliminating the child care coordination, resource and referral at a time when the City was expecting PACCC to take the lead role in developing employer support for child care. PACCC was unable to assume that role. The City responded by creating a Child Care Task Force by action of the City Council on March 3, 1986.
- The Task Force was asked to recommend to the City ways of encouraging more active participation by local employers in assisting employees with their child care needs. In addition the Task Force was to determine the most effective way of establishing a child care resource and referral service for people who live and/or work in Palo Alto.
- Two of the recommendations from that report were to establish an ongoing Child Care Task Force and draft a Master Plan for child care in Palo Alto.
- By 1989, with the passage of the utility users tax, after school care was being developed at every elementary school site. PACCC became a major provider of school age care which increased the number of PACCC centers from 7 to 15. However, PACCC did not adjust any of its administrative processes to accommodate this growth and reduced further its involvement in child care coordination for the City even though PACCC was still receiving financial support from the City for those services. The Master Plan was completed and the City hired a Child Care Coordinator to work with the ongoing Task Force and coordinate school age care with PAUSD and the Providers.
- By 1993, PACCC was at a major crossroads. The agency structure in place at that time did not allow for proper administration of the 15 centers or the City's Subsidy Program, the financial viability of the organization was questionable at best and

support for the agency from the community was decreasing. The question being asked by the Board of Directors was not where is PACCC headed but whether it should exist at all.

- In the fall of 1993, after much soul searching, the Board of Directors of PACCC committed to the major task of rebuilding the agency into again being a healthy and viable community resource that provides and advocates for high quality child care and related services for the Palo Alto Community. In October, 1993 the City issued PACCC a loan in the amount of \$75,000 as well as the services of City accounting personnel so that PACCC could meet its financial obligations. The loan was subsequently paid off in 1995.

Research was conducted into past HSRAP-related staff reports to check whether a specific policy existed to codify a special relationship between the City and Avenidas and PACCC. While a specific policy was not found, the following includes the record of a related discussion.

- In 1993, Council directed staff to work with the HRC in consideration of several new goals in regards to HSRAP, one of which was to “recognize the special relationship that the Senior Coordinating Council (Avenidas) and Palo Alto PACCC have with the City and ensure that both organizations automatically receive whatever increase is granted to Human Services contracts as a whole. Review separating Senior Coordinating Council (Avenidas) and PACCC from the HSRAP process and adding them to the Human Services Division internal City budget process.”
- The HRC discussed this at several meetings and in the end they decided not to forward a recommendation that the Senior Coordinating Council (Avenidas) and PACCC be given any special consideration. The HRC felt that it was difficult to draw the line between Senior Coordinating Council (Avenidas) and PACCC and many of the other agencies in terms of a “special relationship” and by removing two major contractors from the HSRAP process and 76% of the funding, the HRC believed that this might lessen the influence of the other 14 contracted agencies and endanger their future funding.
- At the February 22, 1993 Council Meeting that discussed the issues listed above Council Member Fazzino made the following comments:
 - Senior services were part of the City staff in the early 1970s, and when the senior services were spun off into the SCC, the City Council at that time made a very clear commitment to the fact that senior services would continue to be an essential City service but felt those services could be provided to the public in a much more cost-effective manner by an independent agency.
 - The City set up a special citizen committee with respect to the child care, and there had been serious consideration that those services would be handled by staff. The Council made a decision that Palo Alto Community Child Care (PACCC) would provide those services.

- There were other outstanding services which had been granted City funds, but in no other case did the City provide those services through the use of the City staff. It was a special relationship with those two groups but it was best not to develop language in a policy that ascertained such. His interest was not to create problems or competition between those two important agencies or any other important agencies that came before the Council for funding.

At present, the Council has referred to Policy and Services Committee the consideration that Avenidas and PACCC be split off from the HSRAP process. A similar request was approved once before when in 2007, Project Sentinel, which administers the Palo Alto Mediation Program, requested and was removed from the HSRAP process and is now funded through a direct professional services contract managed by the Office of Human Services. The rationale presented was that Project Sentinel is contracted to operate and implement a City ordinance “Mandatory Response to Request for Discussion of Disputes between Landlords and Tenants Ordinance” and that this service is not subject to bi-annual priority of needs setting, but is an ongoing service as required by a City ordinance. The Policy and Services Committee forwarded the HRC’s recommendation to the City Council to designate the Project Sentinel as a City Contractor for Mediation Services and the motion was passed 9-0 and Project Sentinel was moved out of the HSRAP process. This is a similar option to be considered by the Policy and Services Committee for Avenidas and PACCC. However, while this takes the agencies out of the HSRAP process, it does not exempt them from the Request for Proposal (RFP) process similar to that followed by HSRAP, however, the review of the RFP would be under the sole discretion of staff for approval.

Attachments:

- Attachment A: HSRAP History
- Attachment B: History of Early Relationship with the City – Avenidas
- Attachment C: History of Relationship with the City – PACCC

Human Services Resource Allocation Process (HSRAP) History

This history will include pertinent information on the formation of HSRAP and key changes thereafter.

1982-1984

Setting up the HSRAP Process

BACKGROUND

The preparation of a Human Services Plan (later in implementation process changed to the Human Services Resource Allocation Process - HSRAP) was proposed by the City Manager in his 1981-82 budget messages to the Council:

- The proposal called for an approach that would identify needs and establish priorities for the funding of social services in the face of shrinking financial resources.
- The proposal also indicated the need for a collaborative planning approach using the skills and knowledge of City staff, community groups and the Human Relations Commission (HRC).

Service and Funding Approach prior to the Proposed Human Services Plan:

Social services were provided by the City in several ways:

1. Direct services provided by City departments. (i.e. special recreation programs for the disabled, emergency medical services and various types of library services)
2. Other services were provided under contract with non-profit organizations (i.e. these include child care, senior services, adolescent counseling and fair housing services funded with combinations of general fund and CDBG funds)
3. Third group of services were those provided by appointed groups and volunteers in the areas of rental housing mediation, disabled awareness and community based crime prevention.

All of these activities and services had been incorporated into separate departmental budgets operating as discrete activities. However, the effective use of these resources required an integrated planning and resource allocation approach which reduced competition and increased cooperation and coordination among affected City departments and community groups.

Proposed Human Services Plan

The proposed Human Services Plan was developed after an extensive review of similar efforts in eleven California cities, League of California Cities and the International City Manager's Association (ICMA) materials, planning documents of non-profit social service agencies and appropriate City of Palo Alto documents, including past planning efforts and financial information.

The experiences of the eleven cities have helped to develop an overall approach that is prudent and workable.

The League of California Cities and ICMA material provided a foundation for some of the issues that may surface in the development of funding policies and priorities under the Plan.

The Proposed plan had 5 major parts:

- Human Services Defined
- Fields of Service Defined for Existing City Services
- Objectives of the Plan
- Policies and Programs (activities)
- Planning and Allocation System

Human Services Defined:

The definition establishes the framework in which planning and allocation considerations are to be made.

The definition incorporates 2 levels of service;

1. The delivery of the good to an individual or
2. Individuals largely for the community's well being.

Field of services classification consisted of 5 fields:

1. Health:
 - Nutrition programs
 - Day Health Care
 - Substance abuse counseling
2. Basic Material Needs
 - Housing services
 - Fair housing services
 - Housing counseling
 - Home repair services for senior
 - Tenant/landlord information and referral
 - Tenant/landlord services
3. Individual and Collective Safety
 - Domestic violence victim support
4. Individual and family Life
 - Disabled awareness
 - Information and referral
 - Support services for adults
 - Mental health services
5. Social Development and Education
 - Community relations
 - Youth in government
 - Child care
 - Senior programs and activities
 - Employment services for young adults

Objective of the Plan:

The policies and programs of the plan were guided by 2 objectives:

1. The development of a framework within which the City of Palo Alto to define its role and funding priorities in responding to identified community problems and needs.
2. The development of a basis for collaboration with other funding and service provider groups (public and private) to enhance the capacities of systems of human service delivery.

Policies and Programs:

5 policies that are the core of the plan:

1. Develop Demographic and Services Information.
2. Analysis of Information for Priority Setting
3. Development and Adoption of Policies and Priorities
4. Allocate City Resources for Human Services as Part of the Annual Budget Process Based on Adopted Policies and Priorities
5. Collaboration with Public/Private Sector

Planning and Allocation System:

These policies were the blueprint for identifying service priorities, allocating resources and, where necessary, encouraging collaboration and integration of services.

Human Services Plan was not intended to identify specific activities to be funded. It was a planning approach that enabled key factors, including City staff, representatives of community groups and citizens to cooperatively develop priorities for City services and contract services.

Implementation

There was an abbreviated application of the HSRAP in the preparation of the 1983-84 budget and full application in 1984-85 and ensuing fiscal years.

Abbreviated Application: The abbreviated application involved the first 3 policies in modified form. The priority setting activities were used only to examine proposals for new or expanded services.

Information developed by the HRC served as guidelines in the review of new and expanded contract funding requests.

Full Application: The first opportunity for full application of the HSRAP process occurred in development of the 1984-85 budget.

1984

First HSRAP allocations:

- Senior Coordinating Council
- Mid-Peninsula Support Network
- Palo Alto Community Child Care

- Mid-Peninsula Citizens for Fair Housing, Inc.
- Adolescent Counseling Services
- Catholic Social Services/Shared Housing Project

1993

The City Council requested that the HRC and City staff review a proposal submitted by two Council members regarding changes to HSRAP. The information below is from the staff report presented to Council on February 22, 1993 on this issue.

BACKGROUND

At the Council meeting of 9/21/1992,

Council directed staff to work with the HRC in consideration of the following goals in regards to HSRAP:

1. Increase the total amount of funding for Human Services contracts by a fixed amount each year, such as the Consumer Price Index (CPI) or the average percentage increase in employee salaries for the prior year, whichever is less.
2. Recognize the special relationship that the Senior Coordinating Council (SCC) and Palo Alto Community Child Care (PACCC) have with the City and ensure that both organizations automatically receive whatever increase is granted to Human Services contracts as a whole. Review separating SCC and PACCC from the HSRAP and adding them to the Human Services Division internal City budget process.
3. Funding for new agencies could be considered as “seed money” for new programs; there would then be no guarantee of funding in future years, but if the HSRAP determine it should be funded, the 2nd year would be at a maximum of 75% of the first year funding and the 3rd year would be at a maximum of 50% of the first year funding. Consideration could be given to a 3 year funding limit.
4. If money is available as the “seed money” concept takes hold, consideration could be given to build into the HSRAP added “points” for agencies that provide matching funds for the City’s investment in their programs.
5. For existing agencies, i.e., funded in 1992-93, options are:
 - a) Treat them as a “new” agency after 1992-93;
 - b) Consider any increases above the 1992-93 “base” on a “matching funds” basis; and
 - c) Allow SCC and PACCC to apply for more than their base on a “matching funds” basis.

The HRC recommended implementation of Option #1:

Based on 3 meetings of the HRC, (Nov. 12, Dec. 10, 1992 and the subcommittee meeting on 11/25/1992), the HRC recommended the implementation of Option #1 at the Council meeting of 2/18/1993:

Option #1:

Increase the total amount of funding for Human Services contracts by a fixed amount each year, such as the Consumer Price Index (CPI) or the average percentage increase in employee salaries for the prior year, whichever is less.

Rationale:

- This option would provide clarity to the City's human services contractors regarding the total amount of funding available from the City on a year-to-year basis.
- This would not "promise" a certain contract amount for any agency, but provide a ballpark figure to assist them in preparing grant requests.
- Individual contract amounts still would be determined based on performance of the scope of services stated in the contract and the level of need prevalent in the community.
- This option would also provide stability to the HSRAP process.

The HRC did not support the Options 2-5

Rationale for not supporting:

- Option 2: HRC felt that it is difficult to draw the line between SCC and PACCC and many of the other agencies in terms of a "special relationship" and by removing 2 major contractors from the HSRAP process and 76% of the funding, the HRC believed that this might lessen the influence of the other 14 contracted agencies and endanger their future funding.
- Option 3: The principle that the City is funding services, not agencies, and these services needs do not diminish after 3 years. In many cases, the agencies currently receiving funding would not survive without City support. Also, there are not many qualified agencies in the community available to provide the services that the HSRAP "Areas of Interest" recommend.
- Option 4: This could lead to fiscal pledges that are beyond our ability to honor because the agencies have fund raising plans in place which have resulted in garnering revenues that exceed the City's contribution.
- Option 5: Treating these agencies as a "new" agency could lead to the demise of many of our nonprofit organizations. Nonprofit organizations have limited options for procuring the types of ongoing program funding which the City provides.

Excerpt from minutes of February 22, 1993 Council Meeting:

A motion was passed to approve the staff recommendation and refer the following changes to the current HSRAP policy to the Council Finance Committee:

1. Approve a 2 year budget cycle for the HSRAP, to coincide with the City's 2 year budget process. In the 2nd year of each 2 year budget cycle, agencies would receive the CPI or the average of City salary increases, whichever is less.
2. Direct staff to return with a plan regarding establishment of a pilot project funding policy before the HRC makes its funding recommendations for the 1994-95 fiscal year.
3. Direct staff to review the HSRAP for the purpose of strengthening the process

The minutes also reflect the following comments by Council Member Fazzino in regards to Avenidas and PACCC.

- Senior services were part of the City staff in the early 1970s, and when the senior services were spun off into the SCC, the City Council at that time made a very clear commitment to the fact that senior services would continue to be an essential City service but felt those services could be provided to the public in a much more cost-effective manner by an independent agency.
- The City set up a special citizen committee with respect to the child care, and there had been serious consideration that those services would be handled by staff. The Council made a decision that Palo Alto Community Child Care (PACCC) would provide those services.
- There were other outstanding services which had been granted City funds, but in no other case did the City provide those services through the use of the City staff. It was a special relationship with those two groups but it was best not to develop language in a policy that ascertained such. His interest was not to create problems or competition between those two important agencies or any other important agencies that came before the Council for funding.

1994

2.8 CPI –

1995

1.6% CPI

1996

2% CPI

1997

2.6% CPI

1998

No able to verify amount

1999

The following improvements to the HSRAP process were approved and were implemented in the next FY 2000 HRSAP cycle:

1. Expanding the sources of information utilized by staff and HRC to include current demographic and other trends in the region, when making HSRAP funding recommendations.
2. Broadening the community's participation in the HSRAP process by increasing the number of HRC community forums on community needs.
3. Establishing an annual HRC prioritization of community needs based on local demographic information and community input prior to the HSRAP Request for Proposals (RFP) process.
4. Including a member of the HRC on the HSRAP RFP funding panel.

Safety Net/Multi-year contracts

Staff also established a “safety net” of services/Multi-year contracts, basic services that provide a baseline of services for Palo Alto residents. The services examples of services that would meet the funding criteria for multi-year, ongoing contracts for the fiscal year 1999-2000 HSRAP funding cycle were;

- Child care,
- Youth
- Seniors,
- Food
- Case management, and
- Mediation services

These services will receive funding through multi-year, ongoing contract upon meeting one of the following 3 criteria:

1. Services having a historical relationship with the City of Palo Alto by either having been created through City efforts or having traditionally received Council’s high priority for funding over the years;
2. Services meeting critical basic needs such as food, clothing, emergency housing, case management, personal care and rehabilitative services; or
3. Services addressing emerging socioeconomic indicators such as needs of special populations.

Agencies that meet the criteria for multi-year funding would have more time to plan and budget their financial and staff resources with a greater degree of certainty about future City funds and improve service delivery.

Limited/Annual Funding

Staff believed that in addition to providing funding for a basic “safety net” of services, funds should be made available on a limited/annual basis for services that meet a second set of criteria: “meeting a critical service need in the community, based on the HRC’s annual priority of community needs, as originally intended by Council.”

Agencies requesting limited/annual funding would compete for an annual appropriation through the HSRAP Request for Proposal process. The annual funding cycle will encourage new and existing nonprofits to apply for funding that address the community’s annual priority of needs and emerging issues. Additional resources would support critical human service needs as identified by the HRC’s annual priority of community needs.

All agencies funded through the HSRAP process are required to raise additional funds to augment funds provided by the City.

3% CPI approved

2000

HSRAP base budget split into 2 components:

- Multi-year contractors \$1,028,672 and limited-year contractors \$164,054 for total base funding of \$1,192,726.
 - Multi-year contractors: Avenidas, Palo Alto Community Child Care, Project Sentinel, Second Harvest Food Bank
 - Limited-year contractors: Adolescent Counseling Services, Alliance for Community Care (now Momentum for Mental Health), American Red Cross, Clara Mateo Alliance, Community Association for Rehabilitation (now Abilities United), Family Service Mid-Peninsula, La Comida de California, May View Health Center, Peninsula Center for the Blind & Visually Impaired, Social Advocates for Youth, Support Network for Battered Women
- Two new bases will be adjusted annually in future years by the CPI.

2001

3% CPI increase approved

2002

3% CPI increase approved?

2003

Temporary suspension of the CPI increase

2004

Continued suspension of the CPI increase

2005

Continued suspension of the CPI increase and an additional HSRAP funding decrease of 5%.

2007

Palo Alto Mediation Program (PAMP) removed from the HSRAP process and was funded through a contract with the City of Palo Alto.

- Project Sentinel administers the Palo Alto Mediation Program requested that they not be part of the HSRAP process as they are contracted to operate and implement a City ordinance: Mandatory Response to Request for Discussion of Disputes between Landlords and Tenants Ordinance

Continued suspension of CPI increase due to city budget shortfall.

2009

Continued suspension of the CPI increase and an additional HSRAP funding decrease of 5%.

2010

Continued suspension of the CPI increase

2011

Continued suspension of the CPI increase

2012

No funding increase

2013

Increase of 7.2% across the board

Updated 12/4/13

ATTACHMENT B

Early History of Senior Services in Palo Alto and the Relationship with Avenidas*

EARLY HISTORY WITH AVENIDAS

The Senior Coordinating Council's (SCC) relationship with the City covers a twenty-plus year period. Several significant events and changes occurred during that time period:

The City established its own Senior Adult Services in 1971, based on a study of Palo Alto senior residents completed by the SCC, and witnessed an expansion of those services over the next few years. A small office was established in the new Downtown Library. A part-time Coordinator mobilized the agencies and trained volunteers to bring services for seniors together in the downtown area. The coordinator was a City employee.

The City funded the SCC administration, Senior Day Care (now Day Health) program and Home Repair Service prior to the establishment of the Senior Center of Palo Alto, while concurrently funding its own Senior Adult Services.

In 1974, the City Council approved expenditure of up to \$20,000 to remodel a multi-use room in the library as a Senior Services Center, on a temporary basis (two to three years) to accommodate the growth in the number of services, staff and volunteers.

In April, 1975 the City Council-appointed Task Force on Aging presented its report, based largely on the SCC's 1974 Study of Persons 60 and Older in Palo Alto. In Addition, City staff prepared a "Staff Review of Task Force on Aging Report." (CMR: 202:5).

The staff report contains a statement that "Staff feels strongly that the City's primary role should continue to be that of facilitator...", and also makes several specific staff recommendations:

"1. Staff recommends that Council endorse the concept of multi-purpose Senior Center...that the City shall provide the land, funds for construction shall be raised by the private sector; that the City shall provide for the construction and operation of the Senior Center.

"2. Staff recommends that Council endorse the concept of a foundation (read 'SCC') and...set aside an appropriate level of funding in the 1975-76 budget.

"7. Staff recommends that Council endorse the Home Repair/Home Maintenance Service and include funds in the 1975-76 budget.

"8. Staff recommends that Council set aside funds for the Senior Day Care Program, not to exceed \$12,000, to be released upon agreement between the City and the Senior Coordinating Council."

At subsequent meetings of the Policy and Procedures (P & P) Committee (May 15, 1975) and the City Council (June 9, 1975) despite differing viewpoints regarding roles and responsibilities, funding levels, and timing, the City Council moved to approve "...a level of funding of \$75,000 for the 1975-76 fiscal year for the program on aging without designation at this time as to a particular program, and that the Task Force and City staff attempt to reconcile the differences...and return to the Policy and Procedures Committee with a program"

On September 22, 1975, the City Council unanimously moved that "staff be directed to prepare a contract for senior services with the Senior Coordinating Council..." The City's first contract with the SCC was approved by the City Council in January, 1976 as described in CMR:601:5 of December 10, 1975. An allocation of \$75,000 was budgeted for the balance of the fiscal year, as directed by Council. The staff report stated: "In order to encourage independence on the part of the organization both the basic document and scope of services commit the SCC to make a significant effort to obtain funding from sources other than the City." Since that time the SCC has demonstrated both the commitment and the ability to secure both private and non-City public funds.

Following the approval of this contract, events moved quickly. The Senior Day Care Program (now Senior Day Health Program) opened its doors on February 9th. The SCC hired an Executive Director and secretary, and secured donated office space. A contract for Senior Home Repair was signed with the City on June 14th. And in November, the sponsorship of the RSVP of Northern Santa Clara County was transferred from the Volunteer Bureau (now defunct) to the SCC.

After lengthy discussions over time, the City agreed to offer the Old Police/Fire Station building to the SCC at a nominal yearly fee, provided the SCC raised the necessary funds (\$1.2 million) to renovate the facility.

Beginning in October of 1977 a Committee including SCC representatives, City staff and Councilman Fred Eyerly (liaison to the SCC) met repeatedly for six months to discuss issues related to the City's role in the planned multi-purpose Senior Center. (CMR:235:8, 4/6/78] Until this time, Council decisions on funding the SCC and establishing a Senior Center had not included the consolidation of the City's Senior Adult Services (SAS) within the SCC's Senior Center.

The SCC reported that it had not been able to raise sufficient operating funds for the Center because of the inflationary increases associated with construction costs. In November 1977, the SCC submitted a budget request for the City to fund the full cost of operating the Center in 1978-79 as well as to continue to fund the basic SCC organization and subsidies to Day Care and Senior Home Repair. City staff pointed out that this request represented "a change from the direction in the inferred (by City staff) Council policy of May 12, 1977", i.e. that the City would play no funding role in the Center except as noted in the lease. This new direction regarding the City's funding role for operations of the Center had implications for decisions on the issue of the incorporation of Senior Adult Services (SAS) into the senior center.

The outcome of the joint SCC/City staff negotiations was outlined in the staff report of April 6, 1978 (CMR:235:8), and accepted by the City Council on April 10, as follows:

“SCC’s {Senior} Center operating plan and budget incorporate SAS into the Center and provide a well-conceived framework for the integration of SAS. Under the plan, the SCC will become responsible for directing and administering the SAS program and SAS staff would become employees of SCC and their positions eliminated from the City’s staffing authorization and budget.

“Staff feels that incorporation of SAS into the SCC is the most workable arrangement to assure consolidation of administration in the Center and avoid coordination and integration problems that might occur if SAS staff were to remain City employees. The transfer of SAS would be acted out through whatever contract for funding of the Center is developed with SCC and through deletion of the SAS costs in the Preliminary Budget.

“Staff recommendations regarding SAS: Staff recommends that the transfer of SAS to the SCC occur if SCC adequately demonstrates financial stability for the Center; i.e., obtains funding whether from the City or other sources, to implement the full operating plan.

“SCC has been unable to fund the center’s operating budget for 1978-79 and has requested City funding. Based on SCC’s information, staff feels that a City funding role is appropriate.”

On April 10, 1978 the City Council approved the recommendations of the joint SCC-City negotiating team, as transmitted by City staff. Fiscal arrangements were made to draw money from the Capital Improvement budget for 1978-79 to assure that the SCC would have the funds for the first year’s operation of the Senior Center. The following week, on April 19, the Finance and Public Works Committee again discussed the plans for transfer of SAS to the SCC before approving the General Fund allocation for the SCC as part of contract services for 1978-79.

In 1978, the City transferred its Senior Adult Services to the SCC and first provided funds for the Operation of the Senior Center.

The City and the SCC agreed that the SCC would always make substantial efforts to secure community support and other non-city public funds. That objective has remained part of the SCC’s contract Scope of Services.

A 1986 evaluation of the SCC conducted by a City-retained outside consultant reported that the SCC had become an established part of the community and that the SCC’s administrative component represented one of the most important tools for leveraging the dollars the City puts into senior services.

The Senior Coordinating Council changed its name to Avenidas in 1996.

Avenidas has been a HSRAP grantee since its inception in 1984, prior to that it received funding as part of a grant administered by the Community Services Department starting in 1978.

CURRENT CITY RELATIONSHIP WITH AVENIDAS

Contract:

- HSRAP:
 - Current Grant Amount is \$ 431,184
 - Supports staff salaries and a variety of senior programs and services including case management, counseling, handy man services, and fitness classes among others.

Lease Agreement:

- Senior Center facility on Bryant Street in Palo Alto for \$1/year. Current lease expires in 2027. Avenidas is responsible for all of the maintenance and upkeep, the City maintains the roof and exterior.

Other Agreements:

- Avenidas pays approximately \$14,000 to the City annually (increasing each year) for the parking spaces behind their building. Associated maintenance of parking spots costs approximately costs \$60,000 each year.

* Source: Adapted From Presentation to the City Council on June 18, 1992, by Kathleen Gwynn, President/CEO of the Senior Coordinating Council of the Palo Alto Area

12/4/13

ATTACHMENT C

History of child care in Palo Alto and relationship with Palo Alto Community Child Care (PACCC) *

PAST HISTORY WITH PACCC

Palo Alto has a long history of support for child care and related services for working parents in the community. Following World War II, a group of women tried to form a child care center that would address the needs of low-income families in what was then known as the Mayfield area. Many reasons, among them the problem of finances, finally brought these efforts to a halt.

Meanwhile, as Palo Alto grew, a number of private full-time “day care schools” were started in at least three areas: north Palo Alto, the Midtown area, and Barron Park.

In 1964, the Community council of Northern Santa Clara County asked the school district to help with an informal survey of the need for child care, and the response of many indicated there was a need at that time.

Early in 1967, a citizens’ committee set up by the organization that ultimately became the local Office of Economic Opportunity conducted a more extensive survey, including school district statistics, welfare figures, and a small survey of industry. As a result of this survey, the Board of Education of the Palo Alto Unified School District requested permission of the State Department of Education to open a children’s center. The Besse Bolton Children’s Center opened in February 1968, with one building.

In 1969, students, employees, and other concerned citizens of the Stanford community opened a small day care center at the edge of the campus. When the Stanford Elementary School building became available in 1970, the center was moved there, and an additional program to accommodate infants and toddlers opened on that site.

The Unitarian Church opened a child care center in 1971 known as the Ellen Thacher Children’s Center and accommodated twenty-four children ages 2 3/4 to 7. While operating under the aegis of the church, the program was a separate private non-profit organization.

Child Care Now, an organization concerned about expanding child care facilities for low income working parents, opened its center in 1971. A room at Mayfield School was made available by the Palo Alto School District to the Sojourner Truth Children’s Center for a token payment of \$25 a month. It accommodated twenty-four children, ages 2 1/2 to 5.

Assessment of child care needs and recommendations was commissioned by the City Council in spring of 1972. It was completed by City staff, a Citizen's Community Resource Group, and the Social Planning Council in July of 1972. The results of the needs assessment found that all of the existing child care centers in Palo Alto had long waiting lists and were not able to meet the demand for care of children of working parents.

In 1973, the City Council established a Task Force to develop a plan for the implementation of the recommendations included in the report on Palo Alto Child Care Needs and Resources. The City Council designated the following priorities in the order listed for consideration by the Task Force: (1) an extended day care program, (2) an additional preschool day care center, and (3) an infant care center. In considering these priorities, the Council has stated that the City should not be considered the primary source of funds, but that City funds might be available for pilot projects or to provide matching funds for federal or state programs. The Task Force was viewed as a working committee to develop the recommended plan of action.

In order that the City have an official positive position on child care, the Task Force recommended that the City Council adopt a policy recognizing child care needs and accept responsibility to be actively supportive of the following: Promoting legislation, providing funds within its means, and assisting the Board of Directors of the non-profit corporation in its efforts to improve and expand child care. In essence, the policy statement read as follows:

“The City Council recognizes the growing need for quality child care for all those who live and work in Palo Alto, with priority determined by needs and payment dependent upon economic ability. The City Council here-by accepts a major responsibility to support the development, implementation, and coordination of a comprehensive child care program in Palo Alto and assigns to child care a high priority in terms of the commitment of local resources.”

The Task Force recommended that the City of Palo Alto take an active and supportive role in the provision of child care and related services and that a non-profit corporation be established to implement and coordinate the Task Force recommendations, to appoint a Child Care Mobilizer, to administer disbursement of money, and to develop community understanding and support of child care.

During the next two years, Palo Alto Community Child Care (PACCC) was created and incorporated as a 501c3 organization and on March 25, 1974, City Council approved a contract with PACCC which allocated funds for the various components of the Task Force Plan. They were:

Sick Care Program

This component was already operating under a grant from the US. Department of Health, Education and Welfare. This was a program for sick children who would normally attend other centers. Future funding of this component would be from City funds and County revenue-sharing moneys.

Infant-Toddler Center

A second component of the proposal was creating an infant-toddler center for 20 children.

Part-Time Centers

Creating two part-time child care centers was a third component of the proposal. The centers would serve children of parents who have part-time jobs, perhaps half of a day two to three days a week. Each center would have twenty children with a ratio of five children to one adult. Two sites were arranged for these centers. One at All Saints Episcopal Church would house the Downtown Children's Center.

Licensed Day Care Homes

This fourth component of the proposal would add approximately 35 licensed day care homes.

Subsidies of Existing Centers

A fifth component of the proposal was to use Palo Alto funds to subsidize low-income children at two centers which were not part of the PACCC program. From five to eight children were subsidized at Sojourner Truth Center located at Mayfield School and at Ellen Thacher Center located at the Unitarian Church on Charleston Ave. Start-up funds for other independent centers were also made available.

Pre-School Center

The sixth component of the child care proposal was the creation of a pre-school center for twenty-four children at the College Terrace Library. Children ages 2-1/2 to 5 would attend this center with staff ratios of 1 staff to 6 or 7 children. Remodeling of the meeting room in the library was necessary.

Office of Child Care Mobilizer

The seventh component included opening an office on the third floor of City Hall for the Child Care Mobilizer and PACCC. The Child Care Mobilizer also assumed the role of Executive Director of PACCC.

By 1978, PACCC was operating College Terrace Pre-school, Afternoon Children's Center, Downtown Children's Center, Extended Day Center, Palo Alto Infant Toddler Center, 7 independent "affiliate" programs and a network of 25 Family Day Care Homes (14 of the home care providers were PACCC employees). PACCC employee benefits and staff trainings were offered to affiliate programs and Home Care Providers as part of the mobilizing effort. PACCC had also established itself as the City's expert on Child Care and related services with the Executive Director serving on local committees related to child care.

In 1981, the City of Palo Alto leased the old Ventura School site to PACCC rent free in exchange for managing the facility and providing child care on the site. Sojourner Truth Preschool became a PACCC center and relocated to Ventura. PACCC also opened an extended day program for elementary school children and the Ventura Infant Toddler Center. Space at Ventura was also leased to Heffalump Preschool Co-op, an independent PACCC Affiliate Center.

In 1984, the City began to reduce the administrative subsidy to PACCC. The remaining administrative money was to be used for administering the subsidy program for income eligible families and coordinating child care efforts in Palo Alto. The central administration for the PACCC child care centers was to become self supporting.

PACCC responded to this reduction in support by reducing the central office staff and eliminating the child care coordination, resource and referral at a time when the City was expecting PACCC to take the lead role in developing employer support for child care. PACCC was unable to assume that role. The City responded by creating a Child Care Task Force by action of the City Council on March 3, 1986.

The Task Force was asked to recommend to the City ways of encouraging more active participation by local employers in assisting employees with their child care needs. In addition the Task Force was to determine the most effective way of establishing a child care resource and referral service for people who live and/or work in Palo Alto.

Two of the recommendations from that report were to establish an ongoing Child Care Task Force and draft a Master Plan for child care in Palo Alto.

By 1989, with the passage of the utility users tax, after school care was being developed at every elementary school site. PACCC became a major provider of school age care which increased the number of PACCC centers from 7 to 15. However, PACCC did not adjust any of its administrative processes to accommodate this growth and reduced further its involvement in child care coordination for the City even though PACCC was still receiving financial support from the City for those services. The Master Plan was completed and the City hired a Child Care Coordinator to work with the ongoing Task Force and coordinate school age care with PAUSD and the Providers.

By 1993, PACCC was at a major crossroads. The agency structure in place at that time did not allow for proper administration of the 15 centers or the City's Subsidy Program, the financial viability of the organization was questionable at best and support for the agency from the community was decreasing. The question being asked by the Board of Directors was not where is PACCC headed but whether it should exist at all.

In the fall of 1993, after much soul searching, the Board of Directors of PACCC committed to the major task of rebuilding the agency into again being a healthy and

viable community resource that provides and advocates for high quality child care and related services for the Palo Alto Community. In October, 1993 the City issued PACCC a loan in the amount of \$75,000 as well as the services of City accounting personnel so that PACCC could meet its financial obligations. The loan was subsequently paid off in 1995.

Currently, PACCC is contracted with the City of Palo Alto to administer the City's child care subsidy program. The other services listed below are those that PACCC offers to the child care community at large in Palo Alto.

The Provider Connection

- The Provider Connection (PC) brings professional and educational opportunities within reach of local providers. The PC, located at the Ventura facility and funded by PACCC, provides learning opportunities to over 125 child development professionals in the Palo Alto community. CPR is offered at least 5 times each year at a much lower cost than most other agencies.
- In addition to the services offered, the PC is a partner agency to CARES which is a program designed to monetarily support early educators pursuing a college degree. Funding for CARES is provided by FIRST 5 (through Proposition 10 tobacco tax dollars, FIRST 5 sponsors essential services for young children and families across the State) and WestEd E3 (E3 promotes educational obtainment and professional development of early childhood educators in Santa Clara County). The PC staff support CARES applicants on their path to a college degree. The rental subsidies received by the City for administrative offices, child care facilities and PAUSD classrooms supports PACCC to offer the services of the PC to the educational community in Palo Alto.

Health Insurance Services

- PACCC enables other child care providers in the City, including those operating out of their homes, to purchase their health insurance through PACCC's policies. This allows providers to access lower-cost health benefits to their own employees.

CURRENT CITY RELATIONSHIP WITH PACCC

The current relationship with PACCC can be categorized through a series of contracts and lease agreements listed below.

Contracts:

- HSRAP:
 - Current Grant Amount is \$436,830.
 - 15% of grant spent on subsidy program administration.
 - 85% of grant spent on tuition subsidy for 34 low income children in preschool and afterschool care.
 - PACCC leverages HSRAP contract funds with other funding sources, (such as the State of California), including its own fundraising, to offer subsidized child care to more of the community's families.
- Extended Child Care Services
 - Under contract with the City to provide after-school child care services at 11 of the 12 elementary school sites serving approximately 600 children.

Lease Agreements:

- Sub Lease – Portables - In collaboration with PAUSD for after school child care, the City underwrites leases to the child care providers on all PAUSD Elementary School Sites (12). PACCC is the sub lessee on 11 of these sites.
- Lease - Ventura Community Center and a space by the College Terrace Library are provided free of charge in exchange for providing a variety of services as laid out in the scope of services. PACCC is responsible for all of the maintenance and upkeep, the City maintains the roof and exterior. Current lease expires in 2014.

* Source: Adapted From history document provided to the City by Janice Shaul, Executive Director of PACCC.

12/4/13