



*Housing*

# Rent Stabilization Program Strategic Plan Status Report

**Community and Economic  
Development Committee**

April 22, 2024

Item (d)4

**Rachel VanderVeen**  
Assistant Director, Housing

**Emily Hislop**  
Division Manager, Housing

# Why Develop a Strategic Plan?

- November 2016 City Auditor Report on the Apartment Rent Ordinance - **Recommendation #15:**

*“...develop a formal strategic plan...that outlines desired goals and outcomes, and establishes measures of program effectiveness.”*

- Per City Auditor, the plan should include **objectives, strategies, activities, outcome measures, and targets.**



# What is a Strategic Plan?



- Defines desired results
- Plans tasks to meet those results

# Strategic Plan's Areas of Focus

- Maintain tenancies and mitigate displacement of apartments and mobilehome residents
- Further fair housing through inclusive education and outreach to housing providers and residents
- Foster positive relationships between residents and housing providers
- Promote stable and long renter tenancy
- Preserve mobilehomes and mobilehome parks as source of affordable housing



# Development of Strategic Plan

Strategic Plan Task	Completed
RFP and Engagement of Consultant	Spring/Summer 2022
Consultant Review of Ordinances / Program Documents; Analysis of Historic Data and Comparable Jurisdiction Best Practices	Summer 2022 – Winter 2023
Stakeholder Engagement	Winter/Spring 2023
Report Out of Stakeholder Engagement	Spring 2023
Draft Strategic Plan and Initial Public Comment Period	Spring/Summer 2023
Revised Draft Strategic Plan Based on Feedback	Summer 2023
Public Comment Period on Revised Draft Plan	Fall 2023
Proposed Strategic Plan	Spring 2024



# Proposed Three-Year RSP Strategic Plan

- Focus of three-year Strategic Plan is to **improve**:
  1. Data, collection and measures;
  2. Assessment of outcomes;
  3. Engagement efforts with community; and
  4. Program administration
- The draft Plan does **not propose any changes** to the Ordinances



# Goal 1 – Improve Data Collection and Metrics

- Considers methods and tools to improve the breadth and quality of program-related data and metrics
- Includes tasks related to the Rent Registry, data collection methods and tracking of outcomes



## Goal 2 – Improve Implementation

- Improve implementation of Program through process and operational enhancements
- Includes tasks relating to best practices for program efficiency, better collaboration with stakeholders and petition process streamlining





## Goal 3 – Improve Marketing and Outreach



- Increase community awareness, outreach, and marketing of the Program and Ordinances
- Includes tasks relating to proactive community engagement, regular meetings with housing providers and targeted education and marketing efforts



## Goal 4 – Evaluate Program Effectiveness

- Evaluate Program effectiveness of Apartment Rent Ordinances, Tenant Protection Ordinance and Related Policies
- Includes tasks relating to enforcement mechanisms of existing laws and developing ways to address Housing Provider impacts



# Notable Changes in the Revised Draft Strategic Plan

- Removed exploring a Right to Counsel program and/or alternative housing collaborative court model. This strategy is in the Housing Element and in progress.
- Added establish a mediation program to support residents and housing providers in resolving disputes through voluntary mutual agreements.
- Revised language to include grassroots efforts like Promotores programs to increase awareness of tenants' rights under the Apartment Rent Ordinance and Tenant Protection Ordinance.
- Added conduct housing provider "Landlord Learning Sessions" targeting smaller landlords, with multi-lingual translation/interpretation and that are held in collaboration with third party service providers and other City Departments.
- Added language to evaluate the frequency of use of joint petitions and consider enhancements to encourage their use by housing providers and tenants.
- Added language to evaluate the impact to housing providers and residents due to limits on utility charges.
- Added performance metrics and outcome measures for each goal area.





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