RENT STABILIZATION BOARD

Regular Meeting

Thursday, July 16, 2026 – 7:00 p.m.

School District Board Room – 1231 Addison Street, Berkeley, CA 94702

Teleconference Location – 2010 Fifth Street, Apt. 260, Berkeley, CA 94710

Public participation

This meeting will be conducted in a hybrid model with both in-person and remote participation, and in accordance with Government Code Section 54953 and all current state and local requirements allowing public participation in meetings of legislative bodies. Any member of the public may attend this meeting at the posted location(s). Questions regarding this matter may be addressed to DéSeana Williams, Executive Director of the Rent Board, at 510-981-7368 (981-RENT). The Board may take action related to any subject listed on the Agenda.

To access this meeting by Zoom

Join the meeting from a PC, Mac, iPad, iPhone, or Android device. If you do not want your name to appear on the screen, use the drop-down menu and click on "Rename" to rename yourself to be anonymous. To request to speak, use the "Raise Hand" icon by rolling over the bottom of the screen.

To join by phone

Dial 1-669-444-9171, enter Webinar ID: 869 5429 0686 and Passcode: 505132. To comment during the public comment part of the agenda, Press *9 and wait to be recognized by the Chair.

Email comments

Email comments must be submitted to amueller@berkeleyca.gov **by 4:00 p.m.** on the day of the meeting in order to be considered by the Board and included in the public record. Format your subject line: "RENT BOARD MEETING PUBLIC COMMENT ITEM." Please observe a 150-word limit. Time limits on public comments will apply.

Decorum

All rules of procedure and decorum apply for both in-person attendees and those participating remotely. Attendees at public meetings are reminded that other attendees may be sensitive to various scents. Please help the City respect these needs.

Communications access information

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AGENDA

1. **Roll call**

2. **Approval of Agenda**

3. **Land Acknowledgment Statement**: The Berkeley Rent Stabilization Board recognizes that the rental housing units we regulate are built on the territory of xučyun (Huchiun-(Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Cho-chen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's landlords and tenants have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878 and since the Rent Stabilization Board's creation in 1980. As stewards of the laws regulating rental housing, it is not only vital that we recognize the history of this land but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.

4. **Public Comment for Unions representing Rent Board staff**

5. **Public Comment**

6. **Consent Items**

   a. Approval of the June 18th regular meeting minutes

   b. Proposal to approve staff recommendations on requests for waivers of late registration penalties (Executive Director/Registration Unit Manager) – ***Please see attachment 6.b. for a list of all addresses with discretionary waivers that will be considered by the Board.***

7. **Special Presentation**: *Annual Program Report*
   Presenters: Anne T. Omura, Executive Director, Eviction Defense Center (EDC); and Linda Yu, Co-Director, Housing Practice, East Bay Community Law Center (EBCLC)

8. **Appeal in Case No. T-6149 (1339 Rose St., Unit A)** – This appeal will not be heard before 7:30 p.m. but may be heard anytime thereafter. ***Please see attachment 8. for case description and legal staff recommendation.***

9. **Action Items**

   a. **Chair Update:** Ordinance Amendments update – *Verbal* (Chair Alpert)

   b. Discussion and possible action to amend the Board's Meeting Procedures (Chair Alpert)

   c. Recommendation to adopt Resolution 26-25 Authorizing the Executive Director to Execute a Contract for Client-Side Implementation Strategist Services (Executive Director Williams)

10. **Information, Announcements and Articles/Media**
    NOTE: The Board may vote to move Information Items to the Action calendar.

    a. Institute for Local Government's Leadership and Governance Resources for Local Officials (Commissioner Marrero)

    b. Copy of flyer for Landlord Resource Fair on July 22, 2026, from 10:00 - 11:30 a.m. at the Rent Board Offices (Executive Director Williams)

    c. Commissioner attendance records for Board and Committee meetings updated through June of 2026 (Board Secretary)

    d. Deadline to submit agenda items/topics for the September regular Rent Board meeting: Thursday, September 3rd by 5:00 p.m. – *Verbal* (Board Secretary)

11. **Committee/Board Meeting Updates and Announcements**

    a. Budget & Personnel Committee (Vice-Chair Walker, Chair)

    b. Climate Resilience & Habitability Committee (Commissioner Martinac, Chair)

    c. Eviction/Section 8/Foreclosure Committee (Commissioner Elgstrand, Chair)

    d. Legislation, IRA/AGA & Registration Committee (LIRA Committee) (Chair Alpert, Chair)

    e. Outreach & Accessibility Committee (Commissioner Kelley, Chair)

    f. 2 x 2 Committee on Housing: Rent Board/Berkeley Unified School District (Commissioner Marrero, Chair)

    g. 4 x 4 Joint Task Force Committee on Housing: City Council/Rent Board (Councilmember Lunaparra & Chair Alpert, Co-Chairs)

    h. Updates and Announcements

    i. Discussion of items for possible placement on future agenda

12. **Closed Session:** Pursuant to Government Code section 54957(b)(1), the Board will convene in closed session for a Public Employee contract discussion: General Counsel

13. **Adjournment**

COMMUNICATIONS DISCLAIMER:

Communications to Berkeley boards, commissions or committees are public record and will become part of the City's electronic records, which are accessible through the City's website. Please note: E-mail addresses, names, addresses, and other contact information are not required, but if included in any communication to a City board, commission or committee, will become part of the public record. If you do not want your e-mail address or any other contact information to be made public, you may deliver communications via U.S. Postal Service to the secretary of the relevant board, commission or committee. If you do not want your contact information included in the public record, please do not include that information in your communication. Please contact the secretary to the relevant board, commission or committee for further information.

The Rent Board strives to make all documents available to the public accessible to everyone. If you are having trouble accessing any of the content in this document and need it in an alternative format or require another accommodation for a Rent Board meeting, please contact Board Secretary Aimee Mueller at amueller@berkeleyca.gov

BERKELEY RENT BOARD

RENT STABILIZATION BOARD

Regular Meeting

Thursday, June 18, 2026 – 6:30 p.m.

School District Board Room – 1231 Addison Street, Berkeley, CA 94702

Teleconference Location – 2010 Fifth Street, Apt. 260, Berkeley, CA 94710

Public participation

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RENT STABILIZATION BOARD

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Minutes – *Unapproved*

1. **Roll call** – Chair Alpert called the meeting to order at 6:31 p.m.
   Aimee Mueller called roll.
   Commissioners present: Elgstrand, Johnson, Kelley (arrived 6:39 p.m.), Marrero (via Zoom), Martinac (arrived 7:00 p.m.), Mizell (arrived 6:38 p.m.), Twu, Walker, Alpert
   Commissioners absent: None
   Staff present: Brown, Cole, Kim, Lecky, Mueller, Williams

2. **Closed Session**: Pursuant to Government Code section 54956.9(d)(1), the Board adjourned to reconvene in closed session for a litigation update:

   ALAN WOFSY & ASSOCIATES, a California corporation dba Hearst VS. BERKELEY RENT STABILIZATION BOARD (Case No. 23CV043503)

   Upon the Board's return to open session, the Chair announced that the Board took no reportable action.

3. **Approval of Agenda** – M/S/C (Elgstrand/Johnson) APPROVE AGENDA AS WRITTEN. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

4. **Land Acknowledgment Statement**: The Berkeley Rent Stabilization Board recognizes that the rental housing units we regulate are built on the territory of xučyun (Huchiun-(Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Cho-chen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's landlords and tenants have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878 and since the Rent Stabilization Board's creation in 1980. As stewards of the laws regulating rental housing, it is not only vital that we recognize the history of this land but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.

   The Land Acknowledgment Statement was played aloud.

5. **Public Comment for Unions representing Rent Board staff** – No speakers.

6. **Public Comment** – Kathryn Poltoratzky spoke about planned construction at Evans Manor; Youcef Toumi spoke about mold testing results at Evans Manor; and Morgan Welch spoke about his experience with excessive relocation and non-compliance with City regulations at Evans Manor. Kathryn Poltoratzky also spoke about Discretionary Waiver W5166 for Evans Manor (2316 Haste St./2315 Dwight Way).

7. **Consent Items**

   a. Approval of the May 28th regular meeting minutes

   b. Proposal to approve staff recommendations on requests for waivers of late registration penalties (Executive Director/Registration Unit Manager)

   M/S/C (Alpert/Johnson) APPROVE ALL CONSENT ITEMS AS WRITTEN EXCEPT DISCRETIONARY WAIVER W5166 FOR EVANS MANOR (2316 Haste St./2315 Dwight Way) WHICH IS AGENDIZED AS A SEPARATE ACTION ITEM. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

8. **Special Presentation**: Legislative Update
   Rent Board Legislative Advocate Brian Augusta presented and took questions from the Board on pending housing legislation.

   a. Discussion and possible action to take a position on state legislative bills (Chair Alpert)
   No action taken.

9. **Staff Presentation**: Fiscal Year (FY) 2026-27 Budget, Staffing Model, and Expenditure Level
   Finance Director Shamika Cole presented and took questions from the Board.

10. **Appeal in Case No. Case No. L-4366 (1522 Walnut St., Unit 3)**
    Parties present: Michael Frankfurt (Appellant Tenant), Dan Lieberman (Respondent Landlord), and Jay Kelekian (on behalf of Appellant Tenant)

    M/S/C (Alpert/Walker) REVERSE THE HEARING EXAMINER'S DECISION. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

11. **Action Items**

    a. **Chair Update**: Update on Ordinance Amendments (Chair Alpert) – Verbal update; no action taken.

    b. Recommendation to adopt Resolution 26-23 approving the FY 2026-2027 Line-Item Budget, Staffing Model, and Expenditure Level (Finance Director Shamika Cole & Executive Director Williams)

    M/S/C (Kelley/Twu) ADOPT RESOLUTION 26-23 AS WRITTEN. Roll call vote.

YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

c. Discussion and possible action to recess for the month of August – *Verbal* (Chair Alpert)

   M/S/C (Johnson/Walker) RECESS IN AUGUST 2026. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

d. Discussion and possible action to approve the staff recommendation for Discretionary Waiver W5166 for Evans Manor (2316 Haste St./2315 Dwight Way) (Registration Unit Manager/Staff)

   M/S/C (Alpert/Kelley) IMPOSE THE FULL PENALTY FOR DISCRETIONARY WAIVER W5166. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None; RECUSED: Twu. Carried: 8-0-0-0-1.

e. Recommendation to adopt Resolution 26-24 to modify the contract with Berkeley Community Media (BCM) by an amount not to exceed $27,000 for Fiscal Year 2026-2027 (Executive Director Williams/Board Secretary Mueller)

   M/S/C (Mizell/Johnson) ADOPT RESOLUTION 26-24 AS WRITTEN. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

12. Information, Announcements and Articles/Media

a. Deadline to submit agenda items/topics for the July regular Rent Board meeting: **Wednesday, July 1st** by 5:00 p.m. (Board Secretary)

13. Committee/Board Meeting Updates and Announcements

a. Budget & Personnel Committee (Vice-Chair Walker, Chair) – The majority of the Committee's work was before the Board this evening.

b. Climate Resilience & Habitability Committee (Commissioner Martinac, Chair) – This Committee hasn't met.

c. Eviction/Section 8/Foreclosure Committee (Commissioner Elgstrand, Chair) – Committee Chair Elgstrand said the Committee met previously and that information was mentioned at the last Board Meeting. He said the Committee will meet next month.

d. Legislation, IRA/AGA & Registration Committee (LIRA Committee) (Chair Alpert, Chair) – Chair Alpert said the Committee will hopefully meet soon to discuss several items referred to them by the full Board.

e. Outreach & Accessibility Committee (Commissioner Kelley, Chair) – Committee Chair Kelley said that Carla Orozco will no longer staff this Committee and thanked Carla for her service over the past few years. He announced that Abby Vieira, the new Public Information Unit Manager, will take on the role of Committee Staffer for this Committee.

f. 2 x 2 Committee on Housing: Rent Board/Berkeley Unified School District (Commissioner Marrero, Chair) – Committee Chair Marrero said the Committee's next meeting is in August.

g. 4 x 4 Joint Task Force Committee on Housing: City Council/Rent Board (Councilmember Lunaparra & Chair Alpert, Co-Chairs) – Chair Alpert said the Committee didn't have a meeting this month but will be meeting next week.

h. Updates and Announcements – Commissioner Elgstrand announced that our Ordinance amendments are before Council on June 30th. Commissioner Twu announced that this coming Sunday is the Berkeley Juneteenth Festival and Rent Board staff will be in attendance; and he announced that the City of Toronto, Canada recently rolled out inspection score signage for large apartment buildings.

i. Discussion of items for possible placement on future agenda – Commissioner Marrero said she'll submit an item for the next Board agenda packet with the Institute for Local Government resources previously emailed to the Board.

14. Adjournment – M/S/C (Kelley/Martinac) ADJOURN MEETING. Roll call vote. YES: Elgstrand, Johnson, Kelley, Marrero, Martinac, Mizell, Twu, Walker, Alpert; NO: None; ABSTAIN: None; ABSENT: None. Carried: 9-0-0-0.

The meeting was adjourned at 9:29 p.m.

BERKELEY RENT BOARD

Memorandum

DATE: July 16, 2026

TO: Honorable Members of the Rent Stabilization Board

FROM: DéSeana Williams, Executive Director

BY: Basil Lecky, Community Service Specialist II

SUBJECT: Request for Waiver of Late Registration Penalties

Recommendation

That the Board approve the attached recommendations.

Background and Need for Rent Stabilization Board Action

The Board's penalty waiver process is governed by Regulations 883, 884, and 885. Regulation 883 lists the grounds for administrative waivers. In accordance with Regulation 884, the Executive Director reviews waiver requests that do not meet the criteria for an administrative waiver. Regulation 884 lists 12 categories, which will require a review of the totality of the circumstances by the full Board prior to granting any waiver request. Waivers that require a review of the totality of the circumstances are listed below as "Discretionary Waiver." If none of the 12 listed categories apply to the property, the waiver shall be granted/denied in a ministerial manner, based upon the formula outlined in Regulation 884(C). The Board may only alter these ministerial waivers if staff have incorrectly applied the criteria listed in Regulation 884 (B) (1-12).

Ministerial Waivers

In accordance with Regulation 884, the Executive Director reviews waiver requests that do not meet the criteria enumerated in Regulation 883. The following waiver request will be decided ministerially, unless the Board has reason to believe the underlying basis of the recommended assessment is inappropriate.

Property Address	Penalty Assessed	Penalty Waived	Penalty Imposed
2611 Piedmont Ave #4	$390.00	$390.00	$0.00
1532 Ward St	$1,376.00	$1,376.00	$0.00
2303 Howe St	$4,128.00	$3,302.40	$825.60
1344 McGee Ave	$319.00	$319.00	$0.00
2726 Wallace St	$424.00	$424.00	$0.00
1390 Curtis St	$2,064.00	$2,064.00	$0.00
1201 Masonic Ave	$1,376.00	$1,376.00	$0.00
Total	**$10,077.00**	**$9,251.40**	**$825.60**

Financial Impact: Ministerial Waivers

Approval of the Executive Director's recommendations will decrease the Board's current accounts receivable by **$9,251.40.**

Discretionary Waivers

For the waiver requests listed below, staff recommendations are attached and presented to the full Board for its approval. With respect to these cases, the determination of good cause to waive some or all of the penalties depends on the totality of the circumstances.

Property Address	Penalty Assessed	Penalty Waived	Penalty Imposed
1418 Northside Ave	$5,376.00	$5,376.00	$0.00
3035 Deakin St	$5,554.00	$5,554.00	$0.00
Total	**$10,930.00**	**$10,930.00**	**$0.00**

Financial Impact: Discretionary Waivers

Approval of the Executive Director's recommendations will decrease the Board's current accounts receivable by **$10,930.00.**

Name and Telephone Number of Contact Person

DéSeana Williams, Executive Director, Rent Stabilization Board, 2000 Center Street, Suite 400, Berkeley, CA 94704, (510) 981-7368

City Of Berkeley
Rent Stabilization Board

Recommendation on Requested Waiver of Registration Penalties

Waiver No: W5171	**Property address:** 1418 NORTHSIDE AVE BERKELEY CA 94702	**Transfered:** 12/13/2017

Exempt units (as of February 2021):
None

Owner(s): CHIH F. (ANGELA) LI	**Waiver filed by:** OWNER REPRESENTATIVE	**# of Units:** 2

Other Berkeley rental property owned: None

Late payment/penalty history: 2025-2026 Registration Fee

Registration Date or Year	Units Requiring Registration at That Time	Registration Fees Paid	Date Fees Paid	Penalties Charged	Penalties Forgiven	Penalties Paid
FY2025-26	ALL	$1,688.00	02/18/2026	$5,376.00	$0.00	$0.00
Totals (penalties previously assessed)				**$5,376.00**	**$0.00**	**$0.00**

Penalties Currently Under Consideration

Reason for Penalties: Late payment of registration fees

Registration Date or Year	Unit(s) Registered Late At This Time	Registration Fees Paid	Date Fees Paid	Penalties Charged	Penalties Forgiven	Penalties Due
FY2025-26	2	$1,688.00	02/18/2026	$5,376.00	$0.00	$5,376.00
Total				**$5,376.00**	**$0.00**	**$5,376.00**

Grounds under Regulation 884(B): (1) The good cause asserted in the waiver request is a death or illness in the landlord’s family.

Good cause claimed by owner: The applicant is requesting a waiver of late registration penalties on behalf of their mother, the property owner. The applicant notes that during the billing period, their mother was recovering from major medical complications, specifically hip surgery and a severe spinal fracture, which left her unable to properly manage her property affairs.

Recommendation: Staff recommends waiving 100% of the penalties

Staff Analysis: Citing a serious medical illness that severely hindered the landlord's capacity to manage their property affairs, staff recommends a 100% penalty waiver

City Of Berkeley
Rent Stabilization Board

Recommendation on Requested Waiver of Registration Penalties

Waiver No: W5172	**Property address:** 3035 DEAKIN ST BERKELEY CA 94705	**Transfered:** None

Exempt units (as of February 2021):
None

Owner(s): Julie Gordon and Brian Johnson	**Waiver filed by:** OWNER REPRESENTATIVE	**# of Units:** 1

Other Berkeley rental property owned: 3035 DEAKIN ST BERKELEY CA 94705

Late payment/penalty history: 2025-2026 Registration Year

Registration Date or Year	Units Requiring Registration at That Time	Registration Fees Paid	Date Fees Paid	Penalties Charged	Penalties Forgiven	Penalties Paid
FY2025-26	ALL	$1,228.00	05/11/2026	$5,554.00	$0.00	$0.00
			Totals (penalties previously assessed)	**$5,554.00**	**$0.00**	**$0.00**

Penalties Currently Under Consideration

Reason for Penalties: Late payment of registration fees

Registration Date or Year	Unit(s) Registered Late At This Time	Registration Fees Paid	Date Fees Paid	Penalties Charged	Penalties Forgiven	Penalties Due
FY2025-26	1	$1,228.00	05/11/2026	$5,554.00	$0.00	$5,554.00
			Total	**$5,554.00**	**$0.00**	**$5,554.00**

Grounds under Regulation 884(B): (11) The Executive Director, or his or her designee, recommends that the interests of justice require that a greater or lesser amount be waived

Good cause claimed by owner: The attorney for the property owners is requesting a waiver of late registration penalties because the owners only recently obtained legal title to the property through a quiet title judgment based on adverse possession. The attorney explains that the owners have occupied the property strictly as owner-occupants since 1995, and no tenant has lived at the address for over thirty years. Because they did not hold legal title prior to the court's decree on June 1, 2026, they had no legal standing to update the property's status to "Exempt". Furthermore, the billing records for the property were tied to the estate of a deceased former owner with an unforwarded Oakland address, preventing the occupants from receiving notices.

Recommendation: Staff recommends waiving 100% of the penalties

Staff Analysis: Given the extraordinary legal circumstances of acquiring title through adverse possession and their immediate actions to rectify the registry, staff recommends granting a 100% waiver.

BERKELEY RENT BOARD

Memorandum

DATE: July 16, 2026

TO: Honorable Members of the Berkeley Rent Stabilization Board

FROM: Rent Board Legal Staff

SUBJECT: Case No. T-6149 (1339 Rose St., Unit A)

Case Summary and Legal Recommendation

Appellant Landlord ("Landlord") appeals a hearing decision granting Respondent Tenant's ("Tenant") Petition for Individual Rent Adjustment ("petition") for a rent ceiling reduction based upon an extended loss of heat at 1339 Rose Street Unit A, Berkeley, CA ("premises"). The Hearing Examiner found that Landlord failed to timely file an objection to the petition, failed to appear at the scheduled hearing, and failed to establish good cause to reopen the record after the hearing concluded. The Hearing Examiner therefore proceeded on the evidence presented by Tenant and granted the petition.

On appeal, Landlord argues that he did not receive notice of the continued hearing date because the Hearing Examiner's email was routed to his spam folder and requests another opportunity to present his case. However, a review of the record demonstrates that the Hearing Examiner fully considered and rejected Landlord's notice argument. The record reflects that Landlord received notice of the proceedings through multiple communications, including notice of the original hearing date, participation in Board-facilitated mediation using the same email address, and email communications concerning the continuance of the hearing, on which Landlord was copied. Additionally, Landlord failed to file an objection to the petition.

Because substantial evidence supports the Hearing Examiner's determination that Landlord had adequate notice of the proceedings and waived his right to contest the petition by failing to timely file objections and appear at the hearing, legal staff recommend that the decision be affirmed. It should be noted that Tenant argues that the appeal should also be denied for Landlord's failure to pay the required appeal fee. However, Rent Board records show that the appeal fee was paid timely. Accordingly, staff do not recommend affirmance on this specific procedural ground.

Appellant Landlord: Vik Mohan
Respondent Tenant: Milani Karpinski-Pelley
Tenant's Representative: Linda Yu (EBCLC)

Rent Stabilization Board

City of Berkeley
RENT STABILIZATION BOARD
BOARD MEETING PROCEDURES
Adopted November 1994
Revised November 2014
Updated November 2016
Updated February 2019
Updated March 2019
Updated April 2019
Updated November 2024
Updated September 2025
Updated July 2026

These procedures are adapted from Robert's Rules of Order. The Board may modify these rules at any time by a majority vote.

REGULAR AND SPECIAL MEETINGS OF THE FULL BOARD

DEBATE AND VOTING

1. Order of Debate. The chair will call upon individual Board members and give them the floor in the order that members have raised their hand to indicate a desire to speak. Since several hands may be raised at once on either side of the Chair, the Chair's determination is final in determining order of debate.

2. It is not necessary for all Board members to speak. It is not necessary for every member to speak, **o**r give their viewpoints on every issue or item on the agenda, especially if their concerns have already been addressed by other Board members. On critical or significant issues, all members will undoubtedly want to indicate individual opinions on the issue but Board members should avoid repetitious debate and should strive to move the debate along promptly.

3. When an agenda item is called, the Chair will call for a staff report. After the staff report, the Board members may ask staff brief questions to clarify facts, but, if there is public input, should not engage in discussion or debate of the issue prior to any public input.

4. Preliminary straw votes. At the conclusion of public input and during the debate the Chair may request preliminary straw votes if it will assist the Board in framing motions.

5. The Board shall debate and discuss issues audibly. Board members should speak clearly into the microphone and avoid "off-mike" and individual conversations during public input and debate.

6. The Chair may move, second and debate from the chair, subject only to these rules. The Chair shall not be deprived of any of the rights and privileges of a Board member. The Chair customarily will take the floor after other Board members who wish to have spoken.

7. Division of a motion. If a motion contains two or more divisible parts, each of which is capable of standing as a complete motion, the Chair may, and upon request of a member shall, divide the same.

8. Withdrawal of motion. A motion may not be withdrawn by the maker without the consent of the Board member seconding it.

9. Correction of a vote. Board members may correct an erroneously cast or recorded vote before the next item on the agenda is called.

10. Voting. On the passage of every motion, the vote shall be taken by voice or roll call vote, determined by Chair, and entered in full upon the record. It is recommended, for record keeping purposes, that a roll call vote be taken when voting on resolutions, fees, budgetary matters, appeals and other action items as deemed appropriate by the Chair.

11. Silence during a voice vote constitutes an affirmative vote. Board members who are silent during a voice vote shall have their vote recorded as an affirmative vote, except when individual Board members have stated in advance they will not be voting.

12. Abstention from vote. A Board member may abstain from voting on any issue, for any reason and should state his or her reason for abstaining. Abstentions do not change the number of votes required for a motion to pass.

13. Not participating - recusals. A Board member who has disqualified (recused) himself or herself pursuant to the Political Reform Act of 1974 because of any financial interest may not participate in the discussion or the vote, or attempt to influence the vote in any way. Commissioners are expected to be familiar with Berkeley's Conflict of Interest Code and the Political Reform Act of 1974, and are encouraged to discuss any potential conflict with the staff attorney prior to the meeting.

14. Tie votes. Tie votes generally mean that no action has been taken on a matter. In the case of an appeal, a tie vote generally signifies that the underlying action stands. Tie votes may be reconsidered on a motion by any member of the Board before the next item on the agenda. In the event of a tie vote, any member of the Board may make a motion to continue the matter to another date. Any continuance shall suspend the running of any time in which action of the Board is required by law. Nothing herein

shall be construed to prevent any Board member from placing a matter which resulted in a tie vote on a subsequent agenda.

15. Motion to reconsider. A motion to reconsider any action taken by the Board may be made only during the meeting when the action was taken. A motion to reconsider requires a second, is debatable and is not amendable. Such motion must be made by a Board member who was on the prevailing side, but may be seconded by any Board member. A motion to reconsider may be made at any time during the meeting and shall have precedence over all other motions. The purpose of reconsideration is to bring back the matter for review. If a motion to reconsider fails, it may not itself be reconsidered. Reconsideration may not be moved more than once on the same motion.

16. Appealing the decision of Chair. The Chair shall decide all questions of debate and voting procedure, subject to appeal by a Board member to the whole Board. When in doubt, the Chair may submit the question to the Board, in which case a majority vote shall prevail. Any procedural decision or ruling of the Chair may be appealed by request of any member. The Chair shall call for a roll call to determine if the Chair's ruling shall be upheld. If said vote passes or results in a tie vote, the Chair's ruling shall stand. If said vote fails, the decision or ruling of the Chair is reversed.

17. Getting the floor. Every Board member desiring to speak shall raise their hand and, upon recognition by the Chair, every Board member shall focus their remarks to the question under debate, avoiding disrespectful remarks or body language.

18. Interruptions. Except for being called to order, a Board member once recognized, shall not be interrupted when speaking, except as otherwise provided for in these rules. A Board member called to order while speaking shall cease speaking until the question or order is determined, and, if in order, said Board member shall be permitted to proceed.

19. There shall be no voting by secret ballot.

MOTIONS

1. The Chair shall ensure that all motions are clearly stated. Before allowing debate to begin and immediately before a vote is taken, the Chair shall insure that all motions are clearly stated. The Chair may request a Board member to restate a motion for clarification may restate the motion or ask staff to restate the motion.

2. Motions defined. The following motions may be made by the Board:

    a. The main motion. A main motion is a motion on the issue before the Board. It needs a second, is amendable with the consent of the maker and seconder ("friendly amendment"), and is debatable.

b. Substitute motion. A substitute motion may be offered on an issue if the maker and seconder of the main motion do not accept a friendly amendment, or to propose an entirely different action. The motion requires a second, is amendable with the consent of the maker and seconder ("friendly amendment"), and is debatable. There may be only one substitute motion considered at a time. A vote is taken on the substitute motion first. If that substitute motion fails, another substitute motion may be proposed. If no other substitute motion is proposed, a vote is taken on the main motion. If the substitute motion passes, no vote is taken on the main motion.

c. Fix the time to which to adjourn the meeting to another date. A motion to fix the time to which to adjourn requires a second, is amendable and is debatable only as to the time to which the meeting is adjourned. The purpose is to set a time for continuation of the meeting to another date.

d. Motion to adjourn the present meeting. This motion requires a second and is not debatable. A motion to adjourn shall be in order at any time, except as follows: (1) when repeated without intervening business or discussion; (2) when made as an interruption of a member while speaking; (3) when the question has been called; and (4) while a vote is being taken.

e. Motion to take recess. A motion to take a recess requires a second, is amendable but is not debatable. The purpose is to interrupt the meeting for a brief recess.

f. Motion to raise a question of personal privilege. A motion to raise a question of personal privilege takes precedence over all other motions. The right of a Board member to address the Board on a question of personal privilege shall be limited to cases in which the Board member's integrity, character or motives are directly questioned by another Board member during debate. The maker of the motion may interrupt another speaker if the Chair recognizes the "privilege." The motion does not require a second, is not amendable and is not debatable.

g. Motion to call for the order of the agenda. A motion to call for the order of the agenda does not require a second, is not amendable and is not debatable. The purpose is to require adherence to the order of the agenda.

h. Motion to lay on the table. The purpose is to interrupt discussion of the item at hand for more urgent business or to end consideration of an item without action. A motion to lay on the table requires a second, is not amendable and is not debatable. It shall preclude all amendments or debate of the subject under consideration. If the motion prevails, and the subject is tabled, the matter may be taken from the table at any time prior to the end of the meeting.

i. Motion to call the question. The purpose of this motion is to close debate on the pending motion. To make a motion to call the question, the Board member must be recognized by the Chair. A motion to call the question requires a second, is not debatable and is not amendable. It applies to all previous motions on the subject unless otherwise specified by the maker of the motion. If the motion fails, debate is reopened; if the motion passes, then the Board votes on the pending motion. A motion to call the question requires a two-thirds vote of those Board members present and voting.

j. Motion to continue to a certain time. A motion to continue to a certain time is amendable and is debatable as to propriety of postponement and time set. Purpose is to continue the matter to another specified time.

k. Motion to refer. Motion to refer to a City agency, body, committee, board, commission or staff. A motion to refer requires a second, is amendable, and is debatable only as to the propriety of referring. Purpose of the motion is to send subject to another city agency, body committee, board, commission or staff member for further study and report back to the Board, at which time the subject is fully debated.

CLOSED SESSION

1. Purpose. It is the policy of the Board to conduct its business in public to the greatest extent possible. However, the Board recognizes that, in certain limited circumstances, public discussion jeopardizes the public interest, compromises the Board's position, and could cost the Rent Program a significant amount of money. Therefore, closed sessions, Board meetings not open to the public, will be held as necessary and in accordance with applicable state laws.

2. Rule of Confidentiality. The Board recognizes that breaches in confidentiality can severely prejudice the Board's position in litigation, potential litigation and other negotiations. Further, breaches of confidentiality can create a climate of distrust among Board members and can harm the Board's ability to communicate openly in closed sessions, thereby impairing the Board's ability to perform its official duties.

   The Board further recognizes that confidentiality of discussion and documents are at the core of a closed session. Confidentiality is essential if the closed session is to serve its purpose. Therefore, the Board will adhere to a strict policy of confidentiality of closed sessions with authorized disclosure in strict compliance with the state's Brown Act.

SETTING THE AGENDA

1. The Chair, in consultation with the Executive Director, shall be responsible for setting the agenda.

2. Any individual commissioner may place an item on any Board agenda subject to the following:

a. The item must be submitted to the Chair, Executive Director and Board Secretary by the deadline established for placing items on the agenda, which is 5:00 p.m. on the ~~Monday~~Thursday ~~of the week~~ two weeks prior to a regular Thursday meeting. For meetings not on a Thursday, the deadline is ~~seven~~ 10 business days prior to the meeting at 5:00 p.m., unless otherwise established by the Chair and the Executive Director.

b. The item must be presented in writing, preferably as a part of the agenda packet that is sent out at least 72 hours before the meeting.

~~b.~~c. The item should be submitted on the Web Content Accessibility Guidelines (WCAG)-compliant templates provided to commissioners.

~~c.~~d. The goal is to have the agenda published by the ~~Friday~~ Thursday prior to the Thursday meeting.

~~d.~~e. If the item has not been referred to a committee previously, the Board will decide if it is an appropriate issue for the Rent Board, and if so, whether it should be discussed at the time or referred to a committee first.

~~e.~~f. A time limit may be established for the committee to report back to the full Board. If the committee does not make a recommendation or report back by the deadline established by the Board, the item will be placed on the next full Board agenda. If the committee cannot reach a majority position on an item, the item may be returned to the full Board by any commissioner or the Executive Director.

~~f.~~g. An item on an issue that has not been to a committee or before the full Board previously requires at least two sponsors to place it directly on the action calendar.

~~g.~~h. In the event a Commissioner has no co-sponsor, an individual Commissioner may submit an item directly on the action agenda but will only be permitted three minutes or fewer to discuss the item. The Board shall decide by vote after the three minutes whether to continue to discuss the item at that or a future meeting or whether the matter should be referred to a committee first.

~~h.~~i. The Board Chair may place an item directly on the action calendar, regardless of whether there is a co-sponsor. Items submitted by the Chair without co-sponsorship shall receive the same consideration and discussion time as any other item listed in paragraph f. herein.

~~i.~~j. Any item may be moved from information to action at the Board meeting by consent of the Board, or if there is an objection, by a majority of the Board.

3. During each meeting of the full Board, the agenda shall reserve a period of public comment for those in attendance who wish to comment on agenda items or non-agenda items, with two minutes allocated per person. Speakers are permitted to yield their time to one other speaker but no one speaker shall have more than six minutes. A speaker wishing to yield their time shall identify themselves and publicly announce their intention to yield their time after being recognized by the Chair. The Chair may, at their

discretion, reduce comment time to one minute per person in the event that more than 10 people wish to give public comment.

4. During each meeting of the full Board, the agenda shall reserve a period of public comment for unions which officially represent Rent Board employees, with five minutes allocated per union. Any officer of a union may make public comment on the union's behalf. If someone other than an officer is to make public comment on behalf of a union, an officer of that union must email the name of the person who will make a comment to the Board Secretary.

~~3.~~

~~4.~~5. When producing paper and electronic versions of the Board agenda packet, staff's process is amended as follows:

a. News articles submitted as Information Items will be enumerated in the "Information and Announcements" section of the agenda with hyperlinks provided and will generally not be printed for hard-copy agenda packets. Extremely large attachments will be provided as hyperlinks on the agenda but not printed for the hard-copy agenda packets, at the Executive Director's discretion.
b. The PDF copy of the agenda packet posted on the Rent Board website will not be bookmarked and will include attachments but no reproductions of news articles (live hyperlinks will be provided instead).

COMMITTEE APPOINTMENTS AND MEETINGS

1. The Chair shall introduce the appointments of committee members at the first meeting following the start of a new biennial term of service (generally, January of odd-numbered years). The procedures for appointments shall be as follows:
    a. The Chair may appoint no more people per committee than one less than would constitute a quorum of the full Rent Board. In general, this number is four members.

    b. To the extent that compliance with the Brown Act is maintained, the Chair may appoint one alternate per committee. The alternate may serve as a member of a committee when one or more committee members is absent.
    c. The proposed appointments of the Chair shall be placed on the consent calendar of that meeting.
    d. The proposed appointments may be removed from the consent calendar for discussion, but amendments to the make-up of committee appointments may only be proposed by motion of the Chair.

e. The proposed appointments may be affirmed by a majority vote of the Board.
f. If the proposed appointments fail to obtain a majority vote of the Board, the Chair may resubmit the list, making any changes they deem fit, prior to the subsequent Rent Board meeting. The procedure described in subsections (1)(a)-(e) of this provision shall then be followed again.

2. At any point in their term, the Chair may propose to remove or replace a member or alternate of any committee.
   a. The removal or replacement of a committee member may only be proposed by the Chair, and is subject to an affirmative vote of a two-thirds (2/3rds) majority of the Board.
   b. The Chair may disband, reconstitute, or amend the names and subject matter of committees at any time, subject to an affirmative vote of a majority of the Rent Board.

3. Should sections (1) and (2) above be approved by the Rent Board, they shall take effect immediately, but will not apply retroactively to the date of approval.

4. A committee member may request a leave of absence from a committee. If that committee has an alternate appointed, the alternate may serve in their place. If the committee has no alternate, a replacement can be appointed at the discretion of the Chair without requiring an affirmation vote by the full Board.

5. The purpose of a committee is to obtain all of the relevant information on the issues before it, and to fully discuss and debate them before reaching a decision and/or referring the issue to the full Board. As such, the procedures in committees are less formal than those of the full Board:
   a. The chairperson is expected to fully participate in the discussion.
   b. Efforts to restrict the expression and debate of minority viewpoints are not allowed, including Calling the Question to end debate.
   c. No motion is required to discuss an issue.
   d. A motion to reconsider can be taken up at any time, regardless of when the motion was made, and there is no limit to the number of times it can be reconsidered.
   e. Members of the public may be allowed to participate in the discussion of a particular issue outside of public comment if a majority of the committee agrees.
6. The committee shall elect a chairperson, who will be responsible for setting the agenda, in consultation with the staff person assigned to the committee.
7. Each committee should attempt to establish a regular monthly meeting time.
8. The time for the next committee meeting should, if possible, be confirmed or established before the current meeting is adjourned. Staff will officially notify all

committee members of the date and time of committee meeting via email as soon as possible after the time is set.

Memorandum

DATE: July 16, 2026

TO: Honorable Members of the Berkeley Rent Stabilization Board

FROM: DéSeana Williams -Executive Director

SUBJECT: Recommendation to adopt Resolution 26-25 authorizing the Executive Director to enter into a contract with Tanyetta White for Client-Side Implementation Strategist (Owner's Representative) services in an amount not to exceed $90,000

Recommendation

That the Board adopts Resolution 26-25, authorizing the Executive Director to execute a professional services contract with Tanyetta White to serve as the Rent Board's Client-Side Implementation Strategist (Owner's Representative) for the Comprehensive Housing Services and Data Management System Replacement Project. The contract authority permits compensation not to exceed $90,000 for implementation, go-live, and 30 days of post-go-live support, unless any additional work or compensation is separately authorized in advance.

The consultant will provide independent, client-side implementation oversight and executive-level strategic support to ensure the new system is designed, configured, tested, and implemented in alignment with the Rent Board's operational needs, approved requirements, contractual expectations, and public service obligations. The consultant's role is advisory and oversight-focused. Final project decisions and approval authority will remain with the Executive Director and designated Rent Board leadership.

Background and Need for Rent Board Action

The Berkeley Rent Stabilization Board is undertaking a major technology and operational modernization effort through the implementation of a new comprehensive housing services and data management system. The new system is intended to support core agency operations, including rent registration, case management, hearings, financial processing, reporting, analytics, public-facing services, document management, and cross-unit operational workflows.

EcoMetricx is responsible for system design and implementation. Because this project affects nearly every major agency function and will require significant workflow validation, data migration, testing, staff readiness, and vendor accountability, the Executive Director recommends that the Board authorize a contract for an independent client-side consultant to serve as the Rent Board's Owner's Representative throughout implementation.

The Rent Board's current operational environment requires implementation oversight that cannot be absorbed solely by existing staff without creating unnecessary risk. The agency must ensure that business requirements are accurate and testable; vendor deliverables are reviewed against the contract scope and operational needs; data migration assumptions are validated; integrations are assessed; and user acceptance testing is disciplined and documented. The consultant will help protect the agency from avoidable implementation failures, unclear requirements, inadequate testing, unresolved workflow gaps, and premature go-live decisions.

This engagement is not intended to replace the vendor's implementation responsibilities or staff's subject-matter expertise. Rather, the consultant will provide independent analysis, structured review, and written recommendations to help the Executive Director and implementation leadership team make informed decisions at key project milestones.

Scope of Consultant Services

The consultant's scope of services includes proactive, hands-on support across all major implementation phases. The consultant will be expected to identify risks early, enforce clarity, and provide actionable written recommendations. Core services include the following:

- Requirements validation and workflow translation, including structured discovery sessions with operational units, documentation of current-state workflows, validation of business rules, user roles, data structures, and identification of gaps, conflicts, or assumptions before requirements are submitted to the vendor.
- Vendor deliverable review and accountability, including review of system designs, configurations, demonstrations, and other vendor deliverables against approved requirements and contract scope, with written recommendations to approve, approve with conditions, revise, or reject.
- Testing and User Acceptance Testing (UAT) oversight, including development of a UAT framework, test scenarios, acceptance criteria, staff readiness support, defect tracking, and a UAT summary report with a go-live recommendation.
- Risk, issue, action, and decision tracking, including maintenance of logs with mitigation strategies, owners, deadlines, and escalation status.
- Data migration and validation oversight, including review of migration strategy, data mapping assumptions, business rules, migration testing results, exception reports, and migration readiness recommendations.
- Integration oversight, including review of integration requirements, third-party system dependencies, integration testing results, and readiness recommendations.
- Go-live and post-go-live support, including readiness assessment, executive go/no-go recommendations, stabilization monitoring, defect review, and lessons learned support for 30 days following go-live.

First 90 Days and Ongoing Engagement Framework

The first 90 days of the engagement are designed to mobilize the consultant, validate project governance, establish oversight tools, and position the project for disciplined implementation management. During the first 30 days, the consultant will review project documentation, meet with implementation stakeholders, assess current project status, identify known risks and dependencies, and recommend governance, reporting, and escalation procedures.

During days 31 through 60, the consultant will focus on requirements and workflow validation. This work will include reviewing requirements against actual business practices, ordinance-driven workflows, staff roles, user permissions, data needs, reporting expectations, and public-facing service requirements. The consultant will also begin a formal review of vendor requirements documentation, solution designs, demonstrations, and proposed configurations, as applicable.

During days 61 through 90, the consultant will operationalize the oversight structure by establishing the deliverable review and acceptance process, risk and issue tracking cadence, preliminary testing strategy, UAT readiness framework, acceptance criteria approach, defect severity definitions, and biweekly reporting format. After the first 90 days, the consultant will continue to review vendor deliverables, monitor risks and dependencies, support requirements clarification, oversee UAT planning and defect management, assess go-live readiness, and support post-go-live stabilization.

Deliverables and Reporting Expectations

The consultant will provide written deliverables that support executive decision-making. Deliverables must be concise, candid, and action-oriented, and, as applicable, include a summary of findings, risk level, alignment or misalignment statement, required actions, responsible parties, timelines, open decisions, and recommendation category.

- Requirements Validation Memoranda and related workflow recommendations.
- Vendor Deliverable Review Reports with risk levels, required actions, and recommendations.
- Risk, Issue, Action, and Decision Logs.
- Implementation Oversight Plan.
- Testing Strategy and UAT Readiness Framework.
- UAT Plan, Defect Log, UAT Summary Report, and go-live recommendation.
- Data Migration Assessment Memoranda and readiness recommendations.
- Integration Readiness Review and recommendations.
- Biweekly written status reports, with weekly reporting during UAT or other high-risk phases.

The consultant will be expected to review vendor deliverables within 3 to 5 business days, participate in key meetings, and, when appropriate, escalate critical risks, vendor concerns, unresolved decisions, or implementation issues within 1 to 2 business days.

Authority and Decision-Making Authority

The consultant will provide an independent review, analysis, and formal recommendations. The consultant may recommend approval, conditional approval, revision, rejection, escalation, or delay where supported by the facts. The consultant is expected to review major requirements transitions, vendor deliverable acceptance recommendations, UAT readiness, and go-live readiness prior to executive decision-making whenever practicable. Final project decisions, including vendor acceptance and go-live approval, remain with the Executive Director and designated Rent Board leadership.

Financial Impact

Funding for this contract is included within the FY 2026/27 adopted budget for the Comprehensive Housing Services and Data Management System implementation project. Future expenditures, if any, will be subject to annual budget appropriations.

Contact Person

DéSeana Williams, Executive Director - Dewilliams@berkeleyca.gov

Attachments

1. Resolution 26-25
2. Client-Side Implementation Strategist Scope of Work
3. First 90 Days and Ongoing Engagement Framework

Attachment 1.

RESOLUTION 26-25

AUTHORIZING EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH TANYETTA WHITE FOR CLIENT-SIDE IMPLEMENTATION STRATEGIST (OWNER'S REPRESENTATIVE) SERVICES IN AN AMOUNT NOT TO EXCEED $90,000

BE IT RESOLVED by the Rent Stabilization Board of the City of Berkeley as follows:

WHEREAS, the Rent Stabilization Board is implementing a new comprehensive housing services and data management system to support rent registration, case management, hearings, financial processing, reporting, analytics, public-facing services, document management, and cross-unit operational workflows; and,

WHEREAS, the new system implementation is one of the agency's most significant operational modernization projects and will affect core business processes across the agency; and,

WHEREAS, EcoMetricx is responsible for the design and implementation of the new system, and the Rent Board has an independent responsibility to ensure that vendor deliverables, system configuration, requirements, testing outcomes, data migration, integrations, and implementation decisions align with the agency's operational needs and contractual expectations; and,

WHEREAS, the Client-Side Implementation Strategist will provide independent oversight, requirements validation, workflow translation, vendor deliverable review, testing, and User Acceptance Testing (UAT) oversight, data migration review, integration readiness review, risk and issue tracking, and go-live readiness recommendations; and,

WHEREAS, the consultant's role is intended to support the Executive Director and implementation leadership team by identifying risks early, enforcing clarity, and providing actionable written recommendations across all major project phases; and,

WHEREAS, the consultant will be expected to provide written deliverables, including requirements validation memoranda, vendor deliverable review reports, risk and issue logs, testing and UAT materials, data migration assessment memoranda, integration readiness recommendations, biweekly status reports, and go-live readiness recommendations; and,

WHEREAS, the consultant will provide formal recommendations, but final decision-making authority, including vendor deliverable acceptance, implementation decisions, and go-live approval, will remain with the Executive Director and designated Rent Board leadership; and,

WHEREAS, the engagement is expected to span implementation through go-live and include 30 days of post-go-live support, with anticipated completion in October 2027; and,

RESOLUTION 26-25

AUTHORIZING EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH TANYETTA WHITE FOR CLIENT-SIDE IMPLEMENTATION STRATEGIST (OWNER'S REPRESENTATIVE) SERVICES IN AN AMOUNT NOT TO EXCEED $90,000
(Page 2)

WHEREAS, total compensation for the engagement shall not exceed $90,000 without prior written approval; and,

WHEREAS, the Executive Director recommends that the Board authorize the Executive Director to execute a professional services contract with Tanyetta White for Client-Side Implementation Strategist (Owner's Representative) services in an amount not to exceed $90,000.

NOW, THEREFORE, BE IT RESOLVED by the Rent Stabilization Board that the City of Berkeley Rent Stabilization Board hereby authorizes the Executive Director to execute a professional services contract with Tanyetta White to provide Client-Side Implementation Strategist (Owner's Representative) services for the Comprehensive Housing Services and Data Management System Replacement Project in an amount not to exceed $90,000.

BE IT FURTHER RESOLVED that the Executive Director is authorized to take all administrative actions necessary to implement the contract, consistent with the approved scope of work, budget authority, and applicable contracting requirements.

Dated: July 16, 2026

Adopted by the Rent Stabilization Board by the following vote:

YES:
NO:
ABSTAIN:
ABSENT:

____
Soli Alpert, Chair
Rent Stabilization Board

Attest:____________________________________
DéSeana Williams, Executive Director

Scope of Work (SOW) Client-Side Implementation Strategist (Owner's Representative) Berkeley Rent Stabilization Board

Background and Project Overview

The Berkeley Rent Stabilization Board is implementing a new, comprehensive data system to support rent registration, case management, hearings, financial processing, and analytics.
The selected vendor will design and implement the system. The Rent Board seeks an independent, client-side consultant to ensure that system design, configuration, and implementation align with operational needs and contractual expectations.

Purpose of Engagement

Provide independent, expert oversight to ensure accurate requirements development, effective vendor accountability, structured testing, and proactive risk mitigation.
Serve as a strategic advisor to the Executive Director and Project Management Team and act as a bridge between staff and the vendor to support successful implementation outcomes.

Scope of Services

The consultant shall provide proactive, hands-on support and must identify risks early, enforce clarity, and provide actionable written recommendations across all phases.

A. Requirements Validation & Workflow Translation

Conduct structured discovery sessions with all operational units.
Document current-state workflows and validate against actual practice.
Translate workflows into detailed, testable functional requirements, business rules, user roles, and data structures.
Identify and resolve conflicts, gaps, and assumptions.
Validate all requirements prior to submission to the vendor.
Deliverable: Requirements Validation Memoranda, including findings, risk ratings, alignment statements, and recommendations.

B. Vendor Deliverable Review & Accountability

Review all vendor deliverables, including system designs, configurations, and demonstrations.
Evaluate against approved requirements and contract scope.
Identify deficiencies, risks, and misalignment.
Provide written recommendations: Approve, Approve with Conditions, Revise, or Reject.
Support escalation and vendor accountability.
Deliverable: Vendor Deliverable Review Reports with risk levels, required actions, and recommendations.

C. Testing & UAT Oversight

Develop UAT framework, scenarios, and acceptance criteria.
Coordinate staff readiness and oversee testing execution.
Maintain a centralized defect log with severity, ownership, and resolution status.
Assess system readiness and risk exposure.
Deliverables: UAT Plan, Defect Log, UAT Summary Report with go-live recommendation.

D. Cross-Cutting Responsibilities

Maintain Risk and Issue Log with mitigation strategies.
Escalate critical risks within 1–2 business days.
Ensure cross-unit alignment and end-to-end workflow integrity.
Monitor vendor performance and flag misalignment early.

E. Data Migration & Validation Oversight

Review vendor migration strategy and methodology.
Validate data mapping assumptions and business rules.
Assist staff in identifying critical data elements and data quality concerns.
Review migration testing results and exception reports.
Provide recommendations regarding migration readiness and acceptance.
Deliverable: Data Migration Assessment Memoranda and Readiness Recommendations.

F. Integration Oversight

Review integration requirements and dependencies.
Evaluate integration testing results.
Identify risks associated with third-party systems and interfaces.
Provide recommendations regarding integration readiness.
Deliverable: Integration Readiness Review and Recommendations.

Deliverable Standards

All deliverables must include:
- Summary of findings
- Risk level (High/Medium/Low)
- Alignment or misalignment statement
- Actionable recommendations
- Responsible parties and timelines

All deliverables must support executive decision-making.

Cadence and Reporting

Biweekly written status reports required.
Vendor deliverables must be reviewed within 3–5 business days.
Weekly reporting is required during UAT.
Participation in key meetings is mandatory.

Level of Effort and Availability

The consultant's level of effort will vary based on the implementation phase, project activities, deliverable review requirements, and agency needs.
Estimated 10–20 hours per week, adjusted based on project phase.
Increased availability is required during requirements and UAT phases.
Consultant must be available for scheduled meetings and rapid-response reviews.

Authority

The consultant shall review requirements, key vendor deliverables, testing milestones, and major implementation decisions and provide formal recommendations.
The consultant provides formal recommendations; final approval authority remains with the Executive Director.

Performance Expectations

Quality and clarity of deliverables.
Early identification and mitigation of risks.
Effective vendor oversight.
Contribution to a successful and functional system implementation.

Success Measures

• Timely completion of required deliverables.
• Quality and usefulness of written recommendations.
• Early identification and mitigation of implementation risks.
• Effective review and validation of requirements and vendor deliverables.
• Support of successful testing activities and go-live readiness.

• Responsiveness to project needs and stakeholder communication.
• Contribution to a successful implementation and post-go-live stabilization period.

Duration

Engagement spans implementation phases through go-live and includes 30 days of post–go-live support.
Anticipated completion: October 2027.

Compensation and Not-To-Exceed Amount

Total compensation shall not exceed $90,000 without prior written approval.
Any work beyond this amount must be authorized in advance.

First 90 Days and Ongoing Engagement Framework

Client-Side Implementation Strategist (Owner's Representative)

Berkeley Rent Stabilization Board

Consultant:	[Consultant Name]
Project:	Comprehensive Housing Services and Data System Replacement Project
Effective Contract Period:	[Insert contract start date] through implementation, go-live, and 30 days post-go-live support

Purpose

This framework establishes expectations for the first 90 days of the Client-Side Implementation Strategist engagement and outlines the consultant's ongoing responsibilities throughout the Rent Board's system implementation, go-live, and post-go-live stabilization period. The first 90 days are intended to mobilize the consultant, validate the project structure, strengthen governance, and establish the oversight mechanisms needed for a successful 12-16-month implementation effort.

Project Context

The Berkeley Rent Stabilization Board is implementing a new comprehensive housing services and data management system to support core agency operations, including rent registration, case management, hearings, financial processing, reporting, analytics, public-facing services, document management, and cross-unit operational workflows. EcoMetrix is responsible for design and implementation. The Client-Side Implementation Strategist serves as the Rent Board's Owner's Representative and independent advisor to ensure that vendor deliverables, system configuration, requirements, testing outcomes, and implementation decisions align with operational needs and contractual expectations.

Guiding Role Expectations

- Serve as an independent client-side advisor to the Executive Director and implementation leadership team.
- Bridge the gap between Rent Board operations, technical development, and vendor deliverables.
- Identify risks early and provide clear, actionable written recommendations.
- Evaluate vendor deliverables against approved requirements, contract scope, and operational needs.
- Support staff engagement, workflow validation, testing readiness, and end-to-end process integrity.
- Escalate critical risks, unresolved decisions, or implementation concerns promptly.
- Support executive decision-making while recognizing that final decisions remain with the Executive Director.

First 90 Days: Mobilization, Assessment, and Oversight Foundation

First 30 Days - Project Assessment and Governance

Primary Focus: Understand the project, confirm governance, identify risks, and establish the consultant's working role.

- Review project documentation, contracts, vendor scope, requirements, implementation schedule, meeting cadence, governance materials, and prior project decisions.
- Meet with the Executive Director, project managers, legal counsel, finance, registration, hearings, public information, planning, and other key operational stakeholders.
- Assess current project status, known risks, assumptions, dependencies, open decisions, resource constraints, and areas requiring clarification.
- Review vendor methodology, deliverable schedule, communication protocols, escalation channels, and documentation standards.
- Establish executive reporting expectations, deliverable review process, risk management procedures, issue tracking, action tracking, and decision tracking structure.
- Develop working relationships with EcoMetrix and clarify the consultant's role as part of the Rent Board implementation structure.

Expected Deliverables:

- Initial Project Assessment and Risk Memorandum.
- Recommended governance, reporting, and escalation framework.
- Initial Risk, Issue, Action, and Decision Log structure.

Days 31-60 - Requirements and Workflow Validation

Primary Focus: Validate operational workflows and ensure requirements are complete, testable, and aligned with actual Rent Board practice.

- Conduct workflow validation sessions with operational units and confirm current-state and future-state needs.
- Review requirements against actual business practices, ordinance-driven workflows, staff roles, user permissions, data needs, reporting needs, and public-facing service expectations.
- Identify gaps, conflicting assumptions, unresolved business rules, data dependencies, and cross-unit workflow impacts.
- Assess whether requirements are sufficiently detailed, testable, and ready for vendor configuration or build activity.
- Begin formal review of vendor requirements documentation, solution designs, demonstrations, and proposed configurations.
- Provide recommendations regarding requirements alignment, readiness, and areas requiring executive decision or vendor clarification.

Expected Deliverables:

- Requirements Validation Report and Recommendations Memorandum.
- Cross-unit workflow risk summary.
- Initial Vendor Deliverable Review Report, as applicable.

Days 61-90 - Implementation Oversight Framework

Primary Focus: Operationalize the consultant's oversight role and prepare the project for disciplined deliverable review, risk management, and future testing.

- Establish formal vendor deliverable review and acceptance process, including recommendation categories: Approve, Approve with Conditions, Revise, or Reject.
- Implement project risk, issue, action, and decision tracking cadence with assigned owners and timelines.
- Develop preliminary testing strategy, UAT readiness framework, acceptance criteria approach, defect severity definitions, and staff readiness expectations.
- Review early vendor deliverables and identify deficiencies, risks, misalignment, or scope concerns.
- Provide implementation oversight recommendations to the Executive Director and project leadership.
- Establish biweekly written status reporting format and executive governance cadence.

Expected Deliverables:

- Implementation Oversight Plan.
- Risk, Issue, Action, and Decision Logs.
- Testing Strategy and UAT Readiness Framework.
- Deliverable Review Reports, as applicable.

Critical Workstreams to Track Throughout the Engagement

Requirements and Workflow Integrity: Requirements must remain connected to real operational practice, ordinance-driven obligations, staff roles, data structures, reporting needs, and end-to-end public service workflows.

Vendor Deliverable Review: Vendor deliverables should be reviewed within established timeframes and assessed against approved requirements, contract scope, user needs, and operational readiness.

Data Migration and Data Quality: The consultant should track data mapping, migration assumptions, source-system limitations, validation procedures, exception handling, and staff sign-off for migrated data.

Integrations and External Dependencies: The consultant should monitor integrations, payment processing, GIS or address data dependencies, document management, reporting, authentication, and other system interfaces.

Security, Access, and User Roles: The consultant should confirm that roles, permissions, audit trails, and access controls support operational needs, confidentiality obligations, and appropriate segregation of duties.

Testing and Defect Management: UAT must be based on approved requirements and real-world business scenarios, with clear acceptance criteria, defect severity levels, assigned ownership, and resolution tracking.

Change Management and Staff Readiness: Staff must understand upcoming workflow changes, testing expectations, training needs, and operational impacts before go-live.

Go-Live Readiness and Stabilization: Readiness should be based on documented criteria, rather than optimism. The production launch should be supported by test results, analysis of unresolved defects, training readiness, support plans, and executive decision-making.

Ongoing Responsibilities (Month 4 Through Go-Live)

- Review and validate vendor deliverables throughout the implementation lifecycle.
- Monitor project risks, dependencies, schedule impacts, resource constraints, scope concerns, and emerging issues.
- Maintain Risk, Issue, Action, and Decision Logs with owners, deadlines, mitigation steps, and escalation status.
- Support requirements clarification, gap resolution, and change management activities.
- Provide structured feedback on system design, configuration, integrations, data migration, reporting, dashboards, workflows, and user roles.
- Support user readiness, staff communication, operational transition planning, and organizational change management.
- Develop and oversee UAT planning, test scenarios, execution, defect management, retesting, and reporting.
- Assess go-live readiness and provide written recommendations regarding deployment decisions.
- Provide biweekly written status reports and executive-level recommendations; provide weekly reporting during UAT or other high-risk phases.
- Escalate critical implementation risks, vendor concerns, or unresolved decisions within 1-2 business days where appropriate.

Go-Live and Post-Go-Live Support

- Support final go-live readiness assessment and executive go/no-go recommendation.
- Monitor production stabilization activities and early operational performance.
- Track, prioritize, and escalate post-go-live defects, workflow concerns, data issues, and enhancement requests.
- Provide recommendations regarding transition from implementation to operational support.
- Support lessons learned and post-go-live review activities.
- Provide up to 30 days of post-go-live support, consistent with the Scope of Work.

Deliverable Standards

Written deliverables should be concise, decision-oriented, and suitable for executive review. Each deliverable should include, as applicable:

- Summary of findings.
- Alignment or misalignment statement.
- Risk level: High, Medium, or Low.
- Required actions and recommended next steps.
- Responsible parties and timelines.
- Open decisions requiring Executive Director or project leadership direction.
- Recommendation category for vendor deliverables: Approve, Approve with Conditions, Revise, or Reject.

Success Measures

The engagement will be considered successful if the consultant helps the Rent Board maintain disciplined oversight and supports the implementation of a functional, operationally sound, and well-tested system. Key measures include:

- Requirements are validated before configuration, build, or major implementation decisions proceed.
- Operational workflows are accurately reflected in system requirements, business rules, user roles, data structures, and testing scenarios.
- Vendor deliverables are reviewed within established timeframes and include clear recommendations for acceptance, revision, or escalation.
- Project risks, issues, actions, and decisions are documented, actively managed, and escalated before they become implementation failures.
- Data migration assumptions, mapping, validation, and exception handling are clearly tracked and reviewed with appropriate staff.
- UAT is based on real Rent Board business scenarios and approved requirements, with defects tracked by severity, owner, resolution status, and retesting results.
- No major operational workflow gaps remain unresolved at the time of go-live recommendation.
- Executive reporting is timely, candid, and decision-oriented, including clear identification of risks, tradeoffs, and recommended actions.
- Staff readiness, training, support procedures, and operational transition planning are in place before launch.
- Go-live recommendation is supported by documented readiness criteria, testing results, unresolved risk assessment, and implementation leadership review.
- The production launch is followed by a structured stabilization period, defect review, and lessons learned assessment.

Authority and Decision-Making Boundaries

- The consultant provides independent review, analysis, and formal recommendations.
- No major requirements transition, vendor deliverable acceptance, UAT transition, or go-live recommendation should proceed without consultant review.
- The consultant may recommend approval, conditional approval, revision, rejection, escalation, or delay where supported by the facts.
- Final project decisions remain with the Executive Director and designated Rent Board leadership.
- The consultant is expected to be candid, proactive, and willing to identify concerns even when doing so may affect the schedule, scope, or expectations.

BERKELEY RENT BOARD

DATE: May 28, 2026

TO: Honorable Members of the Rent Stabilization Board

FROM: Vanessa Marrero, Commissioner

SUBJECT: Announcement: ILG Leadership and Governance Resources for Local Officials

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To support the Berkeley Rent Board Chair, the Vice Chair and commissioners in navigating complex community decisions and institutional challenges, the Institute for Local Government (ILG) maintains a dedicated clearinghouse of professional development resources, frameworks, and best practices.

These peer-reviewed guides and expert strategies are designed to strengthen governance, improve public meeting dynamics, and foster productive organizational cultures. Key resource areas currently available include:

- **Promoting Innovation and "Smart Risks":** Actionable frameworks by Dr. Frank Benest (former City Manager of Palo Alto) on how governing boards can cultivate an adaptable, solutions-oriented culture—including strategies like utilizing the "pilot project" designation and establishing "safe to fail" protocols to protect staff while testing new policies.
- **Governing in Times of Economic Constraints:** Strategic leadership tools outlining "new rules" for elected officials to effectively prioritize limited public resources, evaluate core service delivery, and maintain fiscal transparency during challenging economic cycles.
- **The Ethics of Speaking One's Mind:** Practical guidance exploring the legal and ethical boundaries of free speech for public officials. This resource addresses how to constructively navigate situations where an individual board member's perspective or public comments diverge from a majority board decision.

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- **Working with Others to Achieve Goals:** Frameworks centered on group decision-making dynamics, offering strategies for building consensus, managing boardroom civility, and co-convening diverse community stakeholders to drive impactful policy forward.
- **Attributes of Exceptional Boards: O**utlines six core attributes that define exceptional local governing boards, emphasizing collaborative leadership, clear role boundaries, and professional civility. It highlights the necessity of conducting efficient public meetings, maintaining robust mutual accountability, and committing to continuous personal learning to successfully navigate a changing regulatory environment.

These educational materials, articles, and training opportunities can be accessed directly through the ILG Leadership Skills Resource Center and are attached.

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IS YOUR GOVERNMENT BOARD STIFLING INNOVATION?

12 Tips to Promote Smart Risks

Frank Benest, Ph.D., is former chief executive for the City of Palo Alto. He currently serves as the senior advisor to the International City/County Management Association for Next Generation Initiatives and can be reached at frank@frankbenest.com. This tip sheet was prepared in collaboration with the Institute for Local Government.

In our disruptive environments, innovation is an imperative for local agencies. Communities are confronted with economic distress, demographic and social shifts, and opportunities posed by new technologies. Therefore, governing board members often spur on staff to innovate for a variety of reasons:

- Constituents want better, cheaper, faster approaches.
- The big challenges (realignment, congestion, affordable housing, gangs, and economic vitality) all require shared service approaches, cross-sector partnerships, public engagement, new technologies and processes, and other creative solutions.
- Board members want to make a positive difference for their communities and leave a legacy.
- Innovation creates an attractive record for re-election.

Related Resources

Learn how local agencies are incorporating innovation and taking risk on the Institute's website. Read case stories, local agency best practices and more:

Public Engagement
www.ca-ilg.org/public-engagement

Sustainability
www.ca-ilg.org/sustainable-communities

For more from Frank Benest and the Institute, see "Leadership Strategies in Times of Economic Meltdown" available online: www.ca-ilg.org/post/leadership-strategies-times-economic-meltdown

The Elephant in the Board Chambers

The elephant in the room is that governing board members in word and deed can discourage if not crush innovation because elected officials do not like risk and failure… and there can be no innovation without them. A zero-risk environment is antithetical to creative and innovative approaches.

Picture This

At a regular board meeting a resident gets up to blast a traffic calming program that staff is proposing along a particular corridor. In response to a board priority to improve bike and pedestrian safety, the plan calls for elimination of car lane, installation of a bike lane, and a round-about. The resident calls the plan a stupid idea, claims that the plan will cause cut-through traffic on his street, and says that the chief transportation official is an idiot. One of the other board members also joins in criticizing the proposal and the staff.

What is the Message?

The message for staff is that they will get criticized for recommending any creative approach that may result in any mistake or failure or opposition, and no one will protect them. So it is better to play it safe.

Innovation Requires Risk

Innovation requires risk-taking. Not wild gambles, but calculated risks. For innovation to occur, staff must risk money, other resources such as time, and their reputations. Most importantly, they must risk mistakes and likely criticism. Staff will not innovate when any misstep or mistake is criticized by top management or elected officials. They will try to make any recommendation or proposal perfect with no chance of failure before trying it out.

That's not how innovation occurs. Innovation occurs by taking a challenge (for example, traffic congestion) without a proven solution (or a problem for which every stakeholder group has a different preferred solution) and experimenting with different approaches, making mistakes and fixing things up as one goes along.

Unless board members and top management create an environment that encourages "smart risks," there will be little if any innovation regardless of how much innovation the board desires.

Strategies for Board Members

What can elected officials do? The task is to go beyond exhorting staff to innovate. Governing board members must help create a "safe" environment for responsible risk-taking. There is no perfect way but here or some suggestions:

1. **Don't allow people to personally criticize staff for well-intentioned efforts.** This is critical if your board is serious about promoting innovation. Residents can criticize ideas or policies but not the people involved. The best way to do this is to model this behavior and create rules of decorum that inhibit staff-bashing. For more information about decorum and civility at public meetings, see www.ca-ilg.org/civility.

2. **Call everything a "pilot" (even if it is not a pilot).** Why? Residents will more likely expect some mistakes or failures if it is a trial from which the local agencies will learn what works and what does not.

3. **Do a risk assessment in public.** Discuss in public that innovation does not occur without some risks and inevitable errors. Require that staff do a risk assessment as part of an innovative proposal. Then, at a public meeting, governing board members can discuss what is a responsible risk versus what may be a gamble or reckless risk and thoughtfully balance potential "downsides and upsides."

4. **Tie the innovative proposal to the larger agenda.** It is easier to promote a risk if it can be linked to the board's already approved priorities or strategic plan, or it can be discussed as an extension of another public or private investment already underway.

5. **Create a small "seed" innovation or risk fund.** Ask the chief executive to budget a small pool of money that groups of employees and perhaps community partners can compete to spend on creative ideas. Build in reporting requirements on lessons learned. Identify wherever possible the "return on investment" over time. The net "gain" (for example, cost savings, productivity improvements, crime or traffic reduction) will offset the losses from other projects that do not pan out.

6. **Engage in proactive media communications.** While there is never any guarantee about fairness given the "gotcha" bias of local media, it is always a good idea to proactively meet with media representatives so they understand the rationale for the innovative approach, what is being proposed

and what is not, and the risk assessment that is being conducted. See www.ca-ilg.org/media-relations for more information about working with the media.

7. **Take action before every question or concern has been addressed.** The great organizations in the private and public sectors have a "ready, fire, aim" orientation. They try to get things "roughly right," knowing that any creative approach will need fixing-up as efforts unfold. Oftentimes, in the face of controversy, a board decides to send an innovative proposal back for more staff work countless times until the idea dies or staff just gives up.

8. **Partner with a non-governmental group and spread the risk.** Collaborating with a non-governmental partner can generate more and better ideas on how to address the challenge. Given what can be the "trust deficit" experienced by many local agencies, the partner can also take the lead and "front" a particular innovation. This approach also spreads the risk and some of the costs to more groups.

9. **Take an incremental approach to risk and innovation.** If the local government takes a few incremental steps in starting a project, it is easier to back-off a risky project if things go terribly wrong or if the agency gets hit with significant opposition. Typically, such initial steps do not require a heavy financial investment at the beginning. In other words, it is "reversible." Conversely, if the initial efforts create positive results, the local agency can slowly build momentum and public support for the endeavor.

10. **Be transparent about any results, especially about any mistakes, yet be reasonable in any criticism.** Ensure that the staff discloses any failures and what is being done to correct the situation. Express any concern about the lack of progress or any failure to achieve what was intended and make any helpful suggestions.

11. **Debrief the experience with staff and the community.** At key points along the way, as well as at the end of an experiment, ask the following questions:

    a. Given our goals, what has gone well?
    b. What has not gone so well?
    c. How did we respond to inevitable problems?
    d. What did we learn for the future?

12. **Celebrate "fabulous flops."** Certainly boards should take a moment at the local agency board meeting to recognize a successful project and the staff involved. However, it is even more powerful to celebrate audacious efforts that fall flat. Such "fabulous flops" awards encourage staff and community partners to experiment even if they fail.

Professional Safety Net

Governing boards set the tone in part for the organization. Staff will not take risks to innovate in a culture of fear. Unless elected officials provide a "professional safety net" for smart, responsible risk-taking, there will be little if any innovation regardless of how much innovation talk comes from the board dais.

10 New Rules for Elected Officials in Times of Economic Meltdown

BY FRANK BENEST

This is a challenging new era for local elected officials charged with governing in the midst of economic meltdown.

Typically candidates have run on platforms to make community improvements. Once elected, governing board members have historically enjoyed access to some "slack resources" to respond to ever-increasing community demands. With the economic meltdown, no slack resources exist for new projects. In fact, ongoing budget cutbacks, layoffs and demoralized employees all threaten local government's ability to deliver services.

A Diminished Capacity to Respond

Local governments are experiencing permanent fiscal stress that undercuts their ability to respond to the big issues of the day. The financial crisis is exacerbated by a talent crisis as a whole generation of Baby-Boomer professionals retire. Elected officials' policy innovations are futile without staff talent to execute them.

To make matters worse, employees are feeling fearful, pessimistic and even victimized. In a culture of fear, creativity cannot flourish, and consequently local government cannot overcome its problems.

10 New Rules

Based on my work with public agencies, I have crafted 10 new rules for local government leaders grappling with the current adverse economic conditions.

1. Identify the "core."

To allocate scarce resources, governing boards must first identify core versus non-core businesses or program areas. For example, in one Northern California county, the county manager contacted city representatives to identify core and non-core businesses, with the intent of identifying possible functions that cities might wish to contract out to the county. The two top core functions that cities wished to keep in-house were land-use planning (determining the physical character of the community and promoting economic vitality) and park programming (affecting the quality of life in a community).

Without first deciding on what is core, governing boards may protect public safety programs at all costs and consequently gut the library and recreation services that are also vital to a community's well-being.

2. Focus on a few priorities.

The governing board as a whole must identify a few priorities (three to five at the most) and then relentlessly pursue those priorities with limited resources. To assist the board in this courageous conversation about hard choices, it is wise to engage a broad range of community groups and thus make the resulting priorities more legitimate and enduring.

When new demands for local government action arise, as they will, the governing board must insist that any new demand replace an existing obligation. When I first arrived in Palo Alto as the new city manager, the department directors identified 39 high-priority projects approved by the council. With the assistance of city management, the council was able to identify and then focus on five priorities. We then hung banners in the council chambers, one banner for each priority. When someone suggested a new priority, the mayor or the city manager could then ask which banner the council would like to remove.

3. Subtract, subtract, subtract.

To aggressively pursue a few priorities with shrinking resources, governing boards must help their organizations relentlessly subtract. When I became city manager in Palo Alto, we created a 90-day “Office of Bureaucracy-Busting.” Employees submitted hundreds of ideas to eliminate ritualistic activities that drained resources and provided no added value. Some ideas were simple and easy to implement, such as eliminating quarterly activity reports that no one read or verbatim minutes of commissions. Other ideas were more complicated, such as re-engineering and simplifying the city’s contracting process, which ultimately reduced the time needed to approve major contracts from six months to three.

An organization must “accelerate” so it can effectively pursue a few priorities or respond to new demands in economic hard times. To accelerate, it must subtract.

4. Limit requests for new analysis and reports.

While governing board members may resist a community group’s demand to immediately respond to some problem with a new service, the board often directs staff to conduct a new analysis or prepare a report. In good times, these kinds of governing board reactions to new demands may mollify constituents making the service request. In bad times, such referrals of nonpriority items to staff simply divert scarce staff resources and undercut the local government’s ability to perform.

5. Have the courage to say “no.”

Once a governing board identifies core program areas and a few priorities, it must remain focused and help the organization stay the course. Elected officials must have the courage to say “no” when groups make new demands.

6. Avoid a zero-risk environment.

To overcome the resource challenges facing local government, governing boards must encourage innovation. Examples include self-service kiosks for certain kinds of permits, selling computer support or other services to adjacent public agencies, or sharing public safety services with other jurisdictions.

The problem is that local governments are risk averse. In fact, in an economic meltdown, the media, community groups and elected officials jump on any mistake and personally criticize committed staff. In such a hypercritical culture, most employees will hunker down and avoid taking any calculated risks.

Innovation does not occur in a zero-risk environment. Learning from mistakes is a key element in the innovation process. Employees must be encouraged to experiment, test ideas and fix problems and mistakes along the way.

If governing boards do not protect creative and risk-taking employees from abuse, no innovation will occur — regardless of exhortations from the dais.

7. Pursue nongovernmental solutions.

Local government can no longer be the center of all problem-solving. Elected leaders must put the issue or challenge in the center and work with private, nonprofit and other community partners to address the problem. Elected leaders need to focus on their roles as conveners and facilitators and avoid proposing new direct services.

8. Free up funds for a few targeted investments.

Even in severe budgetary times, a local government must make a few strategic investments to position itself for the future. Consequently, it must "over-cut" to enable investing in areas such as employee development, information technology, critical capital improvements, energy efficiencies and strategic partnerships that address neighborhood violence or promote economic development.

9. Provide meaning and emotional support to staff.

Again, elected officials cannot achieve their policy agenda without the commitment of creative staff. To maximize employees' effectiveness, it's important to understand what motivates them. While salary is one motivator, people work for more than just a salary — particularly in the public sector. For many public employees, work-related rewards include the opportunity to contribute to their community's quality of life, help others and achieve a sense of accomplishment.

As Daniel Pink says in the book *A Whole New Mind,* "meaning is the new money." Elected officials should translate their requests to staff in terms of the meaning of the work. For example, board members need to talk about the meaning of a new bike lane in terms of making biking safer and promoting healthy lifestyles. Elected leaders are key translators.

Public agencies face a "productivity paradox." At precisely the point that local governments need giant leaps in productivity to overcome the cuts, productivity spirals downward. Elected officials can help the organization survive difficult times by showing concern for employees, providing encouragement and recognizing employee efforts. Simply telling employees to "suck it up" does not help overcome the productivity paradox.

10. Help develop talent and rebuild organizational capacity.

Without talent, the governing board cannot solve the problems facing the local government. In times of severe budget cuts, the local government faces a "free exiter" problem. The "stars" or "A players" of the organization can freely exit and get a job with better pay elsewhere. If they stay, they may look for new opportunities as the economy improves. Employees, especially the "A players," will stay as long as they are growing and stretching. In fact, learning is the new social glue that holds organizations together.

To support employee development, board members must resist gutting talent development budgets. The good news is that talent development programs are inexpensive. Cost-effective programs include talent exchanges with other agencies, leadership academies or educational webinars sponsored by a consortium of local governments, and interim or rotational assignments.

Courageous Conversations

Certainly, following these 10 rules will not be easy for elected officials. Adhering to the new rules requires focus, discipline and will. Perhaps more than anything, elected leaders must exhibit courage.

Courage has always been a key attribute for leaders. Given the hard choices facing elected officials, courage will become a hallmark of effective governance. Convening stakeholders, starting courageous conversations and engaging all groups in difficult decisions will become the core competencies of leadership.

Elected officials are stewards of our local governments. To help our organizations adapt to change, governing board members must understand the nature of their environment; communicate a new reality to employees, labor unions, community and other stakeholders; and focus on new roles and behaviors. If elected officials adhere to these new rules of governance, their local governments can survive and even thrive in a permanently disrupted world.

Frank Benest, Ph.D., is former city manager of Palo Alto. He currently serves as the senior advisor to the International City/County Management Association for Next Generation Initiatives and can be reached at frank@frankbenest.com. This article was prepared in collaboration with the Institute for Local Government.

Everyday Ethics for Local Officials

The Ethics of Speaking One's Mind

June 2008

QUESTION

I am an elected official. My colleagues on the governing board of my agency voted to oppose legislation that I personally support (it was a split vote and I voted no). I have communicated my views to our local Congress member. Now I am being accused of violating my ethical duty to support the agency's position. My view is that I have an ethical duty and a First Amendment right to share my views with anyone who wants to hear them, including our Congress member. Who is right on this issue?

ANSWER

This question poses an interesting conflict between multiple ethical values. One is the *responsibility* to advocate one's sense of what best serves the public's interests in a situation --- whether or not others share that viewpoint. The other values are *respect* for a decision-making process and *loyalty* to the organization as a whole. These values might suggest that an official accept the will of the majority and the result of the collective decision-making process.

A good question to ask when faced with conflicting or "right versus right" ethical dilemmas is, "What course of action best promotes the public's interests and its confidence in the decision-making process?" Let's analyze this dilemma using that framework.

The Importance of Starting With the Public's Interests

To start on solid ethical ground, your reason for disagreeing with the majority needs to be firmly rooted in your sense of what best serves the public's interests in your community. You say that you personally support the legislation. Is this because you think that the legislation's passage will be in your constituents' best interests?

As a public agency decision-maker, you have a duty and responsibility to put the public's interests ahead of all others --- including your own --- in your decision-making. Factors to consider include (but are not limited to):

- Whether the legislation's passage would effectively address an issue the community is grappling with;

- Whether the legislation would enhance (or not erode) the agency's authority to address issues of concern to the community; and

- Whether the legislation is consistent with the agency's legal and fiscal interests.

If you base your legislative position on other factors, you may want to rethink your position and whether you should participate in the agency's decision-making process on this item.

For example, it would be inappropriate to vote your views based on your business's interests. Furthermore, if you have a personal financial interest in the decision, you may be disqualified from participating in the decision.

Similarly, if you serve on the board of a nonprofit organization that cares deeply about the legislation, the public might reasonably question whether your position is based on the community's general interests or the narrower interests of the nonprofit. You may want to step aside from the decision-making process to avoid any questions about what motivates your position. Some officials take this concept of undivided loyalties to the point of resigning leadership positions in nonprofit organizations so they can fully commit their loyalties to the public agency and the community that the agency serves.

You may also want to make it clear in any advocacy efforts you engage in that you are doing so in your capacity as a spokesperson for the nonprofit, *not* as a public official.

Here is another important thing to keep in mind: "When one works in the public sector, and particularly as one moves up the levels of the organizational hierarchy in the public sector, one becomes less and less a 'public citizen' and more and more a 'public servant.' This is part of the responsibilities and burdens one accepts as a public official," observes Associate Professor Craig Dunn of Western Washington University, whose research includes managerial ethics and values. Being a public servant may constrain your activities in many ways, including the open expression of personal views. Having the right to engage in an activity doesn't mean exercising that right is necessarily the best course of action.

In serving the public, officials routinely face difficult policy choices in which reasonable people can conscientiously reach differing conclusions on what best serves the community's interests. All the public officials consulted on this topic said that it is not unethical for a public official to remain true to his or her sense of what best serves the public's interests, even if a majority of colleagues on the decision-making body don't share those views.

Mountain View City Manager Kevin Duggan characterizes the competing considerations in clear terms:

> ... it is good practice for members, to the greatest degree possible, to support the position of their legislative body after the vote is taken. This demonstrates respect for the deliberations and decision-making of the body and communicates a clear message of the position of the council, board, etc.
>
> However, continuing to espouse another opinion is not in and of itself unethical in my view. You could even make the point that advocating a contrary position on a matter that the board has voted on (especially a matter of consequence that a member has a fundamental objection to) could in fact be the ethical thing to do.

The question is not so much *whether* you persist in your view that the majority's view is mistaken but *how*.

Communicating Clearly When Speaking on Behalf of Others

When speaking on behalf of the city to a member of Congress, Rancho Cordova City Council Member Ken Cooley indicates that he believes he has a responsibility first to share the city's officially adopted position, even when his views are out of step with his colleagues' views. After he has shared his agency's official perspective, if he feels that it would also be helpful to the Congress member, he would also share his individual perspective.

For John Longley, Porterville city manager, whether you use your title is an important issue. He believes that a personal perspective that differs from the agency's adopted position should be shared without using your official title. This makes a clear distinction between the agency's position and your differing position.

Dick DeWees, mayor of Lompoc, adds, "The public official must make it absolutely clear in any written or oral communication that his or her position on the issue is contrary to the majority position of the agency he or she represents." This gets to the ethical value of trustworthiness --- being very forthright about the full set of facts related to an issue and leaving nothing to inference (for example, the inference that if one city official feels a certain way about an issue, then the city must also feel that way).

Bob LaSala, former city manager of Lancaster and Sunnyvale, believes a dissenting elected official "has an obligation to both the majority position as the official position of the agency *and* to her minority position on the issue." LaSala believes that as long as she is not representing her position as that of the agency (and specifically stating that she is not speaking on behalf of the agency and that there *is* an official position), then it is perfectly acceptable to present another point of view to the Congress member. LaSala says, "Doing so in this way will actually foster the process of respectful disagreement and acknowledge both the rule of the majority and the importance of the minority opinion."

The Issue of Using Public Resources

Using agency stationery or other resources to promote your minority position prompted mixed reactions. A good practice is to have a policy that sets out the collective views of the governing body or local agency on when it is OK to use agency letterhead. For example, the City of San Pablo has the following policy:

A. To the extent allowed by law, and subject to the restrictions set forth in paragraph B, individual city council members may have letters or other written communications prepared by the City Manager's Office and sent on city stationery provided that the subject matter of the correspondence concerns official city business or matters within the subject matter jurisdiction of the city council. The correspondence should clearly state that the opinions expressed therein are the personal opinions of the council member and do not necessarily reflect the consensus of the city council. Copies of all such correspondence should be sent to each member of the city council.

B. Notwithstanding paragraph A, above, whenever a matter is agendized for city council consideration, and that matter may or does result in a letter or other written communication from the city council, any such letter shall be sent on behalf of the entire city council and shall be signed by the mayor. No other letters or written communications shall be prepared by city staff on behalf of individual city council members on such matters unless so directed by city council action.

As Merced Deputy City Attorney Ken Rozell notes, policies on using agency letterhead vary. Rozell explains, "Some jurisdictions do not allow individual elected officials to use agency letterhead at all, some allow an elected official to use letterhead with his or her name on it (in other words, individualized letterhead indicating status as an elected official for the agency) while other jurisdictions allow a letter to be sent out on agency letterhead if the letter has been preapproved." Having a policy so everyone knows what is and is not OK is very helpful.

In this context, it is important to remember a key point: Both personal and political use of public resources are prohibited.[1] A local official would be well-advised not to use public resources to promote what might be perceived as (or actually be) individual personal or political agendas.

Keep the Tone of the Debate Respectful, Civil and Honest

John Beauman, mayor pro tem for the City of Brea, shares his perspective:

> It is one thing to respectfully differ with a majority opinion, expressing an opposing viewpoint objectively stating why --- but quite another to continue making a public issue of it by badmouthing one's colleagues. Everyone votes on a matter from their respective understanding of the issue, which may differ. We

> make the best decision we can under the circumstances --- which include the data we receive and from whom.
>
> To argue and publicly attack one's colleagues does not persuade anyone of the validity of one's argument, nor does it win others or public opinion over to one's viewpoint. . . . Once a matter is settled by a majority vote, continually attacking the opposing side creates a climate of distrust and contention that carries over to all future business to the point that it tends to become personal, which interferes with conducting the people's business in a professional and orderly manner.

Creating a climate of distrust and contention is not consistent with your ethical obligations as an elected official, especially if you undermine the public's trust and confidence in the decision-making process simply because your perspective did not prevail. Of course, it is never ethical to misrepresent, distort or "spin" the position or the motivations of the majority for taking the position in question --- such an approach is inconsistent with the ethical value of trustworthiness.

As Dr. Martin Luther King Jr. observed, the means one uses must be as pure as the end one seeks --- worthy ends never justify questionable means.

The Relationship Issue

There also are short- and long-term elements to the analysis of what to do in a given situation. City of Port Hueneme Council Member Murray Rosenbluth agreed that he would be inclined to share his dissenting concerns with the Congress member, making it clear that he was speaking only for himself. Council Member Rosenbluth noted that he would also need to weigh the wisdom of possibly alienating his colleagues. As a participant in a decision-making process that draws on multiple decision-makers, it can be both useful and ethical to respect the views of those with whom one disagrees on a given issue.

John F. Kennedy looked at this issue in *Profiles in Courage:*

> Realizing that the path of the conscientious insurgent must frequently be a lonely one, we are anxious to get along with our fellow legislators . . . We realize, moreover, that our influence . . . --- and the extent to which we can accomplish our objectives and those of our constituents --- are dependent in some measure on the esteem with which we are regarded by other [decision-makers].[2]

To go back to the means versus ends issue, this is a situation where using good means can also help one achieve good ends: greater effectiveness with one's colleagues. There are accounts of decision-makers, who started on the short side of a three-to-two split on a vote, winning over members of the majority because of the integrity and civility with which they conducted themselves.

Another question to ponder is whether there might be a middle ground on which all or more members of the decision-making body can agree. Kennedy also noted:

> Going along means more than just good fellowship --- it includes the use of compromise, the sense of things possible. We should not be too hasty in condemning all compromise as bad morals. For politics and legislation are not matters for inflexible principles or unattainable ideals. . . .
>
> . . . the legislator has some responsibility to conciliate those opposing forces. . . and to represent them in the larger clash of interests . . . he alone knows that there are few if any issues where all the truth and all the right and all the angels are on one side.[3]

Thinking in terms of finding common ground is a solid and ethical leadership strategy for both those in the majority and the minority, because it gives voice to more segments of the community. As the Reverend Jesse Jackson said, "Leadership has a harder job to do than just choose sides. It must bring sides together."

Conclusion

Based on the responses we received to the query presented at the beginning of this article, it is clear that local elected officials highly prize their First Amendment right to speak their conscience when they feel the public's interests are served by doing so.

It is also clear from the responses that even when one has a right to speak, there can be good reasons to think about *how* to do so. And as Mark Twain suggested, a higher purpose can sometimes be achieved by discretion: " . . . in our country we have those three unspeakably precious things: freedom of speech, freedom of conscience and the prudence never to practice either." Such prudence may enhance the public's and others' trust and confidence in your leadership.

Policies Expressing Shared Norms of Dissent Can Help

Misunderstandings and unnecessary conflict can be avoided if a decision-making body has a shared understanding of the norms associated with dealing with varying viewpoints. Draft language for such a policy appears below. Note that this policy is a statement of the body's mutual expectations and norms.

> *Representing the City, Personal or Other Organizations' Interests*
>
> If an elected official appears before another governmental agency, official or organization to give a statement on an issue, the official must clearly state whether his or her statement reflects personal opinion or the official position of the agency. If the elected official is representing the agency's official position, the official must explain and advocate the official agency position on an issue, not a contrary personal viewpoint. If the official feels he cannot in good conscience do so, he should ask that another official be sent to represent the agency's position.
>
> If the elected official is representing another organization whose position is different from the agency's, the elected official should consider abstaining on the issue when it comes before the agency if the issue substantially impacts or is detrimental to the interests of the agency and those it serves.
>
> When an organization appears before the decision-making body in which elected officials participate, the elected officials should disclose their involvement in the organization. The officials should consider abstaining from the vote on the issue if it would appear to a reasonable member of the public that the officials may have conflicting loyalties that might prevent them from putting the interests of the agency -- and those it serves -- first.

This piece originally ran in *Western City* Magazine and is a service of the Institute for Local Government (ILG) Ethics Project, which offers resources on public service ethics for local officials. For more information, visit www.ca-ilg.org/trust.

The Institute for Local Government thanks the following individuals who shared their views in connection with this column: John Beauman, mayor pro tem, City of Brea; Thomas B. Brown, attorney, Hanson Bridgett; Tom Butt, council member, Richmond; Michael N. Conneran, attorney, Hanson Bridgett; Ken Cooley, council member, Rancho Cordova; Burk E. Delventhal, deputy city attorney, Office of the San Francisco City Attorney; Dick DeWees, mayor, City of Lompoc; Kevin Duggan, city manager,

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Endnotes:

[1] *See* Cal. Penal Code § 424; Cal. Gov't Code § 8314.

[2] Kennedy, John F., *Profiles in Courage* (HarperPerrenial:2000) at page 4 (original edition published in 1956).

[3] *Id*. at 4-5.

INSTITUTE FOR LOCAL GOVERNMENT

Working Together to Achieve One's Goals: Some Strategies for Success

"*Our freedom, our pluralism, our dispersion of power all invite healthy conflict as various groups and individuals pursue their diverse purpose. The reconciling of such divergent purposes is one of the tasks of the leader….In a world characterized by multiple, interacting systems, substantial rewards flow to leaders who have mastered the bargaining arts*."

- John Gardner, *On Leadership*

According to long time public servant and thinker John Gardner, the bargaining arts can range from an "I win/you lose" to a "we both win" approach. The former may be appropriate for some situations. However, it may not be the best approach to nurture a long-term collaborative working relationship.[1]

Those seeking public office at the local level generally do so because of goals and objectives they want to achieve for their community. Successfully achieving those long term objectives is critical to one's ability to serve the public. Thus, finding ways to work together effectively becomes a critical component to success and lays the foundation for continued collaboration on future issues.

This resource offers a starting point for understanding strategies of working together to achieve one's goals.

Related Resources

Getting to YES: Negotiating Agreement without Giving In, Roger Fisher and William L. Ury, Houghton Mifflin Company, 1981.

Getting It Done: How to Lead When You're Not in Charge, Roger Fisher, Alan Sharp, John Richardson, Harper Collins, 1998.

Breaking the Impasse: Consensual Approaches to Resolving Public Disputes. Jeffrey Cruikshank and Lawrence Susskind, Basic Books, Inc., 1987.

Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes, Lawrence Susskind and Patrick Field, The Free Press, 1996.

On Leadership, John W. Gardner, The Free Press, 1990.

Getting Things Done: Working Effectively to Achieve Results, David Landis, Instructor. CSAC Institute for County Excellence, January 2012. (www.csacinstitute.org/)

Working with Others to Get Things Done

Numerous experts and books[2] about negotiating strategies offer insights into the benefits of collaboration and alternatives to the "I win-you lose" negotiating approach. Sometimes referred to as seeking "mutual gain" or "principled negotiations" these strategies are "…explicitly designed to produce wise outcomes efficiently and amicably."[3]

Strategies for Achieving Mutual Gain Results[4]

Experts recommend several key inter-related strategies for mutual gain results. They are:

- Separating the people from the problem;[5]
- Focusing on interests, not positions; and[6]
- Inventing options for mutual gain.[7]

The advantage of these strategies is that they tend to produce outcomes that benefit a broader range of interests and groups and help to nurture relationships that can endure over time.

Separating the People from the Problem

> "*Negotiators are people first. A basic fact about negotiations, easy to forget in corporate and international transactions, is that you are dealing not with abstract representatives of the 'other side,' but with human beings. They have emotions, deeply held values, and different backgrounds and viewpoints; and they are unpredictable. So are you*."
>
> \- Roger Fisher and William L. Ury, *Getting to Yes*

If the food in a restaurant arrives at the table tasting too salty or the wine has soured, it is not the fault of the server. Considerate diners don't blame the server when they send the food or wine back to the kitchen. The same principle applies to the individual with whom one negotiates, whether it is a colleague on the same governing board, a member of a neighborhood group or an individual representing a company proposing a project within the jurisdiction.

The authors of *Getting to Yes* observe, "A working relationship where trust, understanding, respect and friendship are built up over time can make new negotiations smoother and more efficient." This is similar to recognizing the importance of civility in public agency deliberations and relationships.

Asking "Why?" to Understand the Problem

The importance of understanding the problem at hand by asking "why" may be the most critical step in any effort to solve that problem or reach agreement on a solution.

Consider the story of two men quarreling in a library. One wants the window open and the other wants it closed. They bicker back and forth about how much to leave it open: a crack, halfway, three quarters of the way. No solution satisfies them both. Enter the librarian. She asks one why he wants the window open: “To get some fresh air.” She asks the other why he wants it closed: “To avoid the draft.” After thinking a minute, she opens wide a window in the next room, bringing in fresh air without a draft.[8]

Asking “What is the problem you are trying to solve?” enables one to focus on the roots of the problem. This helps leaders look at the issues from many angles and devise possible win-win approaches.[9]

Listening Carefully[10]

Active listening is an ingredient in any interpersonal relationship. It takes on an added dimension when it provides opportunities to move one’s own goals forward. Listening carefully does not necessarily mean one agrees with the other party. Rather, it signals an interest in learning more and of understanding the “why” and history behind a position.

For example, active listening that is part of asking “why” may shed light on why residents in an underserved neighborhood are angry over a street widening project in a capital improvement plan. Or it may help understand why a fellow elected official is upset about the proposed date for a city council retreat. By respectfully probing for the “why” and listening carefully to the responses, one may be able to identify the reason behind the positions. The neighbors may be concerned about the safety of their children from the increased traffic and the council colleague may be upset because the retreat date selected conflicts with a long planned family reunion.

To be effective, of course, active listening must be genuine. Combining it with a quest to understand the context or “why” of a position can result in powerful insights that may lead to a reasoned, mutually beneficial solution.

Respecting the Process

Some observers liken negotiations or the process of working together to find common ground to a ritual or a dance. Respecting the process signals respect for the time and effort the parties put into the process. In some situations, reaching agreement too quickly may be perceived as a lack of respect for the process or the other parties’ interest in working through the issue. Taking the time to work out a mutually agreed upon solution validates the time everyone spends participating in that process.[11]

Other Thoughts to Consider

Characteristics of a Good Negotiated Settlement

Some experts offer the following four key characteristics of a successful negotiated settlement.[12]

1. **Fairness:** Did the participants in the process perceive it to be fair? A process that is open to modification to respond to new concerns or information generally will be viewed as fair.

2. **Efficiency:** A fair agreement may not be acceptable if it takes longer to achieve than is warranted by the problem. Was the resolution worth the trouble?

3. **Wisdom:** The search for a wise decision or settlement requires collaborative inquiry, one that breaks down a complex problem into a series of mutually agreed-upon pieces.

4. **Stability:** Will the agreement endure over time? Even if the participants view it as fair, efficient and wise, to be effective, a resolution must be stable over time.

Decision-Making Transparency

Remembering the importance of transparent decision-making is critical when working towards a win-win solution. Public agency decision-making is different from the way individuals or private businesses make decisions. This difference is fundamental to the purpose and objectives of those decisions. The guiding principle must always be what best serves the public's interest.

Remembering potential legal and ethical constraints also is important when working to find a mutually agreeable solution.[13] In seeking to find wise solutions, one does not want to inadvertently overstep what the law allows. For example, current law limits the number of elected officials who may discuss an issue outside of a meeting for which the public has received notice.[14] Fair process considerations may require a public hearing before a final decision can be made.[15] Thus, consulting with the agency's legal counsel is a good first step.

Consider that You May Be Wrong[16]

Being open to new ideas and information, including the possibility that one's perspective may be wrong, is the sign of a good leader. This applies whether it is learning about and accepting new information that might change one's prior understanding of the issue or working through an issue with the other stakeholders and coming to a different conclusion.[17]

Principled Leadership

Some experts suggest that principled leadership – that is, leadership based upon "doing the right thing" – includes ephemeral qualities that are hard to define. These are qualities "…we value above and beyond their ability to generate profits or votes." They include:

- Decency,
- Respect, and
- Compassion.

Attributes of leaders also include:

- Integrity,
- Honesty, and
- Trust.

These leadership qualities contribute to successful relationships that can benefit the community and help achieve the objectives one set out originally in seeking public office.

About the Institute for Local Government

This tip sheet is a service of the Institute for Local Government (ILG) whose mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association.

For more information and to access the Institute's resources on local government basics, visit www.ca-ilg.org/local-government-basics.

Note: Sections in the California Code are accessible at http://leginfo.legislature.ca.gov/. Fair Political Practices Commission regulations are accessible at www.fppc.ca.gov/index.php?id=52. A source for case law information is www.findlaw.com/cacases/ (requires registration).

[1] *Getting Things Done: Working Effectively to Achieve Results* and *Getting Things Done: Working Effectively to Achieve Results*, David Landis, CSAC Institute for Excellence.
[2] Examples include: *Getting to YES; Dealing with an Angry Public: Breaking the Impasse*, and *Getting Things Done: Working Effectively to Achieve Results*, David Landis, CSAC Institute for Excellence.
[3] *Getting to YES*, pp. 10-11.
[4] Numerous authors offer thoughtful ideas about integrated strategies for negotiating win-win, mutual gain results. Although providing detailed steps for negotiation strategies is beyond the scope of this tip-sheet, it does offer tips about two key elements of any strategy. Several of the key resources in this area are listed in Resources to Learn More at the beginning of this tip-sheet.
[5] *Getting to YES* p.11.
[6] *Getting to YES*, p. 11.
[7] *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes,* p. 117.
[8] *Getting to YES*, p 40.
[9] *Dealing with an Angry Public,* p. 221 and 232.
[10] *Getting to YES*, pp. 35 and following.
[11] *Getting Things Done: Working Effectively to Achieve Results*, David Landis, CSAC Institute for Excellence.
[12] *Breaking the Impasse*, pp. 21 and following.
[13] *Breaking the Impasse*, pp. 193-194.
[14] *See* Generally Cal Govt. Code § 54950 and following. *See also* Discussion in *Alternative Dispute Resolution: Navigating Special Issues in Public Agency Disputes* available at http://www.ca-ilg.org/post/institute-resources-intergovernmental-dispute-resolution.
[15] *See Trancas Property Owners Association v. City of Malibu*, 138 Cal. App 4th 172 (2006); *Save Tara v. City of West Hollywood*, 45 Cal. 4th 116 (2008).
[16] *Dealing with an Angry Public*, pp. 166-167.
[17] *Dealing with an Angry Public,* p. 231.

INSTITUTE FOR LOCAL GOVERNMENT℠
Promoting Good Government at the Local Level

Attributes of Exceptional Boards

Leading public organizations and governing with colleagues on a board is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide board members and administrators/executives insight into the attributes of exceptional boards as well as provide practical tips to help them become exceptional.

1. Exceptional boards develop a sense of team – a partnership with the chief administrator to govern and manage the county

The members of the board and chief administrator/executive see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their county's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the board.
- Become a champion of the county. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and board decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a countywide perspective.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (board members and chief administrator/executive) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops throughout the year. In the event that board members disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.

2. Exceptional boards have clear roles and responsibilities that are understood and adhered.

Exceptional boards understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the county; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the chief administrator/executive accountable for results.

Exceptional boards understand that the chief administrator/executive is responsible for the day-to-day operations of the county. The chief administrator/executive is responsible for undertaking and accomplishing the policy objectives of the board. Exceptional boards recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role - to set vision and policy, avoid micromanagement.
- Board members should strive to be informed about the issues facing the county and be prepared to ask questions of staff and each other.

BEST PRACTICE TIPS

Create a shared understanding of the chief administrator/executive's role and the board's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The board should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the board and chief administrator/executive is critical to mutual success, having clear protocols helps avoid misunderstandings.

3. Exceptional boards honor the relationship with staff and each other

Exceptional boards understand that a good working relationship with staff is vital to successful operation of the county. Exceptional boards treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Board members build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

KEY CHARACTERISTICS

- Board members have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional board members reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

BEST PRACTICE TIPS

Set board priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the chief administrator/executive and staff on where to focus their efforts. This annual meeting provides time for the board to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the chief administrator/executive, staff and the board.

4. Exceptional boards routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional boards master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the board’s time and energy appropriately (focused on the board’s role and responsibilities) and meeting short- and long-term priorities. They honor the public’s participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional boards use public meetings not only for their intended purpose, information sharing and decision-making, but they also use the meeting to demonstrate respect and

KEY CHARACTERISTICS

- Board members are respectful of each other, the public and everyone’s time.
- Board members use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, board members come prepared and have an open mind.
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.

civility for each other, staff and the public. Exceptional board members prepare in advance of the meeting, remain focused on the county goals and objectives and mindful of their role and responsibilities.

BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility). As part of a regular self-assessment, boards should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. Exceptional boards hold themselves and the county accountable

Exceptional boards operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional boards consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional boards hold themselves accountable for the conduct, behavior and effectiveness of the governing body. They establish clear priorities and goals and hold the chief administrator/executive accountable for results. Finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

KEY CHARACTERISTICS

- Board members operate ethically and with integrity.
- Boards conduct team building / goal setting exercise to track progress towards mutually agreed upon goals.
- Boards take responsibility for the results (good and bad).
- Boards celebrate success.
- Board members hold themselves responsible for adhering to operating protocols and codes of conduct.

BEST PRACTICE TIPS

Annually evaluate board and chief administrator/executive performance toward achieving the county's priorities and goals (consider having this be part of an annual goal setting meeting). Boards should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional boards have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting counties is ever changing. Exceptional boards continually provide the opportunity to build their knowledge and skills, enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

KEY CHARACTERISTICS

- Stay informed on key issues.
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to help you gain valuable information and/or insights on key policy issues facing your county. In addition, county run orientations for newly elected officials provide a good way to acclimate new members to the board's norms and protocols as well as the budget and key policy issues.

About the Institute for Local Government

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CITY OF BERKELEY

BERKELEY
RENT BOARD

LANDLORD RESOURCE FAIR

Connect with city staff and local experts to discover resources designed to help Berkeley property owners navigate housing regulations, city programs and requirements, and property management best practices.

WEDNESDAY JULY 22, 2026

10:00 - 11:30 AM

RENT BOARD OFFICES
2000 CENTER ST, SUITE 400
BERKELEY, CA 94704

FEATURING:

- **Berkeley Rent Board**
- **Berkeley Property Owners Association**
- **City of Berkeley Programs including:**
  - Rental Housing Safety Program
  - Below Market Rate Housing Program
  - Resources for Sustainability & Safety

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Commissioner Attendance at Rent Stabilization Board Meetings
Through Q2 of 2026

2026	Soli ALPERT	Stefan ELGSTRAND	Xavier JOHNSON	Andy KELLEY	Vanessa Danielle MARRERO	Ida MARTINAC	Nathan MIZELL	Alfred TWU	Dominique WALKER
January 15	Present	Present	Present	Present	ABSENT*	Present	Present	Present	Present
February 19	Present	Present	Present	Present	Present	Present	Present	Present	Present
March 5	Present	Present	Present	Present	Present	Present	Present	Present	Present
March 23	Present	Present	Present	Present	Present	Present	Present	Present	ABSENT*
April 16	Present	Present	Present	Present	Present	Present	Present	Present	Present
May 28	Present	Present	Present	Present	Present	Present	Present	Present	Present
June 18	Present	Present	Present	Present	Present	Present	Present	Present	Present
July 16									
August 20									
September 17									
October 15									
November 19									
December 17									

***** = Absent ***with*** compensation ****** = Absent due to a medical reason ***Bold and italicized*** = Special Meeting

Commissioner Attendance
Rent Stabilization Board COMMITTEE Meetings:
January - March (Q1)

COMMITTEES	Soli ALPERT	Stefan ELGSTRAND	Xavier JOHNSON	Andy KELLEY	Vanessa Danielle MARRERO	Ida MARTINAC	Nathan MIZELL	Alfred TWU	Dominique WALKER
AD HOC Committee to Consider Rent Ordinance Changes at the November 2026 General Election									
January 8, 2026	Present	Present						Present	
March 5, 2026	Present	Present						Present	
Budget & Personnel									
January 20, 2026	Present			Present			Present		Present
February 3, 2026	Present			Present			Present		Present
Climate Resilience & Habitability									
January 26, 2026^					Absent	Present		Present	Absent
March 13, 2026					Absent*	Present		Present	
Eviction / Section 8 / Foreclosure									
This Committee did not meet this quarter.									
LIRA									
This Committee did not meet this quarter.									
Outreach									
January 9, 2026				Present	Present	Present		Present	
January 28, 2026				Present	Absent	Present		Present	
February 25, 2026				Present	Present	Present		Present	
March 25, 2026				Present	Absent	Present		Present	

Commissioner Attendance
Rent Stabilization Board COMMITTEE Meetings:
January - March (Q1)

COMMITTEES	Soli ALPERT	Stefan ELGSTRAND	Xavier JOHNSON	Andy KELLEY	Vanessa Danielle MARRERO	Ida MARTINAC	Nathan MIZELL	Alfred TWU	Dominique WALKER
2 x 2 Joint Committee on Housing (BUSD/Rent Board)									
March 11, 2026	Present				Present				
4 x 4 Joint Committee on Housing (City Council/Rent Board)									
January 23, 2026	Present		Present		Present			Present	
February 20, 2026	Present		Present	Present				Present	
March 20, 2026	Present		Present	Present				Present	

^ = Meeting cancelled due to lack of a quorum

* = Absent with compensation

[shaded cell] = Not a member of this Committee at this time

Commissioner Attendance
Rent Stabilization Board COMMITTEE Meetings
April - June (Q2)

COMMITTEES	Soli ALPERT	Stefan ELGSTRAND	Xavier JOHNSON	Andy KELLEY	Vanessa Danielle MARRERO	Ida MARTINAC	Nathan MIZELL	Alfred TWU	Dominique WALKER
Budget & Personnel									
May 27, 2026	Present			Present			Present		Present
Climate Resilience & Habitability									
April 10, 2026					Present	Present		Present	
May 8, 2026					Present	Present		Present	
June 30, 2026					Absent	Present		Present	
Eviction / Section 8 / Foreclosure									
May 12, 2026		Present	Present				Present		Present
LIRA									
This Committee did not meet this quarter.									
Outreach									
April 29, 2026^									
May 27, 2026				Present	Present	Present		Present	
June 24, 2026				Present	Present	Present		Present	
2 x 2 Joint Committee on Housing (BUSD/Rent Board)									
This Committee did not meet this quarter.									
4 x 4 Joint Committee on Housing (City Council/Rent Board)									
April 17, 2026	Present		Present	Present				Present	

^ = Meeting cancelled due to lack of a quorum

* = Absent with compensation

(shaded) = Not a member of this Committee at this time

2026	Unanticipated Remote Participation at Rent Board and Committee Meetings								
Soli ALPERT									
Stefan ELGSTRAND									
Xavier JOHNSON									
Andy KELLEY									
Vanessa Danielle MARRERO	1/9/26 Outreach meeting - attended remotely.	2/19/26 Regular Board Meeting - attended remotely.	2/25/26 Outreach Committee Meeting - attended remotely.						
Ida MARTINAC				5/28/26 Regular Board Meeting - attended remotely.					
Nathan MIZELL									
Alfred TWU*									
Dominique WALKER		2/19/26 Regular Board Meeting - attended remotely.		5/28/26 Regular Board Meeting - attended remotely.					

BERKELEY RENT BOARD

BUDGET & PERSONNEL COMMITTEE MEETING

Thursday, July 2, 2026 – 5:30 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th floor, Berkeley, CA 94704

Public Participation

This meeting will be conducted in a hybrid model with both in-person and remote participation, and in accordance with Government Code Section 54953 and all current state and local requirements allowing public participation in meetings of legislative bodies. Any member of the public may attend this meeting at the posted location(s). Questions regarding this matter may be addressed to DéSeana Williams, Executive Director of the Rent Board, at 510-981-7368 (981-RENT). The Committee may take action related to any subject listed on the Agenda.

To access this meeting by Zoom

Join from a PC, Mac, iPad, iPhone, or Android device. If you do not want your name to appear on the screen, use the drop-down menu and click on "Rename" to rename yourself as anonymous. To request to speak, use the “Raise Hand” icon by rolling over the bottom of the screen.

To join by phone

Dial 1-669-900-6833, enter Webinar ID: 810 0115 9820 and Passcode: 138420. To comment during the public comment part of the agenda, Press *9 and wait to be recognized by the Committee Chair.

Email comments

Email comments must be submitted to DeWilliams@berkeleyca.gov **by 3:30 p.m.** on the day of the meeting in order to be considered by the Committee and included in the public record. Format your subject line: “PUBLIC COMMENT ITEM FOR BUDGET & PERSONNEL COMMITTEE.” Please observe a 150-word limit. Time limits on public comments will apply.

Decorum

All rules of procedure and decorum apply for both in-person attendees and those participating remotely. Attendees at public meetings are reminded that other attendees may be sensitive to various scents. Please help the City respect these needs.

Communications access information

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CITY OF BERKELEY

BERKELEY RENT BOARD

AGENDA: BUDGET & PERSONNEL COMMITTEE MEETING

Thursday, July 2, 2026 – 5:30 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th floor, Berkeley, CA 94704

1. Roll Call
2. Land Acknowledgment Statement: *The Berkeley Rent Stabilization Board recognizes that the rental housing units we regulate are built on the territory of xučyun (Huchiun-(Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Cho-Chen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors, and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's landlords and tenants have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878 and since the Rent Stabilization Board's creation in 1980. As stewards of the laws regulating rental housing, it is not only vital that we recognize the history of this land but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.*
3. Approval of agenda
4. Public Comment
5. Approval of May 27, 2026, meeting minutes (attached to agenda)
6. **CLOSED SESSION:** Public Employee contract discussion pursuant to California Government Code Section 54957(b)(1): General Counsel
7. Discussion and Possible Action on the proposed Executive Salary Policy (see attached Staff Report) Executive Director DéSeana Williams
8. Future agenda items
9. Discussion and possible action to set the next meeting
10. Adjournment

STAFF CONTACT: DéSeana Williams, Executive Director (510) 981-7368

COMMITTEE: Committee Chair Dominique Walker, Soli Alpert, Andy Kelley, Nathan Mizell

CITY OF BERKELEY

BERKELEY RENT BOARD

CLIMATE RESILIENCE AND HABITABILITY COMMITTEE

Tuesday, June 30, 2026 – 6:45 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th Floor, Berkeley, CA 94704
Teleconference Location - 2010 Fifth Street, Unit 260, Berkeley, CA 94710

Public Participation
This meeting will be conducted in a hybrid model with both in-person and remote participation, and in accordance with Government Code Section 54953 and all current state and local requirements allowing public participation in meetings of legislative bodies. Any member of the public may attend this meeting at the posted location(s). Questions regarding this matter may be addressed to DéSeana Williams, Executive Director of the Rent Board, at 510-981-7368 (981-RENT). The Committee may take action related to any subject listed on the Agenda.

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To join by phone
Dial 1-669-900-6833, enter Webinar ID: 835 0216 3388 and Passcode: 519762. To comment during the public comment part of the agenda, Press *9 and wait to be recognized by the Committee Chair.

Email comments
Email comments must be submitted to aeberhart@berkeleyca.gov **by 4:30 p.m.** on the day of the meeting in order to be considered by the Committee and included in the public record. Format your subject line: "PUBLIC COMMENT ITEM FOR CLIMATE RESILIENCE & HABITABILITY COMMITTEE." Please observe a 150-word limit. Time limits on public comments will apply.

Decorum
All rules of procedure and decorum apply for both in-person attendees and those participating remotely. Attendees at public meetings are reminded that other attendees may be sensitive to various scents. Please help the City respect these needs.

Communications access information
This meeting is being held in a wheelchair accessible location. To request disability-related accommodation(s) to participate in the meeting, including auxiliary aids or services, please contact the Disability Services Specialist at (510) 981-6418 (voice) or (510) 981-6347 (TDD) at least three (3) business days before the meeting date.

<u>**AGENDA: CLIMATE RESILIENCE AND HABITABILITY COMMITTEE**</u>

Tuesday, June 30, 2026 – 6:45 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th Floor, Berkeley, CA 94704
Teleconference Location - 2010 Fifth Street, Unit 260, Berkeley, CA 94710

1. Roll call

2. Land Acknowledgment Statement: *The Berkeley Rent Stabilization Board recognizes that the rental housing units we regulate are built on the territory of xučyun (Huchiun-(Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Cho-chen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors, and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's landlords and tenants have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878 and since the Rent Stabilization Board's creation in 1980. As stewards of the laws regulating rental housing, it is not only vital that we recognize the history of this land but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.*

3. Approval of the Agenda
4. Public Comment
5. Approval of the May 8, 2026, Meeting Minutes
6. Discussion and Possible Action on Draft Survey Questions
7. Discussion and Possible Action on Habitability and Access Issues Related to Elevator Outages (BMC Chapter 19.50) and the Rent Board's Educational and Support Role
8. Next Meeting
9. Future Agenda Items
    - Decarbonization Without Displacement presentation
    - Review of the Habitability Plan and related complaints
    - Coordination with the Planning Department and Office of Energy and Sustainability
    - Progress on pilot project development and utility cost tracking related to Measure BB
    - Legal feasibility of partnerships with nonprofits for sustainability efforts
10. Adjournment

<u>STAFF CONTACT</u>: Amanda Eberhart, Registration Unit Manager (510) 981-4904

COMMITTEE: Ida Martinac (Chair), Vanessa Marrero, Alfred Twu

OUTREACH AND ACCESSIBILITY COMMITTEE MEETING

Wednesday, June 24, 2026 – 6:30 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th floor, Berkeley, CA 94704

Teleconference Location – 2010 Fifth Street, Unit 260, Berkeley, CA 94710

Public participation

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To join by phone

Dial 1-669-900-6833, enter Webinar ID: 824 6361 7622 and Passcode: 026920. To comment during the public comment part of the agenda, Press *9 and wait to be recognized by the Committee Chair.

Email comments

Email comments must be submitted to avieira@berkeleyca.gov **by 4:30 p.m.** on the day of the meeting in order to be considered by the Committee and included in the public record. Format your subject line: “PUBLIC COMMENT ITEM FOR OUTREACH AND ACCESSIBILITY COMMITTEE.” Please observe a 150-word limit. Time limits on public comments will apply.

Decorum

All rules of procedure and decorum apply for both in-person attendees and those participating remotely. Attendees at public meetings are reminded that other attendees may be sensitive to various scents. Please help the City respect these needs.

Communications access information

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AGENDA: OUTREACH AND ACCESSIBILITY COMMITTEE MEETING

Wednesday, June 24, 2026 – 6:30 p.m.

Berkeley Rent Board Conference Room A – 2000 Center Street, 4th floor, Berkeley, CA 94704

Teleconference Location – 2010 Fifth Street, Unit 260, Berkeley, CA 94710

1. Roll call
2. Land Acknowledgment Statement: *The Berkeley Rent Stabilization Board recognizes that the rental housing units we regulate are built on the territory of xučyun (Huchiun-(Hooch-yoon)), the ancestral and unceded land of the Chochenyo (Cho-chen-yo)-speaking Ohlone (Oh-low-nee) people, the ancestors, and descendants of the sovereign Verona Band of Alameda County. This land was and continues to be of great importance to all of the Ohlone Tribes and descendants of the Verona Band. As we begin our meeting tonight, we acknowledge and honor the original inhabitants of Berkeley, the documented 5,000-year history of a vibrant community at the West Berkeley Shellmound, and the Ohlone people who continue to reside in the East Bay. We recognize that Berkeley's landlords and tenants have and continue to benefit from the use and occupation of this unceded stolen land since the City of Berkeley's incorporation in 1878 and since the Rent Stabilization Board's creation in 1980. As stewards of the laws regulating rental housing, it is not only vital that we recognize the history of this land but also recognize that the Ohlone people are present members of Berkeley and other East Bay communities today.*
3. Approval of the Agenda
4. Review and approval of May 27, 2026, Meeting Minutes
5. Public Comment
6. Language Access Update
7. Brief Introduction to new Outreach and Accessibility Staffer, Abby Vieira
8. Rent Board Outreach Staff Report
9. Accessibility Resolution
10. Next Meeting Date
11. Future Agenda Items
12. Adjournment

STAFF CONTACT: Abby Vieira, Public Information Unit Manager (510) 981-4935

COMMITTEE: Andy Kelley (Chair), Vanessa Marrero, Ida Martinac, Alfred Twu