



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Jacky Morales-Ferrand
Jennifer A. Maguire

SUBJECT: SEE BELOW

DATE: November 2, 2017

Approved

D. OSYL

Date

11/3/17

**SUBJECT: APARTMENT RENT ORDINANCE STAFFING AND FEE
IMPLEMENTATION**

RECOMMENDATION

- (a) Approve the proposed staffing plan for the Rental Rights and Referrals Program as follows:
- (1) Add 5.0 positions (1.0 Senior Analyst, 3.0 Analyst I/II, and 1.0 Public Information Representative I/II) in the Housing Department effective January 1, 2018; and
 - (2) Add 1.0 position (1.0 Legal Analyst I/II) in the City Attorney's Office effective January 1, 2018.
- (b) Adopt the following Fiscal Year 2017-2018 Appropriation Ordinance and Funding Sources Resolution Amendments in the Multi-Source Housing Fund:
- (1) Increase the appropriation to the Housing Department for Personal Services by \$295,218;
 - (2) Increase the appropriation to the Housing Department for Non-Personal/Equipment budget by \$682,189;
 - (3) Increase the appropriation to the Finance Department for Overhead by \$99,034;
 - (4) Increase the appropriation to the City Attorney's Office for Personal Services by \$54,442; and
 - (5) Increase the Fees, Rates and Charges estimate by \$1,130,883.
- (c) Adopt a resolution amending the 2017-2018 Schedule of Fees and Charges (Resolution No. 72737, as amended) to increase the annual Rental Rights and Referrals Program fees for rent stabilized apartments subject to San Jose Municipal Code Chapter 17.23 by \$25.50, from \$30.30 to \$55.80 per unit annually, effective retroactively from July 1, 2017, to be collected through a supplemental billing for the additional balance of the fee for rent stabilized units.

OUTCOME

Approval of the recommended actions will enable the Housing Department to implement the changes to the Apartment Rent Ordinance (ARO). These changes include implementation of the rent registry, new capital improvement pass throughs, expanded public outreach, education, and compliance efforts. This action will re-set the fiscal year 2017-2018 fee structure for the Apartment Rent fee to reflect the costs of implementing the changes and appropriate funds for the associated increase in revenue and expenditures in the current fiscal year.

BACKGROUND

On April 19, 2016, the City Council directed the staff to return to City Council with a plan to increase staffing to sufficiently administer, monitor and enforce the requirements of the ARO. The staff engaged Management Partners to develop a staffing plan that would address these issues. Management Partners researched other cities with rent stabilization programs and proposed a staffing plan for San José.

On January 31 2017, the City Auditor presented an audit titled *The Apartment Rent Ordinance: Additional Investment, Improved Processes, and Strategic Resource Deployment Needed to Better Serve Tenants and Landlords* which included recommendations regarding the staffing levels necessary to effectively implement the ARO. The first finding in the report stated that “the Housing Department has been challenged to Meet the Expectations of the Apartment Rent Ordinance” due to the low staffing levels. According to the report, insufficient staffing levels led to delays in mediations and arbitrations; lack of follow-up to cases brought forward to the program; little to no compliance efforts to enforce the provisions of the ordinance; and education efforts of tenants and landlords were inadequate leaving many members of the community unaware of their rights and responsibilities under the ordinance. The Auditor’s report included nineteen recommendations, several which recommended developing a staffing plan to address the program’s insufficiencies. The City Council recommended moving forward with the recommendations related to increased staffing levels for the Rental Rights and Referrals Program.

ANALYSIS

As directed by the City Council, the Housing Department engaged a consultant to develop a staffing plan to implement the updated Apartment Rent Ordinance. Management Partners was the firm selected to undertake this task. The consultant has completed its analysis and has provided a recommended staffing model. In coming to their recommendations, Management Partners evaluated all rent control programs throughout California. They looked at the Ordinances, processes, structure, and number of apartments for each jurisdiction to ascertain the appropriate staffing level for San José. The Housing Department’s recommendations in this memorandum are consistent with this report. The staffing plan proposed by Management Partners can be found in **Attachment A**.

Other Cities Research

There are a limited number of cities in California with rent stabilization programs. Each program has marked differences which make workload predictions challenging. While outwardly similar in many ways, each is significantly different due to local demographics, market conditions, housing inventory composition, and many other factors.

Some rent stabilization programs for example, employ “unit registries,” that only track basic information on each rental unit. Other cities essentially do no ongoing monitoring and only investigate rent matters on complaint or petition for rent increases beyond those normally allowed. Conversely, other programs require robust rent registries, provide staff support to Rent Boards, and manage pro-active compliance programs.

As recommended by City Council, the Housing Department will implement the following changes: create a new rent registry, change the petition process, implement a compliance unit, and expand public and educational outreach. These policy components were considered when developing the proposed staffing plan for San José’s program. The following table summarizes staffing levels, number of apartments covered by each program and associated fee levels for other cities in California.

Table 1: Summary of Fees of Other Cities

Jurisdiction	Budget	# of Rent Stabilized Units	Fee per Unit	Service/Petition Fee	% Passed on to tenants
Berkeley	\$5,243,029	19,436	\$270	NA	Currently no pass through
East Palo Alto	\$637,370	2,325	\$234	NA	50%
Santa Monica	\$5,181,693	27,542	\$198	NA	50%
West Hollywood	\$2,580,521	16,805	\$144	\$500/\$25	50%
Richmond	\$2,425,355	8,368	\$98	NA	Not yet determined
Oakland	\$2,795,050	65,000	\$68	NA	50%
Los Angeles	\$20,654,612	600,000	\$24.51	\$25	50%
San Francisco	\$8,074,900	173,510	\$45 for apts, \$22.50 for SRO	NA	50%
Alameda	\$1,152,116	14,788	\$120	NA	50%
San José 2017-2018 Adopted	\$1,345,321	44,359	\$30.30	NA	Currently no pass through
San José Phase II	\$2,476,204	44,359	\$55.80	NA	TBD

Source: Management Partners Survey September 2017

Proposed Staffing and Fee Levels

The proposed staffing plan establishes three distinct functional areas for the program:

- **Petitions Section** – Responsible for front-line customer service for tenants and landlords accepting tenant petitions and landlord petitions for capital improvement pass throughs and fair return petitions.
- **Compliance Section** – Responsible for implementing the rent registry, tracking notices to vacate, producing report and following up on compliance issues.
- **Public Outreach Section** – Responsible for educating tenants and landlords regarding their rights and responsibilities under the ARO through printed materials, public meetings, website development and other forms of communication.

Management of the Rental Rights and Referrals Program also requires significant support from the Housing Department’s information technology staff, the Attorney’s Office staff and coordinates with the Planning, Building, and Code Enforcement’s Multiple Housing Rental Inspection Program. The staffing plan proposed by Management Partners also includes a phased approach to implementation. Allowing for a phased approach to building the staffing plan will provide the time necessary to hire, onboard staff and re-evaluate the additional staffing needs.

The following chart summarizes the proposed phases for supporting the Apartment Rent Ordinance Program:

Table 2: Proposed Staffing and Fee Levels

Phase	Effective Date	Fee Level	FTE	Description
Phase I	July 1, 2017	\$30.30	8.5 (existing)	Two additional positions approved on April 18, 2017 to implement Tenant Protection and Ellis Act Ordinances as well as one existing position reallocated to this program
Phase II	January 1, 2018	\$55.80	6.0	Needed in January 2018 to support and implement the Rent Registry and new petition process included in the updated ARO
Phase III	July 1, 2018	\$78.00 Estimated	8.0-9.0 Estimated	Pending analysis of the implementation of Phase II, these are anticipated to be newly added or reallocated from other areas in 2018-2019 to support petitioners and compliance of the updated ARO
Annualized Costs	July 1, 2019	\$86.00 Estimated	0.0	The fee structure in FY 2019-2020 will reflect a full year of all new positions anticipated in Phase III
Total			23.0-24.0	
*Duplex Staff	July 1, 2018	TBD	3.0	Needed to support the addition of approximately 11,000 new units if duplexes are included in the ARO

****Positions for duplexes are not proposed to be added. The Department is not recommending the addition of duplexes to the ARO at this time.***

If phases II and III of the staffing plan are approved, the total number of positions required to administer the Rental Rights and Referrals Program will be 23.0 to 24.0 positions, which is above the current staffing level of 8.5 positions. It should be noted that staffing associated with implementation of the recently approved Ellis Act and the Tenant Protection Ordinance is included in the staffing plan and associated fees. The staffing plan also includes the existing staff support for the Mobilehome Rent Ordinance. This staffing plan does not impact the mobilehome or non-rent control programs or associated fees. An organization chart depicting the staffing structure for the entire Rental Rights and Referrals Program is provided as **Attachment B**.

Sections 17.23.480 and 17.23.490 of the San José Municipal Code contain the authorization for the current Apartment Rent Ordinance fees. The fee adopted by City Council for 2017-2018 is \$30.30 for rent stabilized units. This fee covers the existing staff and the Phase I staff additions included in the 2017-2018 Adopted Budget.

In this memorandum, the proposed annual fee for 2017-2018, based on Phase II staffing costs, would increase to \$55.80. If Phase III of the staffing plan is implemented in 2018-2019, the fee would increase to approximately \$78 in that year and would increase to approximately \$86 once the costs are annualized. If City Council adopts the ARO provision limiting annual rent increases to CPI-U, staff is recommending that 50% of this fee may be passed through to tenants.

A summary of the Program Fees and Charges is provided as **Attachment C**. A summary of the annual administration fees charged by other jurisdictions for administering their rent control ordinances is provided in Table 2.

Impacts of Policy Decisions on Staffing Levels

The staffing model developed encompasses all aspects of the proposed ARO. The City Council's decision to move forward with either the CPI-U Cap Option or 5% Cap Option will have a minor impact on the staffing model for the Rental Rights Program. As separately agendized, the draft Apartment Rent Ordinance includes both a 5% flat rate with no banking option and a CPI-based Maximum Allowable Rent (MAR) for automatic banking. Staff is recommending the MAR method. The assumptions for the staffing plan and fee analysis assume the MAR methodology. If City Council were to decide on standard banking, the Housing Department would need to add an additional position during Phase III.

The following chart summarizes the potential staffing impacts of the ARO:

Table 3: Staffing Model

	CPI-U Cap Option	5% Cap Option
Staffing Impacts	<ul style="list-style-type: none"> Higher rate of landlord petitions filed under the fair return process and the capital improvement programs. Higher rate of tenant petitions filed due to the limiting effect of the annual allowable increase. Initially, rents will be required annually for the Rent Registry. However, the Ordinance allows the City to require rents only upon vacancy. Maximum allowable rents will be automatically calculated based on original lease amount. The MAR 5% cap to rent adjustments will be enforced by complaint only. 	<ul style="list-style-type: none"> Lower rates of landlord petitions filed due to more flexibility with 5% annual rent increases. All apartments will need to be registered annually. Landlords will not sustain 5% rent increases annually, so actual rent data will need to be reported on an annual basis.
FTE	<ul style="list-style-type: none"> 23.0-24.0 FTE – Full staffing will be required for the Petition Unit and Compliance Unit. 	<ul style="list-style-type: none"> 22.0-23.0 FTE – One Analyst position from the Petition Unit may not be necessary due to the lower rate of petitions filed.

Public Outreach Staffing

In order to provide quality public outreach and education services, the addition of a new Public Information Representative is recommended in this memorandum. As shown on the Staffing Plan included as Attachment B, the plan envisions a total of three staff to support this function. This group will provide public outreach activities including developing materials, designing and maintaining websites, organizing community outreach events, communicating through social media, responding to press inquiries and other methods of engaging our community. The remaining positions will be considered as a part of the 2018-2019 Proposed Budget process.

COST IMPLICATIONS

The Rental Rights and Referrals Program has been designated as a cost recovery fee program by City Council. The Adopted 2017-2018 Fees & Charges includes a fee of \$30.30 per unit to be charged to owners of apartments subject to the ARO to recover costs of \$1.34 million. The recommendations, if approved, would increase the program cost by \$1.13 million to \$2.47 million in 2017-2018. Staff is recommending that the fee be increased by \$25.50 per unit per year from \$30.30 to \$55.80 in order to fund the additional costs identified in this memorandum.

As a result of the 6.0 added positions, the program will generate \$99,034 in additional overhead to the General Fund.

The annual billing for the multiple housing roster has been sent out charging landlords \$30.30 for all apartments covered by the Apartment Rent Ordinance. A supplemental billing will be sent to landlords if the City Council approves the recommended increase in 2017-2018 fees.

BUDGET REFERENCE

The table below identifies fund and the appropriations proposed to fund the actions recommended as part of this memorandum.

Fund#	Appn#	Appn. Name	Total Appn.	Rec. Budget Action	2017-2018 Adopted Operating Budget Page	Last Budget Action (Date, Ord. No.)
448	0561	Housing - Personal Services	\$1,984,953	\$295,218	1026	6/20/2017, 29962
448	0562	Non-Personal / Equipment	\$278,142	\$682,189	1026	6/20/2017, 29962
448	0043	Overhead	\$421,128	\$99,034	1026	6/20/2017, 29962
448	0441	City Attorney - Personal Services	\$291,524	\$54,442	1026	6/20/2017, 29962
448	R120	Fees, Rates, and Charges	\$4,451,049	\$1,130,883	1025	6/20/2017, 78229

EVALUATION AND FOLLOW-UP

Full implementation of the Apartment Rent Ordinance staffing plan will extend through the 2018-2019 budget year. The remainder of the staffing plan will be evaluated and will be brought back to the City Council for consideration as a part of the 2018-2019 budget process.

PUBLIC OUTREACH

Staff included the proposed staffing plan and program fees in the memo for the September 14, 2017, Housing & Community Development Commission meeting. Comments received regarding the staffing plan and program fees during the August 15, 2017, to September 22, 2017, public comment period are posted on the website:

<http://www.sanjoseca.gov/DocumentCenter/View/71919>

November 2, 2017

Subject: Apartment Rent Ordinance Staffing and Fee Implementation

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COORDINATION

This memorandum has been coordinated with the City Attorney's Office.

COMMISSION RECOMMENDATION/INPUT

On October 5, 2017, the Housing and Community Development Commission (HCDC) reviewed the staffing plan developed by Management Partners and the associated fee recommendations. The HCDC voted unanimously in support of the proposed staffing plan and fee structure.

CEQA

Not a Project, File No. PP17-004, Government Funding Mechanism or Fiscal Activity with no commitment to a specific project which may result in a potentially significant physical impact on the environment.

/s/

JACKY MORALES-FERRAND
Director, Housing Department



JENNIFER A. MAGUIRE
Senior Deputy City Manager/
Budget Director

I hereby certify that there will be available for appropriation in the Multi-Source Housing Fund in the Fiscal Year 2017-2018 monies in excess of those heretofore appropriated there from, said excess being at least \$1,130,883.



JENNIFER A. MAGUIRE
Senior Deputy City Manager/
Budget Director

For questions, please contact Rachel VanderVeen, Program Administrator, at (408) 535-8231.

ATTACHMENTS:

- **Attachment A** – Staffing Plan
- **Attachment B** – Organization Chart
- **Attachment C** – Program Fees and Changes Summary



To: Ms. Rachel VanderVeen, Housing Policy and Planning Administrator
Housing Department, City of San José

From: David Jensen, Senior Manager
Christine Butterfield, Special Advisor

Subject: Staffing Plan

Date: September 7, 2017

Executive Summary

Management Partners is pleased to present our analysis of staffing needs for the City of San José's new Rental Rights and Referral Program (RRRP). Staffing needs for rent stabilization programs can be quite difficult to assess for a variety of reasons:

- There are a limited number of cities in California with rent stabilization programs, which means that statistically significant results cannot be guaranteed given the small size of the comparison group.
- Each city's rent stabilization program, while outwardly similar in many ways, are all significantly different given varying needs of local community demographics, rental market conditions, housing inventory and condition, program structure and many other factors.
- Cities that have had rent stabilization programs for long periods have evolved different approaches. The various tenant protection regulations and administrative style of each organization require different staffing levels.
- Large city rent program staffing, such as the program in Los Angeles, clearly has economies of scale.
- Some peer cities are not staffed to adequately address the rent stabilization challenges that exist in their communities, and therefore offer minimal enforcement and support services. For example, San Francisco limits questions from the public to ten minutes at the Rent Board offices. Phone-in questioners are limited to five minutes and the service counter is only open six hours each day. San Francisco has no active enforcement program. All violations of its ordinances and regulations are resolved following a complaint through hearings by administrative law judges.

Management Partners' project team members compared staffing levels and program staffing models in many of the cities with rent stabilization programs to link staffing levels with program features. Few definitive staffing patterns exist between programs but the staffing and

program elements of the different models have provided some guidance to recommend staffing for San José's program.

Attachment A provides a general overview of the tenant protection programs in the peer cities. In developing the proposed ordinances and regulations, City staff focused on the following elements:

- The regulations were sufficient to provide effective tenant protections without requiring high levels of control and oversight.
- The program would provide a high level of customer service to both landlords and tenants to ensure fairness and quick resolution of problems.

The cities of Berkeley and Santa Monica were examined most closely because they have long-term programs with effective regulations and provide the high levels of service envisioned by City staff. The sum of the rental units under stabilization in those cities are approximately the same as those subject to rent stabilization in San José.

There are important differences between those programs and San José's. Both peer programs have elected rent boards requiring staff support and both require high levels of reporting by landlords and high levels of oversight by staff. The proposed staffing is a conservative estimate of roughly half of the sum of staff in those cities because of these differences. The recommended staffing in this report includes that which would be necessary should the City Council opt to include duplexes in the Apartment Rent Ordinance. Should the Council opt to not include duplexes, the staff indicated in this report for that option may be eliminated. Fine-tuning staffing levels in the future may be required as the functions evolve and the volume of work becomes more regular once landlords and tenants learn and exercise their responsibilities and rights under the program.

The challenges facing San José are not parallel to many of the existing programs currently in place but most of the significant policy and demographic factors favor San José being able to operate an effective and high-functioning program with a modest staff for a city its size. In summary, Management Partners is recommending the RRRP Unit staffing level of 22.5 FTE in the Rental Rights and Referral Unit. This includes an additional full-time systems application programmer to assist in the development and maintenance of computer software to support the tenant protection ordinances and four additional positions in a Public Information and Outreach Unit that can be shared with the Housing Department at large in support of its broader housing mission. Additional contract hearing officers may be required to adjudicate petitions under the related ordinances depending on the volume of cases under the new ordinances. Additional legal support in the City Attorney's Office will also be required because of the impact on workload expected with the new ordinances. The current staffing model includes .2 FTE in the Planning, Building, and Code Enforcement Department for work done in that department on behalf of the rental housing program. The duties of that position are not changed with implementation of the various tenant protection ordinances by the City and are ignored in this report.



Assessment of the San José Rental Housing Program

The Housing Department has recommended the creation of a “rent registry” to support proactive oversight of rent increases for the rent stabilized units in the City. A rent registry requires landlords to provide rent information to the City on a regular basis, often reported on a periodic basis or linked with tenancy changes.

Some rent stabilization programs employ “unit registries,” that only track basic information on each rental unit, which is similar to the City’s current approach. Each year landlords provide updates on the number of units they are renting and, in some cases, may claim exemptions from rent program fees which may be allowed under the local ordinance. Still other programs do essentially no ongoing monitoring and only investigate rent matters on complaint or petition for rent increases beyond those normally allowed. Only two California cities have long-term experience with rent registries, Berkeley and Santa Monica. Los Angeles started a rent registry on January 3, 2017. With minimal rent registry experience, and a rent stabilized housing inventory about 15 times the size of San José’s, finding exact parallels with Los Angeles is not possible at this time.

San José’s rent registry under development will provide detailed information to support compliance with the rent stabilization program and it also requires more staff to manage the program. The staffing ratio in Berkeley and Santa Monica is about 1,009 units per staff member. The unit registry cities of Oakland, West Hollywood, Alameda, and San Francisco have an average staffing ratio of 3,490 units per staff member. The unit registry staffing ratio is skewed by the inclusion of San Francisco, which has a much larger rent stabilized housing inventory and their program provides no ongoing oversight of rental increases except upon complaint. The average ratio of the other cities with unit registries is 2,337 units per staff member.

Management Partners is recommending an initial staffing program for San José of 22.5 FTE in the Rental Rights Program. With a rental housing inventory subject to rent stabilization of approximately 46,000 units, a staffing level of 22.5 FTE corresponds to 2,044 units per staff member, roughly the average staffing level found in the unit registry programs in California. There are differences in the program under development in San José that make this an appropriate starting staffing level as discussed below.

The 22.5 FTE recommended in this report includes three positions to support the volume of work associated with the roughly 11,000 duplexes in the city. City staff has discussed the option of including the duplexes in the new rent ordinance. Three positions are sufficient to handle the volume of work associated with the duplexes. If the final ordinance does not include duplexes in the regulations, three positions can be struck from this recommendation. The three positions associated with duplexes are indicated in Figure 1.

Additional staff will be required in the City Attorney’s Office because of critical work required in support of the rental housing programs. Because the program is fee based and the workload of the entire unit will not be required immediately after the program is launched, it is expected that the additional staff can be phased in as fee revenue allows and workload requires. The phasing of additional staff is discussed below.



Management Partners has not included a discussion of the role of Housing Department executive and general administrative staff in this report. The Housing Department executive managers and administrative staff will support and oversee the Rental Rights program. The addition of recommended staff in the Rental Rights and Referrals Unit will substantially increase the level of responsibility of the general departmental staff. Typically, some portion of the cost of executive and administrative staff is allocated to such a program fee to offset current costs or any increase in staffing or general resources that may result in the course of operating such a program.

Each rental housing program has grown with a focus on individual community needs and local political forces. The proposed rental housing related ordinances in San José are no different. While City staff and Management Partners have looked to other cities with experience in rent stabilization programs, the recommendations provided are unique to San José and its current rental housing challenges.

Rent registry is a tool for very proactive rent oversight, but the general structure of San José's program is simpler than the rent registry programs in Berkeley and Santa Monica. Both of those cities have elected rent boards that are responsible for most program policies and these rent boards are highly active and independent of their city councils. A great deal of staff time must be expended supporting the legislative functions of those boards. The staff and boards in those cities have even been at odds with their city councils in the past. By retaining policy control at the City Council and staff level in the San José program, Management Partners believes the program can be highly effective in its core functions without the larger staff required to support a Rent Board with significant policy making responsibilities.

In addition, the City of San José is developing its software system to provide a great deal of automated support for the convenience of the community and efficiency of staff. The City of Los Angeles implemented a major system to support major changes in the policies of its program in January 2017. Initial reports indicate that the rent stabilization program is understaffed after the program changes. The Los Angeles stabilization program operates with a very modest staff of 83 FTEs supporting 631,000 units under rent stabilization.

Organizational Structure

The structure for any organization must address its core functions. In the implementation of a regulatory program the general functions are:

- Developing information to support regulation,
- Enforcing the regulation, and
- Providing public information about the regulation program.

The historic rent stabilization program in San José has been supported by a single, small organizational unit with limited staff expected to perform all three basic functions. The Economic Roundtable's April 2016 report and subsequent staff reports accurately describe the challenges staff faced in managing the workload and meeting mandated deadlines. With the mandates as the highest priorities, staff have little time for outreach to educate landlords about their responsibilities and tenants about their rights and responsibilities.



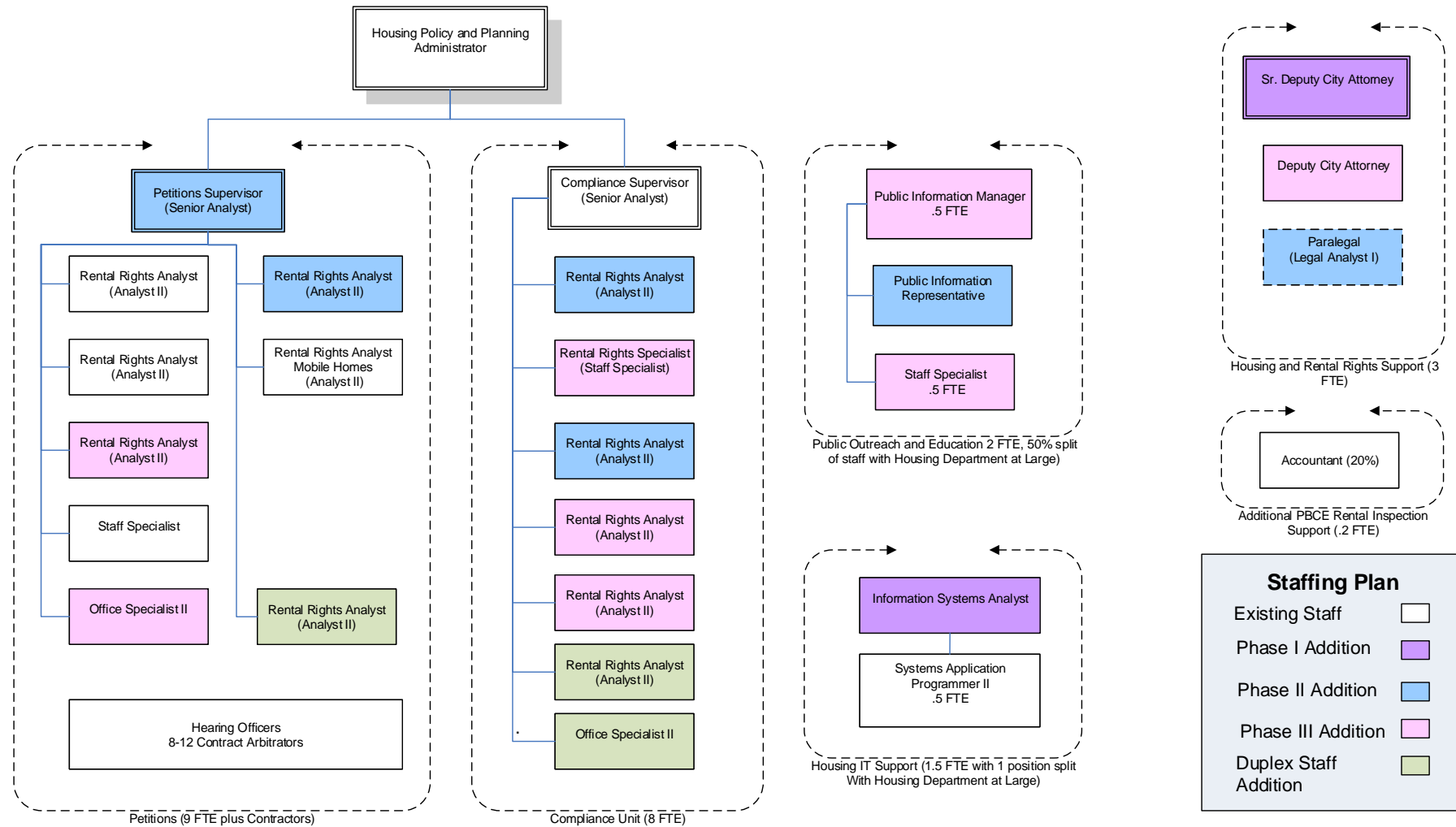
The proposed rent registry will require greater oversight relative to the current program in terms of reporting and tracking. However, even the current enrollment practice is also very time-intensive for an understaffed unit. Staff must shift focus from managing petitions by landlords and tenants to updating the billing records for several weeks each year.

To address these functional challenges, City staff and Management Partners have defined an organizational structure within the Rental Rights Program with three primary sections: a Compliance Unit, a Public Outreach and Education Unit, and a Petitions Unit. In addition, a great deal of support will be required by the Housing Department's information technology (IT) staff, which must be expanded to manage the technology resources of the rental unit programs and improve technological collaboration with other City departments. This primarily involves coordination with Planning, Building, and Code Enforcement's (PBCE) Multiple Housing Rental Inspection Program, which is responsible for rental unit safety and habitability inspections.

Figure 1 shows the proposed organizational structure for the San José Rental Rights and Referral Program.



Figure 1. Rental Rights and Referral Program Unit Staffing Model



The responsibilities of each of the operational units are described below.



Petitions Unit

- Accept incoming reports on violations of ordinance requirements.
- Demand evidence of reported facts from petitioning parties that supports the contentions at hand.
- Provide impartial assistance to all parties in preparing their petitions and responses for the hearing processes.
- Accept and oversee processes related to condo conversion and Ellis Act removals of rental properties.
- Where possible, mediate with parties for solutions to reported problems that are consistent with City ordinances.
- Prepare case packets for resolution of cases by independent contracted hearing officers.
- Collaborate with legal staff and the Public Education and Outreach Unit to provide ongoing training programs for the hearing officers to ensure clear understanding of the ordinances and consistency of decisions.
- Manage a hearing calendar and assign hearing officers to the petitions.
- Oversee timely completion of case decision reports by the hearing officers.
- Distribute decisions to affected parties within timelines defined by City ordinances and related state law.
- Support appeals to the court as necessary.

Compliance Unit

- Identify rental units subject to the rent stabilization ordinances.
- Request yearly reports from landlords describing rents.
- Assist landlords in complying with the Apartment Rent Ordinance.
- Accept and record routine rent adjustments that comply with the limits provided in City ordinances.
- Oversee reporting of units that are exempt from fees under the terms of the ordinance.
- Use the City's rent registry to identify violations in rent adjustment policies and enforce compliance.
- Use the City's building permit and inspection management system to identify activities that could require relocation support for tenants, such as major repairs to rental units, condominium conversions, or other actions that would remove rental housing from the City's rental market.

Public Outreach and Educational Unit

- Provide training sessions for all landlords on the new rent stabilization and related ordinances.
- Provide an ongoing training program for new landlords and refresher training as needed.
- Collaborate with PBCE and the Fire Department on rental property safety outreach and education programs.
- Host public education sessions in various locations through the City on tenant rights under the rental rights ordinances.
- Manage the program's web presence,



- Create other outreach programs using various media to maximize coverage with a diffuse tenant community.
- Conduct surveys and other tests to identify shifting needs of the rental community.

Staffing Levels

In the transition period to full implementation of the new ordinances, staffing changes will be matched to workload and the collection of fees. To that end, the staffing model has been designed to grow as the program grows to full operation. To that end, staffing levels were assessed with attention to:

- Estimated routine caseload,
- Consideration of unfamiliarity with the ordinances by landlords and tenants resulting in more contacts and petitions,
- Consideration of the new program startup in San José, and
- Possible program and process changes needed during program expansion.

Petitions Unit

The Petitions Unit performs the largest share of enforcement activities, preparing petitions for hearing, facilitating voluntary resolution of the disputes, and approving basic petitions that are consistent with the terms of the ordinances.

The cities of Santa Monica and Berkeley are instrumental in predicting ongoing workload in San José. Their combined rent stabilized unit count is very close to San José's estimated rent stabilized unit count. Both programs are over 30 years old and both Rent Boards have had ongoing education and awareness training available the entire time.

It is reasonable to expect that a mature program in San José will be close to the combined caseload experienced in those cities. In the short term, the caseload can be expected to rise well above San José's current level as landlords seek opportunities to increase rents above the limits of the City's ordinance to correct historically low rents or fund capital improvements to their properties. Additionally, following a period of extensive public outreach, tenants who are newly educated about their rights and responsibilities are likely to be emboldened to complain about excess rent violations and abusive behavior by problematic landlords. With consistent enforcement and education, the expected workload spikes should fall off as landlords change their property and business management practices in alignment with the ordinances and tenants begin to understand both their rights and responsibilities through consistent messaging.

Table 1 shows a comparison between the combined rent registry programs in Berkeley and Santa Monica and approximates the number of rent stabilized units in San José. Both of those programs are well run with very active program staff. On an ongoing basis, the combined workload of those two cities is a reasonable estimate for a similar number of rental units under rent stabilization.



Table 1. Staffing and Caseload for Peer City Comparison

Data Point	Berkeley	Santa Monica	San José
Number of rent stabilized units	19,093	27,542	46,000
Approximate total customer interactions (drop-ins, phone calls, emails) for last year	12,000	35,000	5917
Approximate annual number of hearing cases	150	55	333
Approximate annual number of mediation cases	150	78	Included in hearings
Approximate annual number of petition cases	141	104	368
Total budgeted FTEs in program staff	20.6	25.9	22.5 Proposed
Total FTEs assigned to legal support	3.75	1.5	2 Proposed
Total FTEs assigned to hearings	2.55	12	10 Proposed
Total FTEs assigned to enforcement and outreach	9.65	13.9	10 Proposed

As the table shows, the Housing Department has experienced about 400 hearings in 2016 under the current Apartment Rent Ordinance (ARO). That is almost twice as high as the sum of Berkeley and Santa Monica, but both Berkeley and Santa Monica use staff and professional mediators to resolve many petitions before sending them to hearings. That was largely not done by RRRP staff previously based on the belief that the City staff must maintain impartiality relative to landlord-tenant issues. Hearing officers sometimes negotiated voluntary agreements between landlords and tenants before hearings were held but staff had very little involvement in direct resolution of petitions. The Housing Department plans to change its past practice and assist in the development of agreements before turning petitions over to hearing officers, both to reduce the time required for resolving petitions as well as to reduce the total labor required in the petition process.

In assessing the staffing level, Management Partners looked most closely at the number of analysts or housing coordinator positions. Those labor classes are most closely linked to the transaction work required to receive and resolve petitions, and to operate the registration processes. Berkeley and Santa Monica have a total of 13 analysts to support their combined 45,796 rent stabilized units. Berkeley supports 19,436 units with 6 analysts at 3,239 units per analyst, Santa Monica supports 26,360 units with 7 analysts at 3,295 units per analyst. Attachment B provides an overview of the staffing profiles of the peer cities.

The cities of Berkeley and San Francisco experience rates of petitions slightly of 2% of the number of units. Santa Monica and Los Angeles experience less than a 1% rate in petitions although both experience a very large number of informal contacts with staff, meeting with landlords and tenants with no petitions being filed. The causes of the differences in cases would be speculative but a peak of 2% of units in the first years should be the minimum caseload expected with a reduction over time. That translates to 920 petitions in San José plus informal staff contacts as landlord and tenants learn the details of the ordinances. A reduction of the number of petitions from the level in Santa Monica and Los Angeles should be possible



following a strong outreach effort during the first year and as staff members improve their skills at supporting petitioners and resolving issues informally.

Compliance Unit

The Compliance Unit is primarily tasked with monitoring the rent stabilization program and its effectiveness within the community. Secondly, it manages the data supporting the generation of fees that support the program. In the initial year, the primary task would be to build the rent registry using current records, updating them through outreach to landlords, and identifying non-compliant landlords. Once the rent registry is completed and rent history has been developed, it will validate rent increases clearly allowed under the ordinance and approve them without further action. Increases in rent that are not allowed under the ordinance can be mediated by Compliance Unit staff through voluntary agreements and referred for resolution by hearing if unresolved.

The Compliance Unit should coordinate with the information technology staff in PBCE to continue producing single bills covering both the RRRP and PBCE's rental unit habitability inspection program to minimize complexity for landlords. The Compliance Unit can also be tasked to monitor the City's permit tracking system to identify rental housing that may be removed from the market under demolition plans, conversion to condominiums, and other activities. It can also accept petitions under the City's Ellis Act ordinance for closure of rental operations. Management of the relocation assistance requirements of City ordinances can be assigned to available staff as needed.

Public Outreach and Educational Unit

The Public Outreach and Education Unit supports a critical component of any rent stabilization program through educating landlords about their responsibilities under the City's rental housing programs, how to petition for rent increases above the Annual General Adjustment, just cause for eviction, and other best practices. Such training must be repeated on a periodic basis as new parties acquire rental property in the City and management staff changes. Similarly, outreach to tenants in every district in the City is key to ensuring tenants know their rights. Public forums can be useful in this regard but a well-designed website coupled with periodic mail and email outreach will be critical for a well-informed tenant community.

In the initial phase of the rollout of the Rental Rights Program, public education and information resources will be key to minimizing turmoil in the rental market and reducing the number of petitions that arise as rent and other tenancy controls become binding. That effort will dominate the time of the Public Outreach Unit in the first one to two years but as the program settles in, landlords and tenants will become more familiar with the terms of the ordinances. Only refresher courses and new landlord and tenant courses will be required. Management Partners recommended a total of three FTEs for the Rental Rights functions which might be reduced as the program matures.

The director of the Housing Department recommended a slightly larger unit than the three FTE originally proposed by Management Partners. The director is interested in a four-person unit allocated 50% to rental rights and 50% to general housing programs in recognition of the education and outreach needs for all housing programs, and answering public concerns over the transition of housing resources based on the very active pace of development the City is



experiencing now and has periodically experienced over the past three decades. Given the broader needs expressed for public outreach and information on housing issues, splitting this function between the Rental Rights Program and general housing functions is an efficient use of staff, even though an additional staff member will be required to accommodate the broader mission.

Supplemental Staff for other Organizational Units

Management Partners is also recommending additional staff in other units of the Housing Department. Information technology support for the Housing Department currently consists of a single senior applications programmer. Additional labor capacity will be required for that unit to develop and operate the rent registry and support the technology services underlying the program. Additional labor capacity will be required in the City Attorney's Office to manage appeals to the courts following adverse rulings from the hearing process.

The Housing Department and a few other organizational units within the City have been using the Salesforce Customer Relationship Management (CRM) application for various purposes. Salesforce is the largest of the cloud-based CRM applications and provides a great deal of flexibility to support an organization's customers. The Housing Department's current applications programmer has developed a great deal of skill with Salesforce and has demonstrated modifications to its configuration that will support the rent registry, providing online services for landlords and tenants and reducing internal labor overall. Technology support for the rent ordinances and other housing programs is too large a task for a single person to manage effectively. An additional Salesforce expert will provide the support needed to operate the application effectively on an ongoing basis and provide support for other Housing Department functions.

Phasing of Staff Additions

The additional staff described in this report will be supported through fees. Those fees will be paid over several months and the program will begin getting more work as the ordinances take effect and enrollment proceeds. To avoid a cost burden to the City or other programs, a phase-in of staff is recommended.

In May 2017, the Housing Department implemented the Ellis Act and Tenant Protection Ordinances. The associated staffing needs for the implementation of those two ordinances included the addition of two positions that were recommended by Management Partners. The following additional staff members were included in the fiscal year 2017-2018 budget:

- Senior Deputy City Attorney, and
- Information Systems Analyst

The remaining positions can be added as revenue from the fees begins to accumulate and program workload increases in. As the number of enrollments and petitions begins to rise over the one to two years, a second group of staff members should be added. In this phase, a concerted outreach program should have been developed with a large number of public presentations, classes, and other communications efforts beginning. Staff to be added in this phase includes:



- Senior Analyst as Petitions Section Supervisor,
- One Public Information Representative I/II in Outreach Unit,
- Analyst II in the Petitions Unit,
- Two Analyst II in Compliance Unit,
- Legal Analyst I in Petitions Unit.

A final phase of staff additions over the following years as workload requires to include:

- One Analyst II in Petitions Unit,
- Two Analyst II in Compliance Unit,
- Office Specialist II in Petitions Unit,
- Staff Specialist in Compliance Unit,
- Public Information Manager,
- Staff Specialist in Public Education and Outreach, and
- Associate Deputy City Attorney.

Staffing associated with the inclusion of duplexes in a new Apartment Rent Ordinance:

- Analyst II in the Petitions Unit,
- Analyst II in the Compliance Unit, and
- Office Specialist II in Compliance Unit.

Classification of New Positions in the Housing Department

Management Partners understands that many staff members in city service are generically described, which allows a city to provide internal parity for positions that are similarly complex but perform quite different specialized functions. In some respects, that practice may not be ideal, particularly when recruiting staff requiring specific niche skills and backgrounds. In addition to lacking definitions for key skills necessary for niche positions such as those required of housing programs, the generic job specifications focus on a range of duties that are not applicable to specialists even though similarly complex. Management Partners has also found that many of the job descriptions published on city websites have not been updated in many years, over 20 years in several cases. The job descriptions should be updated to fit current practices in public sector employment regardless of any staffing decisions for the Rental Rights Program.

Most of the technical work of the Rental Rights and Mobile Home related programs is performed by employees in the Analyst II class. The job descriptions for Analyst II focus primarily on general business skills such as budget development, staffing assessment, and various other general business functions. Incumbents perform almost none of those duties, focusing almost entirely on compliance and case management. This necessitates a reevaluation of the job classification prior to recruiting new staff.

Management Partners offers the revisions to current job descriptions in Attachment C as a suggestion for the creation of specialist positions needed in the Rental Rights Program. Even if the City chooses to retain generic job descriptions they can assist in recruiting the specific skills needed for this program.



ATTACHMENT A – PEER CITY PROGRAM COMPARISON

	Berkeley	Santa Monica	East Palo Alto	Los Angeles	Oakland	West Hollywood	San Francisco	San Jose
Population	117,384	92,169	29,198	3,900,794	408,073	35,332	840,763	1,000,860
Number of Rent Stabilized Units	19,436	26,360	2,325	631,000	70,000	16,832	173,000	46,000
Elements of Rent Stabilization Program	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations 	<ul style="list-style-type: none"> • Rent Stabilization • Just Cause • Anti-Retaliation • Relocations
Rent/Unit Registry	Register Rents yearly and any change in tenancy, program calculates and provides Maximum Allowable Rent	Register Rents yearly and any change in tenancy, program calculates and provides Maximum Allowable Rent	Register Rents yearly and any change in tenancy	Register Rents Yearly and any change in Tenancy, implemented in 2017. Does not review routine rent increases and vacancy de-control except on complaint.	Register Units only	Register Rents Yearly and any change in Tenancy, tracks Maximum Allowable Rent but does not calculate it except upon complaint	Register Units only	Register Rents Yearly and any change in Tenancy, tracks Maximum Allowable Rent



	Berkeley	Santa Monica	East Palo Alto	Los Angeles	Oakland	West Hollywood	San Francisco	San Jose
Characteristics of Regulations	Prescriptive, high level of reporting and oversight by the rent program	Prescriptive, high level of reporting and oversight by the rent program	Moderate	Moderate, direct oversight by staff required on limited number of petitions	Prescriptive, complex rules with many exceptions and caveats defined in the ordinances	Prescriptive, high level of reporting and oversight by the rent program	Moderately prescriptive but the program provides no oversight beyond that needed for adjudicating complaints	Moderate
Customer Service Level	High, including counseling and ongoing education of landlords and tenants on the program.	High, including counseling and ongoing education of landlords and tenants on the program.	Moderate, not staffed for very high oversight or extensive outreach. Has had a study on several problems with the program for this reason.	Moderate. Number of units and land area stretch staff. High levels of automation in the long term are intended to reduce transaction processing challenges	Low, staffing level limits, significant backlogs for complaint processing. Drop-in service 4 hours/day, M-F	Moderate, rent program is part of a larger housing program	Low, staffing level limits, questions by phone answered 6hrs/day, calls limited to five minutes. By appointment at the office 8 to 5 M-F counseling limited to ten minutes.	Planned to be high support for public concerns



	Berkeley	Santa Monica	East Palo Alto	Los Angeles	Oakland	West Hollywood	San Francisco	San Jose
Political Body	Elected rent board defined by ordinance as independent of City Council, creates regulations and rules on appeals, approves budget and fees	Elected rent board defined by ordinance as independent of City Council, creates regulations and rules on appeals, approves budget and fees	Rent board (commission style)	Rent Commission develops rules and guidelines, handles appeals	Rent board (commission style) develops regulations beyond those in the ordinance and rules on appeals	Rent Commission	Rent board (commission style)	Housing Commission



ATTACHMENT B – PEER CITY STAFFING PROFILES

	Berkeley	Santa Monica	East Palo Alto	Los Angeles	Oakland	West Hollywood	San Francisco	San José
Job Classification								
Director	1	1		1	0.15	0.33	1	
Manager	1	2		3	1	1	2	1
Attorney	3	3	1	2			13	2
Other Legal	1	1	1				1	1
Supervisor	1	2	1	11		1	1	2.5
Housing Coordinator/ Analyst	6	7		37	4	6	12	12
Junior Analyst		1					1	
Senior Administrative	1.75			3		1	1	2
Administrative	5	4		26	3	3	6	1.5
IT	1	3						1.5
City Staff Subtotal	20.75	24	3	83	8.15	12.33	38	23.5
Job Class								
Management/Supervision	14.5%	20.8%	33.4%	18.1%	14.1%	18.9%	10.5%	14.9%
Legal	19.3%	16.7%	33.3%	2.4%	0.0%	0.0%	36.8%	12.8%
Analyst	28.9%	33.3%	33.3%	44.6%	49.1%	48.7%	34.2%	51.1%
Administrative	32.5%	16.7%		34.9%	36.8%	32.4%	18.4%	14.9%
IT	4.8%	12.5%		0.0%	0.0%	0.0%	0.0%	6.4%
Units/Analyst	3,239.3	3,295.0	2,325	17,054.1	17,500.0	2,805.3	13,307.7	3,833.3



ATTACHMENT C – JOB DESCRIPTIONS

NOTE: The following job descriptions were derived from existing job descriptions in the City of San José. They include general updates and specific inclusions derived from the job descriptions of appropriate staff in peer cities. The original job descriptions were written and revised over an extended period of time and are often not consistent from one position to another. Management Partners would encourage the City to perform a comprehensive update of its job classifications including providing consistent structure and format between positions although we have not undertaken that in these revisions. We have provided recommendations on changes to existing job classifications to make them usable for the Rental Rights Program staffing changes that are recommended in this report.

Revised February 2017

CITY OF SAN JOSÉ

SENIOR ANALYST – SENIOR RENTAL RIGHTS ANALYST

SENIOR ANALYST (Part-Time)

CLASS PURPOSE

Under direction, performs professional analytic work of considerable difficulty in administrative matters relating to the City's Rental Rights programs that may involve assignments in the areas of legal analyses, personnel analyses, budget, fiscal and organizational analyses including general staff analyses. Manages a unit or section of the Rental Rights program. Performs related work as required.

TYPICAL DUTIES AND RESULTS (Any one position may not include all the duties listed, nor do the examples cover all the duties which may be performed.)

- Confers with department managers on difficult management/administrative problems, supervises or leads in gathering facts and data for problem resolution; evaluates, prepares reports and recommendations for resolving issues between landlords and tenants as defined by city ordinances and state and federal law.
- Prepares and monitors the departmental budget; prepares revenue estimates; establishes fees and charges; prepares and monitors grants, contracts and other financial transactions.
- Analyzes organizational structures, functions, procedures and practices; provides analyses and recommendations of various kinds and levels of services provided by City government, authorized manpower and other budgeted resources.
- Negotiates, develops contracts, grants and special funds to meet specific City or department needs; prepares bids and specifications.
- Manages, supervises, or coordinates administrative and analytic staff support activities in a variety of departmental functions, providing the direct planning, management and monitoring of services in assigned area.
- Consults with administrative, supervisory and line personnel of City departments in determining training and educational needs; establishes and monitors in-service training



programs; conducts regular safety training programs for supervisory or line personnel; monitors affirmative action progress; and participates in employee relations.

- Uses automated data processing applications, including spreadsheets and databases, to analyze and present information.

MINIMUM QUALIFICATIONS

Knowledge of

- Relevant local, state, and federal laws and regulations related to rent control.
- Principles of staff training and supervision.
- Principles, practices, and techniques of public administration
- Principles of public relations.
- Effective customer service techniques.
- Principles and techniques of mediation and conflict resolution.
- Project planning and management.
- Principles of supervision.

Ability to

- Implement and monitor programs and projects and keep accurate records.
- Interpret and apply laws and regulations.
- Establish and maintain effective working relationships with a wide range of individuals including the public, private businesses, City employees, hearing officers, and political bodies as required.
- Make public presentations and communicate effectively both orally and in writing.
- Analyze and make recommendations on administrative matters.
- Work independently.
- Communicate City policies in a courteous and effective manner.
- Provide effective customer service.
- Write clear and concise reports.
- Plan, analyze, schedule, and manage a variety of complex and sensitive projects.

Skill in

- Using a personal computer and applicable software applications.
- Working effectively with persons from diverse social, cultural and economic backgrounds.
- Long range planning.
- Oral and written communication.

Education, Training and Experience

Graduation from an accredited college or university with a Bachelor's degree. Three years progressively responsible professional experience in a public sector agency. Experience



providing information to the public that has involved the interpretation and application of laws, rules and regulations. Familiarity with rent control and/or issues regarding housing is required.

Licenses and Certificates

Possession of valid Class C driver license.

SUPPLEMENTAL INFORMATION

SUPERVISION RECEIVED

Works under the administrative supervision of the Rental Rights Program Manager who establishes objectives for the position and reviews work in progress and completed work.

SUPERVISION EXERCISED

Exercises technical and/or administrative supervision over staff engaged in various rent stabilization and rental rights activities. This includes outlining work, frequently reviewing work in progress, providing guidance, and carefully reviewing completed work.

WORKING CONDITIONS

Work is regularly performed indoors in an office environment. Occasionally required to work evenings or weekends for special assignments or meetings.



Revised February 2017

CITY OF SAN JOSÉ

ANALYST II – RENTAL RIGHTS ANALYST (C) (FT)

ANALYST II (C) (PT)

CLASS PURPOSE

Under direction, is responsible for professional analytic work of considerable difficulty in a variety of general administrative and staff analytic assignments in the area of rent stabilization and other housing issues. Provides information and assistance to the public and staff on all aspects of the rent control law, regulations and procedures. Prepares petitions from the public in preparations for hearing under the City's rent stabilization and related ordinances and performs other complex tasks required in the administration of housing programs.

TYPICAL DUTIES AND RESULTS (Any one position may not include all the duties listed, nor do the examples cover all the duties which may be performed.)

- Responds to inquiries from the public regarding Apartment Rent Ordinance, rules, regulations and policies, making referrals to other agencies, as appropriate.
- Accepts petitions from landlords and tenants in preparation for providing hearing officers with complete information on the rights and responsibilities of the City's landlords and tenants. Assists the petitioners and respondents in developing all information needed for presentation in hearings without bias toward either party.
- Facilitates the resolution of petitions and complaints where possible through voluntary agreements between the parties that are consistent with the City's housing ordinances and policies
- Assists landlords in maintaining compliance with City ordinances for their businesses through enrollment in the City's rental programs, maintenance of business licenses, and other city and state permit requirements as appropriate.
- Analyzes rent and other data to ensure compliance with City ordinances.
- Advises members of the public on the use of City and external programs for the mediation of disputes.
- Confers with department management and others on administrative problems; gathers and analyzes facts about program compliance, processes, procedures and work load; evaluates and prepares recommendations on departmental requests for program changes; provides for and assists in the installation of improved systems or organization; participates in the study of organization and methods as required; and prepares and revises policy and procedures manuals and instructional materials for public and internal use.
- Obtains data and other information from operating departments through use of questionnaires, personal visits, and otherwise as indicated; assembles, arrays, processes, and analyzes data; prepares studies and reports as indicated; and proposes or suggests appropriate action to supervisor.
- May supervise and give direction to clerical support staff.



- Participates with groups in analyzing and evaluating community conditions and needs; offers guidance and counsel in the establishment of goals and techniques of achievement.
- As assigned, attends internal and public meetings as required. May be required to present information through speaking in public forums on City housing and other programs.

MINIMUM QUALIFICATIONS

Knowledge of

- Relevant local, state, and federal laws and regulations related to rent control.
- Principles of staff training and supervision.
- Principles, practices, and techniques of public administration.
- Principles of public relations.
- Effective customer service techniques.
- Principles and techniques of mediation and conflict resolution.
- Project planning and management.

Ability to

- Implement and monitor programs and projects and keep accurate records.
- Interpret and apply laws and regulations.
- Establish and maintain effective working relationships with a wide range of individuals including the public, private businesses, City employees, hearing officers, and political bodies as required.
- Make public presentations and communicate effectively both orally and in writing.
- Analyze and make recommendations on administrative matters.
- Work independently.
- Communicate City policies in a courteous and effective manner.
- Provide effective customer service.
- Write clear and concise reports.
- Plan, analyze, schedule, and manage a variety of complex and sensitive projects.

Skill in

- Using a personal computer and applicable software applications.
- Working effectively with persons from diverse social, cultural and economic backgrounds.
- Long range planning.
- Oral and written communication.



Education, Training and Experience

- Graduation from an accredited college or university with a Bachelor's degree.
- Experience providing information to the public that has involved the interpretation and application of laws, rules and regulations. Familiarity with rent control and/or issues regarding housing is required.

Licenses and Certificates

Possession of valid Class C driver license.

SUPPLEMENTAL INFORMATION

SUPERVISION RECEIVED

Works under the administrative supervision of a Senior Analyst who establishes objectives for the position and reviews work in progress and completed work.

SUPERVISION EXERCISED

Exercises technical and/or administrative supervision over staff engaged in various rental program activities. This includes outlining work, frequently reviewing work in progress, providing guidance and carefully reviewing completed work.

WORKING CONDITIONS

Work is regularly performed indoors in an office environment. Occasionally required to work evenings or weekends for special assignments or meetings.



February 2017

CITY OF SAN JOSÉ

CLASS SPECIFICATION

ASSOCIATE LEGAL ANALYST - RENTAL RIGHTS

ASSOCIATE LEGAL ANALYST PT

DEPARTMENTS: City Attorney, Housing

ACCOUNTABLE TO: Varies

FLSA STATUS: Non-exempt

CLASS SUMMARY

This position typically reports to the Senior Legal Analyst and/or Legal Services Manager in the Office of the City Attorney, Senior Deputy City Attorney and Senior Rental Rights Analysts in support of the City's rental rights programs. Performs basic paraprofessional legal duties and/or performs work of the simplest degree of difficulty. Reviews petitions in the City's rent stabilization and rental rights ordinances for hearings by contracted program hearing officers, and provides support services for transactional and/or litigation attorneys. Performs related work as required.

DISTINGUISHING CHARACTERISTICS

This is the entry level position in the Legal Analyst series where paraprofessional legal experience and/or claim investigation experience are/is obtained on the job in order to advance into the higher class of Legal Analyst I. Initially, training and supervision are given in detail, but as an incumbent becomes more capable, the incumbent works with less supervision. This class differs from that of Legal Analyst I in that incumbents of the latter class are assigned paraprofessional legal duties and/or claim investigation work of moderate difficulty. This class differs from that of the Legal Analyst II in that the incumbents of the latter class are assigned paraprofessional legal duties and/or claim investigations with a high degree of difficulty. This class differs from that of Senior Legal Analyst in that incumbents of the latter class perform paraprofessional legal duties and/or claims investigation work of the most complex nature and serve as supervisors.

QUALIFICATIONS (These qualifications are typically required. An equivalent combination of education, experience, knowledge, skills, and abilities sufficient to satisfactorily perform the duties of the job may be substituted.)

Education and Experience

- Successful completion of a Bachelor's Degree from an accredited college or university. No experience required.
- Increasingly responsible investigations or paralegal work may be substituted for up to two years of the education requirement on a year-for-year basis.
- Completion of a Paralegal program, including possession of a Paralegal certificate, may be substituted for one year of the required experience or education requirement



Licensing Requirements (such as driver’s license, certifications, etc.)

Possession of a valid California Driver's License.

Minimum Knowledge, Skills and Abilities (position requirements at entry and depending on area of assignment)

- Knowledge of general legal terminology and principles.
- Ability to organize and summarize a variety of material and information.
- Ability to draft correspondence.
- Ability to communicate effectively orally and in writing.
- Ability to organize and prioritize workload.
- Ability to understand and follow written and oral directions.
- Ability to work well with all levels of employees, management, and the public.
- Ability to use office software programs.

Desirable Qualifications (likely to contribute to more successful job performance; can often be learned on the job):

- General knowledge of San José municipal government.
- Knowledge of civil litigation practices and procedures, including municipal tort claims process.
- Knowledge of state and federal court systems.
- Knowledge of legal texts and periodicals generally available within a law library.
- Knowledge of basic workers' compensation practices and procedures.
- Ability to perform simple legal research.
- Ability to draft correspondence and simple form pleadings, discovery documents.
- Ability to review and edit contracts, loan and bid documents, or other legal instruments.
- Ability to assist with subroa assignments.

DUTY NO.	TYPICAL CLASS ESSENTIAL DUTIES (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY
1.	Completes form complaints, declarations, simple discovery documents and other simple pleadings.	Daily
2.	Assists in the collection, organization, and summarization of a wide variety of information, materials, documents, reports and evidence.	Daily
3.	Provides assistance with the investigation and processing of simple general liability claims against the City and Redevelopment Agency.	As required
4.	Participates in the preliminary work of drafting and reviewing simple resolutions, contracts, and other legal documents.	As required
5.	Files court documents and performs records research.	As required



DUTY NO.	TYPICAL CLASS ESSENTIAL DUTIES (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY
6.	Assists in the collection of City Council items relative to the agenda review process.	As required
7.	Helps maintain and update the Office Law Library and other research materials.	As required
8.	Responds to citizen complaints and inquiries.	Daily
9.	Performs other duties of a similar nature or level	Daily

PHYSICAL REQUIREMENTS

Depending on the position assignment, the physical requirements may be either sedentary or light. Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. Light Work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for light work.

SUPPLEMENTAL INFORMATION

SUPERVISION RECEIVED

Works under the administrative supervision of a Senior Rental Rights Analyst and Senior Deputy City Attorney who establishes objectives for the position and reviews work in progress and completed work.

SUPERVISION EXERCISED

Exercises technical and/or administrative supervision over staff engaged in various rental program activities. This includes outlining work, frequently reviewing work in progress, providing guidance and carefully reviewing completed work.

WORKING CONDITIONS

Work is regularly performed indoors in an office environment. Occasionally required to work evenings or weekends for special assignments or meetings.

Revised July 1997



CITY OF SAN JOSÉ
CLASS SPECIFICATION
PUBLIC INFORMATION MANAGER – HOUSING

DEPARTMENTS: Varies

ACCOUNTABLE TO: Deputy Director or Above

FLSA STATUS: Exempt

CLASS SUMMARY

Incumbents are responsible for managing a wide range of public communication activities in a large, complex, multi-faceted department. Work involves conceptualizing, developing, implementing, managing, and evaluating major public information activities, public education, community relations, and special events and projects. Performs related work as required.

DISTINGUISHING CHARACTERISTICS

The Public Information Manager is the highest level in the Public Information series. It is distinguished from Marketing & Public Outreach Manager by a higher level of independence in performing work; increased difficulty or complexity of assignments; greater responsibility for resources, actions and results; and supervision of staff and contractors. The Public Information Manager may make tactical and strategic recommendations for executive-level management decisions and may be a member of the department's senior staff.

QUALIFICATIONS

(These qualifications are typically required. An equivalent combination of education, experience, knowledge, skills and abilities sufficient to satisfactorily perform the duties of the job may be substituted.)

Education and Experience

A bachelor's degree from an accredited college or university in journalism, mass media communications, public relations, advertising, marketing or a closely related field, and six (6) years of increasingly responsible journalism, mass media communications, public relations or public information experience, including three (3) years of supervisory experience.

Licensing Requirements

Valid California Driver's License may be required.

Other Qualifications

(Needed at entry into the job in order to perform the essential duties).

Basic Knowledge, Skills and Abilities

(Position requirements at entry and depending on area of assignment):

- Knowledge of current principles, techniques, and objectives of public information and public relations programs including communication strategies and tactics, program research and evaluation methods; analytical techniques and principles; marketing and promotion strategies and tactics; appropriate communications technologies; group dynamics; and diversity issues.



- Knowledge of principles and practices for media relations; web-based media and multimedia production; social media; graphic design and production, and distribution methods and technologies.
- Knowledge of emergency public information principles and practices, including planning, preparing, and training for crisis communications.
- Knowledge of principles and practices of effective supervision, personnel training and evaluation techniques.
- Knowledge of basic accounting, human resources, and budgeting principles.
- Knowledge of project management and organization.
- Ability to write professionally, effectively, and facily using a personal computer to produce documents in the English language for a wide range of purposes, with appropriate sentence structure, vocabulary, punctuation and grammar.
- Ability to gather necessary information from a wide range of information sources, people, and organizations in order to make public information plans and produce materials, including ability to comprehend and make inferences from written materials.
- Ability to seek, identify, and effectively convey organizational stories and issues using a wide range of methods and tools.

Desirable Qualifications

(Knowledge, skills and abilities; licenses, certificates, education, experience that is more position specific and/or likely to contribute to more successful job performance).

- Knowledge of policies, organization, functions, and objectives of municipal government, and legal issues related to public information practice.
- Ability to develop and maintain relationships and work cooperatively with other employees, media representatives, elected and appointed public officials, and the public.
- Ability to supervise, evaluate and motivate employees and volunteers.
- Ability to plan and organize multiple tasks simultaneously.
- Ability to effectively communicate orally with other employees, members of the media, other organizations, and the public, and speak effectively before a wide range of public and private organizations and officials and media representatives.
- Skill in preparing and giving presentations to executives, the public and top levels of management, and conducting and facilitating meetings.
- Skill in using computers and related software and technology applications.

This position in the Housing Department requires knowledge of:

- Housing programs
- Low Income and homeless housing assistance programs
- Emergency housing
- Rent Stabilization and Tenant Protection Programs



TASK	TYPICAL CLASS ESSENTIAL DUTIES: (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY
1.	Plan and implement public information and public education programs for housing issues, including developing goals, objectives, guidelines, and policies and procedures. Research, develop, write, produce, and disseminate information, and coordinate effective information campaigns. Manage a variety of public outreach and community relations activities, special events, and public awareness programs including classes for landlords and tenants on the housing regulations for the City of San José.	CONTINUOUS
2.	Manage the development of public information collateral materials, graphic design and production, and audio-visual production in a variety of media; manage development and maintenance of website and content; manage social media platforms and relationships.	CONTINUOUS
3.	Represent the department before stakeholder groups, and serve as spokesperson and liaison. Promote positive relations with the public, community groups, employees, businesses, schools, and local government; work with community leaders to assure their understanding of department policies and operations. Prepare and deliver presentations on departmental programs, services, and policies.	FREQUENT
4.	Counsel senior-level executives concerning public relations aspects of policies, practices, procedures, programs, actions, and trends. Interpret the City's actions and policies to specific groups, and interpret the perceptions, opinions, and actions of specific groups to senior-level executives.	FREQUENT
5.	Maintain an in-depth knowledge of community, professional, and functional issues and trends that affect the department in order to plan and implement effective public information programs and activities. Participate in professional associations; monitor trends and innovations in the areas of assigned responsibilities; maintain and advance relevant knowledge, abilities, and skills.	CONTINUOUS
6.	Supervise program staff by hiring, selecting, training, evaluating, disciplining and managing staff and assignments. May also coordinate and supervise the work of program or project teams composed of individuals in a variety of organizations or agencies in order to achieve desired results. Supervise contractors and vendors. Supervise staff activities. Research attitudes, opinions and perceptions of selected internal and external groups and disseminates information. Develop opinion surveys and analyzes results; determines target audience	CONTINUOUS



TASK	TYPICAL CLASS ESSENTIAL DUTIES: (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Duties may include, but are not limited to, the following:	FREQUENCY
7.	Collaborate and coordinate with other governmental agencies, businesses and organizations ensuring efficient and appropriate delivery of services and programs.	OCCASIONAL
8.	Ensure resources for projects are available and oversee budget.	CONTINUOUS
9.	Prepare and deliver presentations on programs, services and activities of the department.	OCCASIONAL
10.	Research attitudes, opinions and perceptions of selected internal and external groups and disseminates information. Develop opinion surveys and analyzes results; determine target audience.	OCCASIONAL
11.	May be required to develop fund-raising and special events programs.	AS REQUIRED
12.	Performs other duties of a similar nature or level.	AS REQUIRED

*Frequency defined as %, (totaling 100%) or "Continuous" (daily or approximately 20%+), "Frequent" (weekly or approximately 15%+), "Occasional" (monthly or approximately 10%+), "As Required" (Intermittent or 5% or less)



CITY OF SAN JOSÉ**CLASS SPECIFICATION****Public Information Representative I/II - HOUSING****DEPARTMENTS:** Varies**ACCOUNTABLE TO:** Varies**FLSA STATUS:** Non-Exempt**CLASS SUMMARY**

Under direction, develops, implements, and supervises significant or complex public information, community engagement, marketing and promotion, and public education activities in support of City programs, projects, facilities, and departments.

DISTINGUISHING CHARACTERISTICS

The Public Information Representative I is the entry-level class in the four-level Public Information Representative series responsible for carrying out specific tasks within a program, project, or campaign. This class differs from the Public Information Representative II class in that the latter class is the full journey-level where incumbents have general responsibilities for planning, coordinating, and implementing specific projects and regular activities of established campaigns and programs. Incumbents of the Public Information Representative II class may provide training or lead direction to incumbents of the Public Information Representative I class and may be supervised by a Senior Public Information Representative, Public Information Manager, or other senior departmental manager.

QUALIFICATIONS

(These qualifications are typically required. An equivalent combination of education and experience sufficient to satisfactorily perform the duties of the job may be substituted.)

Minimum Qualifications - Public Information Representative I

Education and Experience: Bachelor's degree from an accredited college or university in journalism, communications, advertising, marketing, public relations, public administration, or closely related field.

No minimum experience required.

Acceptable Substitutions: Additional years of professional experience in public relations, public information, or other related experience may be substituted for education on a year-for-year basis up to two years.

Public Information Representative II

Education and Experience: Bachelor's degree from an accredited college or university in journalism, communications, advertising, marketing, public relations, public administration, or



closely related field and two years of progressively responsible professional public information, marketing, or public relations experience. No substitution for education.

Licensing Requirements

- Valid California Driver's License may be required.

Minimum Knowledge, Skills and Abilities

(Position requirements at entry and depending on area of assignment)

- Knowledge of public information and public relations techniques, and promotional events planning.
- Knowledge of principles of organization and administration.
- Knowledge of methodology and techniques for basic research and evaluation, surveys, and analysis.
- Knowledge of basic principles of graphic design, photography, video, web, multimedia, and presentation production.
- Ability to write and edit effectively for a variety of purposes, formats, and audiences.
- Ability to use personal computers and related applications and technology and learn new applications
- Ability to express oneself clearly and concisely, both orally and in writing.

Basic Competencies

(Needed at entry into the job in order to perform the essential duties)

- **Communication Skills** - communicates and listens effectively and responds in a timely, effective, positive and respectful manner; written reports and correspondence are accurate, complete, and current; well-organized, legible, concise, neat, and in proper grammatical form.
- **Customer Service** - demonstrates ability to anticipate internal and external customers' needs and deliver services effectively and efficiently in a timely, accurate, respectful and friendly manner.
- **Flexibility** - makes effective decisions and achieves desired results in the midst of major changes in responsibilities, work processes, timeframes, performance expectations, organizational culture, or work environment.
- **Political Skills** - demonstrates an understanding and consideration of how actions will affect stakeholders and other areas in the organization.

Desirable Qualifications

(Knowledge, skills and abilities that are more position-specific and/or likely to contribute to more successful job performance may be required at entry for Public Information Representative II level)

Knowledge of:

- Media relations principles and methods.
- Marketing principles and techniques.



- Principles of supervision.
- Organizations and resources relevant to the services provided by the department.
- The City's practices and procedures, including purchasing, financial management, budgeting, and personnel administration.
- Housing programs
- Rent Stabilization and Tenant Protection Programs

Ability to:

- Develop, maintain, and use websites, communications technology, and social media platforms.
- Initiate, develop, and maintain productive working relationships with a wide variety of public and
 - private agencies, organizations, and vendors.
 - Plan, organize, and coordinate a variety of special events and promotions.
 - Effectively organize and carry out multiple tasks simultaneously.
 - Relate effectively with people from a wide variety of cultures and backgrounds.
 - Translate complex information into understandable terms in order to engage a variety of audiences.
 - Experience with:
 - Advanced graphic, photography, video, multimedia, and presentation production.
 - Public outreach, community relations, and public engagement.
 - Strategic communications planning.



Duty	TYPICAL CLASS ESSENTIAL DUTIES: (These duties and estimated frequency are a representative sample; position assignments may vary depending on the business needs of the department.) Public Information Representative I performs the following duties under direct supervision. Public Information Representative II performs these duties independently. Duties may include, but are not limited to, the following:	FREQUENCY
1.	Develops public information programs and project goals and objectives; implements plans; evaluates communications program results; and assists in the management of related budgets.	Continuous
2.	Researches, writes, edits and produces materials for public information programs.	Occasional
3.	Develops and maintains websites, and prepares content for websites and social media programs.	Occasional
4.	Develops and produces news releases, brochures, photography, and videos; designs and produces materials using desktop publishing techniques or graphic design consultants.	Occasional
5.	Establishes and maintains working relationships with news media, community groups, and public or private organizations regarding the program, project, or department.	As Required
6.	Responds orally and in writing to public and professional inquiries regarding services, projects, facilities, and programs.	As Required
7.	May supervise support staff as assigned.	As Required
8.	Conducts research, including public opinion surveys, market trend analysis, research analyses, and evaluations, or monitor vendors for this purpose, to aid the preparation, implementation, and assessment of public information strategies and tactics.	As Required
9.	Coordinates the recruitment, training, and management of volunteers, interns, docents and others to achieve program goals.	As Required
10.	Participates in the procurement of services and products with consultant agreements and purchase requisitions; checks service and products supplied for accuracy, costs, and schedule compliance; prevents and resolves disputes with vendors.	As Required
11.	Plans and coordinates special events, seminars, trade shows or missions, and promotional events.	As Required
12.	Organizes and conducts special meetings and tours for dignitaries, public groups, officials, news media, and others.	As Required
13.	Plans and conducts fundraising projects to enhance or expand City services and programs or accomplish program goals.	As Required
14.	Represents the City, program or department at meetings and special events; prepares and gives presentations.	As Required
15.	Participates in the planning, preparation, and practice for departmental and Citywide emergency public information activities.	As Required
16.	Performs other duties of a similar nature or level.	As Required

*Frequency defined as %, (totaling 100%) or "Continuous" (daily or approximately 20%+), "Frequent" (weekly or approximately 15%+), "Occasional" (monthly or approximately 10%+), "As Required" (Intermittent or 5% or less)



11/01

CITY OF SAN JOSÉ

CLASS SPECIFICATION

JOB DESCRIPTION TITLE: Information Systems Analyst

CLASS CODE: 1355

ACCOUNTABLE TO: Varies

FLSA STATUS: Information Technology Varies Exempt

CLASS SUMMARY

Under direction, the incumbent performs and oversees systems work of considerable difficulty in the initiation, analysis, development, implementation, modification, support and maintenance of City systems or programs related to computers, communications, electronic data and/or networks. Performs related work as required.

DISTINGUISHING CHARACTERISTICS

The Information Systems Analyst (ISA) is the first professional level in the Information Technology professional/management series. The ISA typically reports to a Supervising Applications Analyst and provides direction to incumbents in such classifications as: Senior Systems Applications Programmers, Enterprise Network Engineers, Senior Communications Technicians, or Senior Electronics Systems Technicians. Incumbents of this classification are assigned responsibility for the development, implementation, enhancement, and maintenance of a division of any major citywide system or program related to computers, communications, electronic data and/or networks. (Examples: Departmental networks, citywide applications, City E-mail, City Help Desk, City Radio Shop.)

QUALIFICATIONS

(These qualifications are typically required. An equivalent combination of education, experience, knowledge, skills, and abilities sufficient to satisfactorily perform the duties of the job may be substituted.)

Education and Experience

Bachelor's Degree from an accredited college or university in a relevant field, and four years of progressively responsible professional/journey level experience, of which at least two years have been at a level comparable to a Senior Systems Applications Programmer (SrSAP), Enterprise Network Engineer (ENE), Senior Communications Technician (SrComTech), or Senior Electronics Systems Technician (SrElecSysTech) with the City of San José.

SrSAP/ENE/SrComTech/SrElecSysTech level experience is usually considered to include lead technical work in the development, implementation and maintenance of communications or computer systems. Lead employees assign and monitor work; evaluate employees, provide guidance and direction to lower level employees; determine work priorities; and train staff.



Additional years of increasingly responsible directly related work experience may be substituted for education on a year-for-year basis. Completion of a Master's Degree in a relevant field from an accredited college or university may be substituted for one year of the required two years of experience at a level comparable to a SrSAP/ENE/SrComTech/SrElecSysTech.

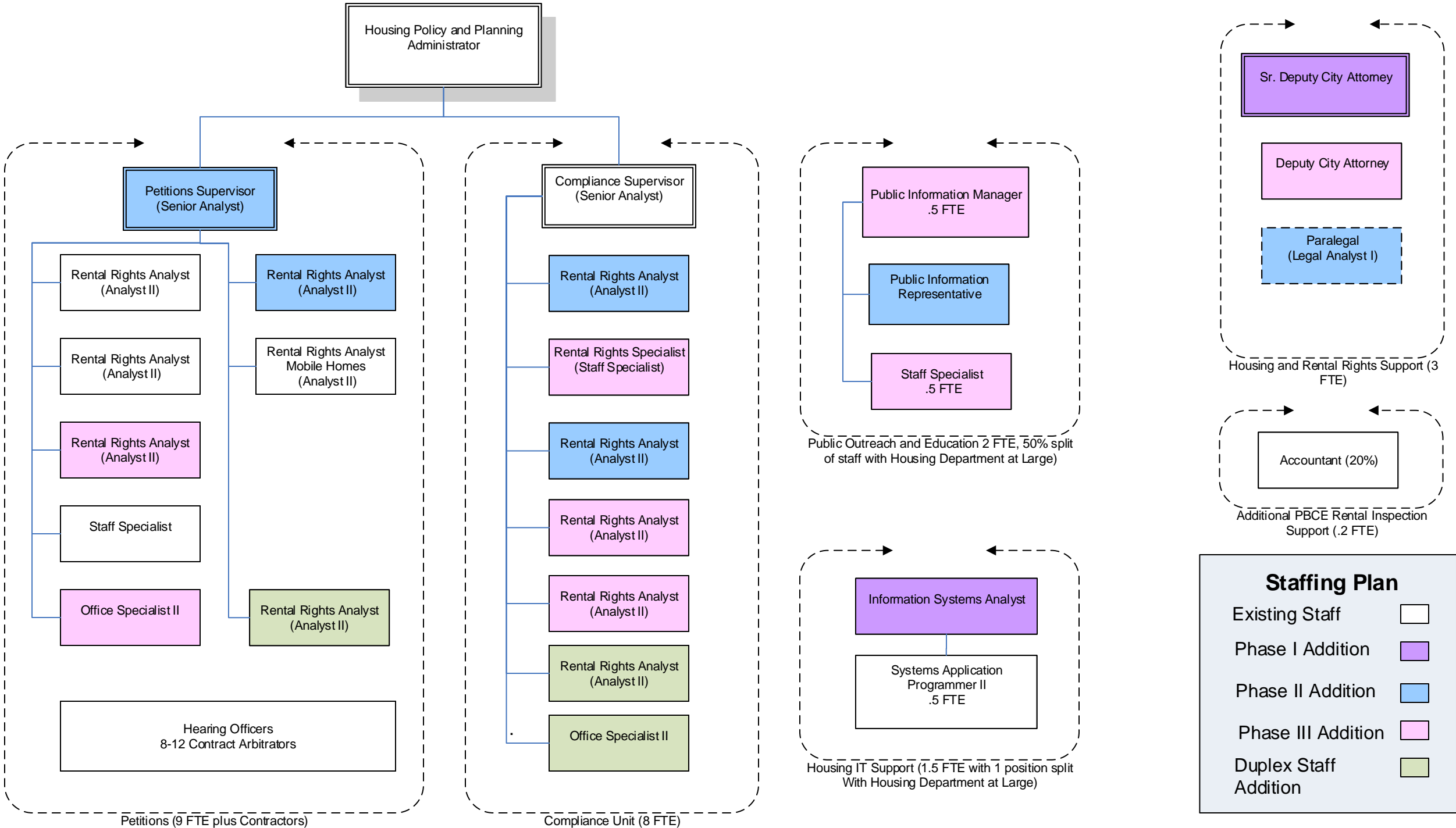
Licensing Requirements

Positions in this class may require:

- Valid California Driver's License.
- Specific certifications from other professional organizations may be required, if assigned to positions working with computer networks or specific hardware or software applications or development environments.



Staffing Plan



San Jose Housing Department Rental Rights Unit Duties

- Accept incoming reports on violations of requirements of the ordinance
- Demand evidence of reported facts from petitioning parties that support the contentions at hand
- Provide impartial assistance to all parties in preparing their petition and responses for the hearing processes
- Accept and oversee processes related to condo conversion and Ellis Act removals of rental properties
- Where possible, mediate with parties for solutions to reported problems that are consistent with City ordinances
- Prepare case packets for resolution of cases by independent contracted hearing officers
- Collaborate with legal staff, and the Public Education and Outreach Unit to provide ongoing training programs for the hearing officers to ensure clear understanding of the ordinances and consistency of the decisions
- Manage a hearing calendar and assign hearing officers to the petitions
- Oversee timely completion of case decision reports by the hearing officers
- Distribute decisions to affected parties within timelines defined by City ordinances and related state law
- Support appeals to the court as necessary

Petitions (9 FTE plus Contractors)

- Identify rental units subject to the rent stabilization ordinances
- Request reports from landlords describing rents on a yearly basis
- Assist landlords in complying with the Apartment Rent Ordinance
- Accept and record routine rent adjustments that comply with the limits provided in City ordinances
- Oversee reporting of units that are exempt from fees under the terms of the ordinance
- Use the City's rent registry to identify violations in rent adjustment policies and enforce compliance
- Use the City's building permit and inspection management system to identify activities that could require relocation support for tenants such as major repairs to rental units, condominium conversions, or other actions that would remove rental housing from the City's rental market.

Compliance Unit (5 FTE)

- Provide training sessions for all landlords on the new rent stabilization and related ordinances
- Provide ongoing refresher and training for new landlords
- Collaborate with PBCE and the Fire Department on rental property safety outreach and education programs
- Host public education sessions in various locations through the City on tenant rights under the rental rights ordinances
- Manage the program's web presence
- Create other outreach programs using various media to maximize coverage with a diffuse tenant community.
- Conducts surveys and other tests to identify shifting needs of the rental community.

Public Outreach and Education (3 FTE)

- Develop and manage increased complexity in the Housing Department's Salesforce application
- Develop and support the new public interface for the Salesforce application
- Develop and support other technologies in support of the Rental Rights and general Housing Department programs
- Collaborate with PBCE and develop interfaces and reports to monitor the City's rental housing stock

Housing IT Support (1.5 FTE)

- Assist in case development for difficult hearings
- Train and support hearing officers
- Litigation support
- Policy development

Housing and Rental Rights Support (2 FTE)

- Catch up with current backlog of rental inspections and support increased volume of inspections

Additional PBCE Rental Inspection Support (1.2 FTE)

CITY OF SAN JOSE
HOUSING DEPARTMENT
RENTAL RIGHTS & REFERRALS PROGRAM

	RENTAL CONTROL						NON-RENTAL CONTROL	MOBILE HOME
	2016-2017 Adopted rate	2016-2017 Modified rate	2017-2018 Adopted Rate	2017-2018 Modified Rate	Estimated 2018- 2019	Estimated 2019- 2020	2017-2018 Adopted Rate	2017-2018 Adopted Rate
				PHASE II	PHASE III	Annualized		
TOTAL UNITS	45,166	44,359	44,359	44,359	44,359	44,359	47,696	10,687
Current Rate	12.25	\$ 19.29	\$ 30.30	\$ 55.80	\$ 78.00	\$ 86.00	\$ 4.10	\$ 34.10
Revenue	\$ 564,575	\$ 855,685	\$ 1,344,078	\$ 2,475,232	\$ 3,460,002	\$ 3,814,874	\$ 195,554	\$ 364,427
Expenditure	572,160	\$ 1,345,321	\$ 1,345,321	\$ 2,476,204	\$ 3,462,000	\$ 3,822,500	\$ 196,710	\$ 365,193
Cost Recovery	99%	64%	100%	100%	100%	100%	99%	100%
Expenses								
PERSONAL SERVICES		\$ 1,090,160	\$ 1,090,160	\$ 1,538,854	\$ 3,112,000	\$ 3,549,000	\$ 194,710	\$ 354,259
NON-PERSONAL / EQUIPMENT		\$ 255,161	\$ 255,161	\$ 937,350	\$ 350,000	\$ 273,500	\$ 2,000	\$ 10,934
Total Cost		\$ 1,345,321	\$ 1,345,321	\$ 2,476,204	\$ 3,462,000	\$ 3,822,500	\$ 196,710	\$ 365,193
Cost Rate by Fiscal Year		\$ 30.33	\$ 30.33	\$ 55.82	\$ 78.05	\$ 86.17	\$ 4.12	\$ 34.17