



**MEMORANDUM**

Rent Stabilization Program, Community Development Department

**DATE:** January 25, 2021  
**TO:** Rental Housing Committee  
**FROM:** Anky van Deursen, Rent Stabilization Program Manager  
**SUBJECT:** Rent Stabilization Program Staffing Plan

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**RECOMMENDATION**

To consider expanding the currently budgeted Community Stabilization and Fair Rent Act (CSFRA) Rent Stabilization Program staffing positions with one additional FTE Analyst position and upgrading the administrative assistant position from Office Assistant I/II to Secretary.

**BACKGROUND**

The Rental Housing Committee (RHC) is tasked with establishing a budget for the reasonable and necessary implementation of the provisions of the CSFRA, including, without limitation, the hiring of necessary staff and charging fees in an amount sufficient to support that budget.

On September 11, 2017, the RHC adopted a staffing plan, based on anticipated workload of the CSFRA Rent Stabilization Program and analysis of staffing models of other rent-stabilized cities. The adopted staffing plan includes the following four full-time staff: a Program Manager, two Administrative Analysts, and an Office Assistant I/II. The RHC also indicated that staffing levels should be assessed on a periodic basis to ensure that sufficient resources are available to effectively and efficiently administer the program and emphasized that, should programmatic needs change or increase, staffing levels might need to be adjusted in the future.

## **ANALYSIS**

Three full-time staff members currently implement and administer the Rent Stabilization Program, with the Office Assistant I/II position temporarily staffed for six months. Staff members perform the following key tasks:

### **1. Develop and Implement Policies:**

- a. Preparation of analysis and research of regulations to be considered by the RHC.
- b. Implementation of procedures and processes upon adoption of regulations.
- c. Input on policy options and implementation of other tenant-related policies, such as Tenant Relocation Assistance Ordinance (TRAO) and landlord- and COVID-19-related programs, such as tenant relief and eviction moratorium, displacement prevention studies, retrofit policies, and rent stabilization for mobile homes.

### **2. Design, Implement, and Manage the Petition Process:**

- a. Design and implement a City-managed petition process, allowing landlords and tenants to request rent increases and decreases through a formal petition process.
- b. Develop forms, review, and formally accept petition requests, manage the required deadlines, and coordinate the hearing, decision, and appeal process.

### **3. Educate the Community:**

- a. Increase community awareness and understanding of the rental protections and related services available for landlords and tenants in Mountain View.
- b. Develop annual communications plan, including the development of consistent materials to clearly communicate the CSFRA, increase the engagement to better inform and assist the community, including hard-to-reach segments of the community, and improving the programs efficacy, efficiency, and compliance to improve transparency and foster trust.

4. **Monitor Required Noticing:**

- a. Review and maintain records of all formally submitted notices, such as copies of termination notices, termination notice follow-up documentation, banked rent increase notices, and tenant buyout notices filed by landlords as well as additional occupancy notices filed by tenants.

5. **Administer Tenant Relocation Assistance:**

- a. Develop procedures and forms to assist with the administration of tenant relocation assistance as well as contract and collaborate with a third-party agency to perform administrative tasks.
- b. Communicate and educate project developers on the requirements of the TRAO and the tenant relocation requirements of SB 330.
- c. Provide tenant support throughout the relocation process, including information dissemination, updates on the status of the project, assistance with filing applications, determine eligibility, and distribution of funds for qualifying households.

6. **Design, Implement, and Administer Online Portal:**

- a. Develop a database management system for landlords and tenants, including a platform to set up an account for input and change owner and property information, request exemptions, opt in for e-mail notifications, and submit required notices.
- b. Develop a system to file petitions through the portal, which enables parties to review all petitions and evidentiary documentation online as well as responses, follow-up documentation, and decisions.

7. **Support the Rental Housing Committee and Prepare for RHC Meetings:**

- a. Provide staff support for the RHC, including onboarding of new members, annual meeting calendar and work plan, draft budget proposals, and calculation of fees based on approved budget.
- b. Prepare for RHC meetings, including agenda preparation, drafting potential policy memos, and staff presentations.

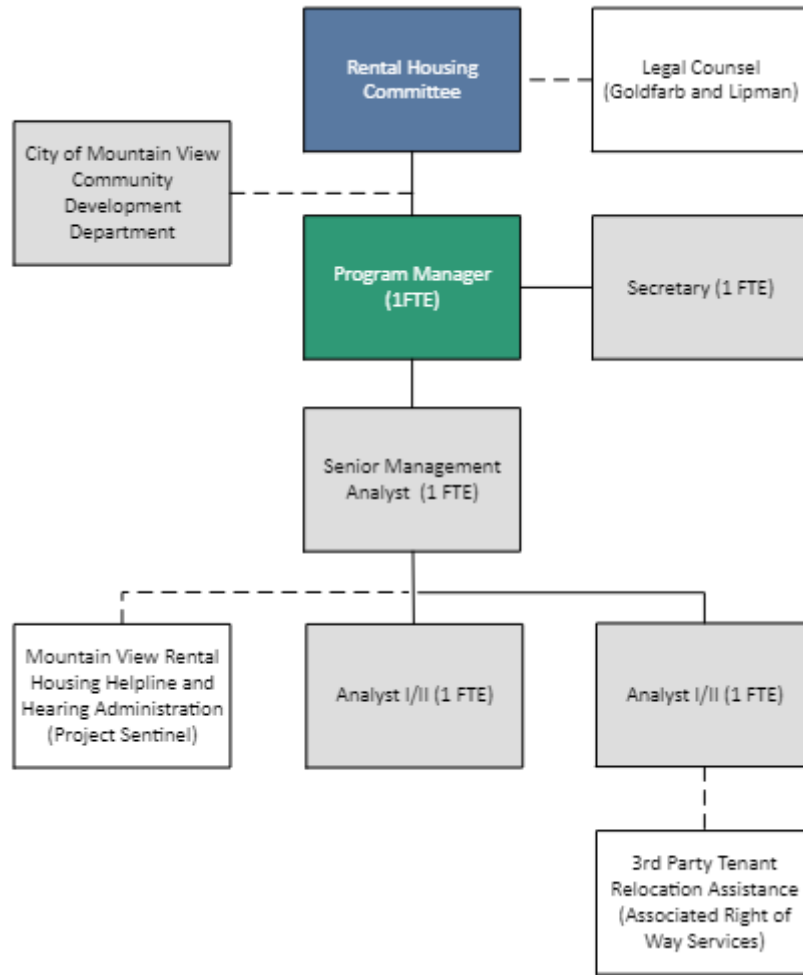
- c. Publish agendas through Legistar, City website, e-mail lists, and *myMV*; soliciting written public input; and stakeholder meetings.
- d. Provide clerk duties during meetings and draft minutes.
- e. Implement adopted resolutions and regulations, adopted budget and process for collection, and tracking of CSFRA fees.

On average, the three full-time City employees each work over 90 to 100 hours biweekly to implement the Rent Stabilization Program. Staff provides analysis and input on policy options and implement other tenant-related policies and outreach efforts.

Staff analyzed the volume of work, level of skills, and experience needed to adequately implement and administer the duties of the Rent Stabilization Program and determined that additional staffing resources are necessary.

### **Proposed Staffing Structure**

Staff proposes the administration of the CSFRA and the Rent Stabilization Program consist of five full-time positions, including a Program Manager, one Senior Management Analyst, two Administrative Analyst I/II positions, and one Secretary. The proposed plan includes the addition of one Analyst that, considering the complexity and difficulty of tasks, is proposed to be a Senior Management Analyst, and an upgrade of the administrative assistant function from Office Assistant I/II to Secretary.



**Figure 1: Proposed Staffing Structure**

Based on continued workload and level of tasks to be performed as well as an analysis of staffing models of other rent-stabilized cities (see Table 1 below), five full-time staff would be the considered a minimum sufficient staffing level for the CSFRA Rent Stabilization Program. Staffing levels should continue to be assessed on a periodic basis to ensure sufficient resources are available to adequately administer the Rent Stabilization Program. Should programmatic needs change, the staffing levels may need to be adjusted in the future.

**Table 1: Staffing Models of Rent Stabilization Jurisdictions**

Jurisdiction	Number of Covered Units	Staffing FTEs	Number of Units Per Staff	Staff per 1,000 Units
Berkeley	20,000	22	909	<b>1.10</b>
Santa Monica	28,000	26	1,077	<b>0.93</b>
Oakland	65,000	11	5,909	<b>0.81</b>
East Palo Alto	2,500	2	1,250	<b>0.80</b>
Richmond	18,000	13	1,385	<b>0.55</b>
West Hollywood	17,000	8.5	2,000	<b>0.50</b>
San Jose	39,000	16	2,436	<b>0.41</b>
<b>Mountain View (Proposed Staffing)</b>	<b>15,000</b>	<b>5</b>	<b>3,000</b>	<b>0.33</b>
Mountain View (Current Staffing if Fully Filled)	15,000	4	3,750	<b>0.27</b>
Mountain View (Current Staffing with Vacancy)	15,000	3	5,000	<b>0.20</b>
San Francisco	173,000	31	5,581	<b>0.18</b>
Los Angeles	600,000	80	7,500	<b>0.17</b>

The proposed staffing structure includes continued support from professional services while utilizing the existing City infrastructure for internal functions (including human resources, information technology, and financial services). This allows the Rent Stabilization Program to efficiently deliver services without the need to create a duplicate set of internal services solely for the RHC.

*Senior Management Analyst*

It is proposed to hire one extra FTE Analyst for the CSFRA Rent Stabilization Program due to the significant continued volume of work. Given the multi-faceted nature and complexities of the work, which includes constantly evolving policies and regulations due to the changing nature of the needs of the rental community in Mountain View, the Senior Management Analyst position is considered an appropriate level. This will allow the Rent Stabilization team to employ an Analyst at the correct experience level for the types of duties, responsibilities, and required skills, as indicated in Table 2 below. Currently, these responsibilities are being performed by the Analyst II position. The Senior Management Analyst position is responsible for executing the communications and outreach plan; developing, implementing, and administering complex policies and

procedures; supporting the RHC; performing budget analysis; providing cross-departmental assistance for special projects and programs; and overseeing the Analyst I/II positions.

**Table 2: Key Tasks of Analyst and Classification**

Key Tasks	Analyst I/II	Senior Management Analyst
High-level support to Program Manager in development, implementation, analysis, and recommendation of effective course of action, process improvements, policies, programs, and procedures for the Rent Stabilization Program with Citywide impact, requiring full understanding of all aspects of the Rent Stabilization Program.		X
Independently design and conduct comprehensive, complex data analysis services and establish qualitative and quantitative performance measures to assess feasibility, effectiveness, and other aspects of program policies and procedures to provide effective operational and/or procedural recommendations in order to support effective decision making.		X
Initiate recommendations to develop, improve, or ensure legislation compliance for program processes and procedures.	X	X
Supervise, train, and evaluate assigned staff and maintain an effective working team.		X
Write and present comprehensive fiscal, administrative, and management memos, reports, newsletters, and annual reports.		X
Independently design, implement, manage, and review large and complex program procedures, manuals, and forms.		X
Represent City as department liaison in teams, meetings, and events as required in cross-departmental activities, community groups, and outside agencies.	X	X
Proactively identify and develop recommended solutions to needs, opportunities, and current and future complaints and requests.	X	X
Administration of contracts, invoicing, and monitor compliance with applicable rules and regulations.	X	X

*Secretary*

Given the unique nature of the administrative tasks in the Rent Stabilization Program, the class specification for an administrative assistant (Office Assistant I/II) has been found to be inadequate. The Office Assistant I/II class specification provides for general, routine clerical duties with close supervision and requires one year to 18 months of experience. However, the tasks and responsibilities of the program are distinguishable from routine clerical duties and include a wide range of tasks performed both independently and with involvement of staff. These types of duties require more experience in terms of years, training, and skill level. It is proposed that the RHC approve upgrading the class specification for the administrative assistance function from the currently budgeted Office Assistant I/II position to the level of Secretary. This will allow the Rent Stabilization Program team to recruit an administrative assistant with the experience level needed for the types of duties, responsibilities, and required skills, as indicated in Table 3 below.

**Table 3: Key Tasks of Rent Stabilization Program Administrative Assistant by Classification**

Key Tasks	OA I/II	Secretary
<u>Database/Statistical Data</u> Monitor and review data entered by landlords in the database, using independent judgment as well as research, collection, compilation, and condensation of statistical data from the CSFRA database, documents, and information from various sources (such as CoStar) and prepare routine statistical reports.		X
<u>Petition Process</u> Perform a variety of administrative duties related to the petition process, monitor and maintain a variety of records and files received from all parties, schedule meetings and follow up on due dates throughout the process, work cooperatively with parties, hearing officers, and facilitators, and perform other monitoring functions to ensure timely and complete progress of the petition process.		X
<u>Notices Requirement Compliance</u> Perform a variety of duties related to the Submittal of Notices process. Monitor, review, and verify submitted notices using independent judgment, flag incomplete or inconsistent entries, and maintain and monitor records and files with regard to the various procedural requirements.		X



Key Tasks	OA I/II	Secretary
<u>Public Inquiries</u> Act as lead in case of public inquiries both on the phone and in person and gain familiarity with the content and processes of the Rent Stabilization Program and be able to provide proper response with regard to various procedures and processes of the Rent Stabilization Program.		X
<u>Policies and Procedures</u> Assist with the dissemination of policies and procedures and communicate clearly and concisely, both orally and in writing, document procedures for internal use and recommend office procedures and systems.		X
<u>Contracts, Invoices, and Budget</u> Prepare contracts with third-party consultants, track internal approval process, and process monthly/quarterly invoices; monitor program expenses using finance software program; and assist with the development of the program budget and preparation of annual Rental Housing Fee invoices.		X
<u>Software Programs</u> Use software programs such as Serena (Document Processing), Legistar (RHC agendas and staff reports), LiveManager and Timegate (Recording RHC meetings), Zoom, Civica (website), OneSolution (Finance), CityNet, and <i>Ask Mountain View</i> (e-mail inquiries).	X	X
<u>Outreach</u> Coordinate and schedule all events related to the program, such as RHC meetings, workshops, open office hours, stakeholder meetings, and webinars in terms of scheduling, organizing, calendaring, and publishing.	X	X

**FISCAL IMPACT**

The Fiscal Year 2020-21 CSFRA budget includes a personnel budget for a total of \$735,396 for four FTE positions. As of December 31, 2020, 33 percent of the personnel budget was spent, resulting in a surplus of \$121,501. Expansion of Rent Stabilization Program staff as mentioned above would increase the total personnel costs for the remainder of Fiscal Year 2020-21 with a maximum of \$77,768 if recruitment could take place for the last four months of this fiscal year (\$1,900 per month for upgrade to Secretary position and \$17,542 per month for the Senior Management Analyst position). The current surplus in the Fiscal

Year 2020-21 personnel budget would allow the increased costs for this fiscal year to be absorbed by the existing personnel budget.

For Fiscal Year 2021-22, this proposal increases the personnel budget by \$20,133 per month (upgrade to Secretary, \$1,983 per month, and Senior Management Analyst, \$18,150 per month) or \$241,600 per year. This amount would be included in the budget proposal in the May/June time frame.

The above-mentioned personnel costs represent the fully loaded costs, including salary, health, pension, and liabilities as provided by the Finance and Administrative Services Department and used for all City positions. The CSFRA budget, including its personnel cost, is fully funded by annual CSFRA fees and has no impact to the City budget.

AVD/TG/6/CDD/RHC  
812-01-25-21M

Attachment: 1. Job Descriptions for Office Assistant I/II, Secretary, Analyst I/II, and Senior Management Analyst