

Rent Stabilization Program Strategic Plan Status Report

Community and Economic Development Committee April 22, 2024 Item (d)4

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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

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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

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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

- ♠ 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



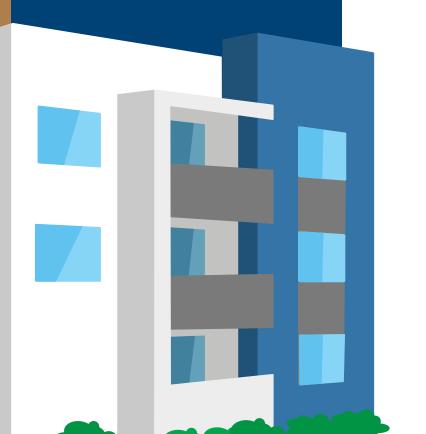


Notable Changes in the Revised Draft Strategic Plan

- ♠ 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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