

FY 2021-22 BUDGET & RENTAL HOUSING FEE STUDY

CITY OF RICHMOND RENT PROGRAM

APPROVED: MARCH 9, 2021



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I. RENT PROGRAM ORGANIZATION AND GOALS

Mission Statement

The mission of the Rent Program is to promote neighborhood and community stability, healthy housing, and affordability for Richmond Tenants through the regulating of those Landlord/Tenant matters that reasonably relate to rents and evictions, while maintaining a Landlord's right to a fair return.

Proposed Fiscal Year 2021-22 Organizational Chart and Labor Summary

The Richmond Rent Program was established following the adoption of the Fair Rent, Just Cause for Eviction, and Homeowner Protection Ordinance (Rent Ordinance) by a majority of Richmond voters in 2016. In accordance with the Rent Ordinance, an Executive Director appointed by a five-member Rent Board comprised of Richmond residents leads the Rent Program. No more than two members of the Rent Board may own or manage rental property or act as realtors.

The following figures illustrate how the proposed staffing plan for the upcoming year compares to prior years. Of particular note is the proposed addition of two new personnel classifications, including that of a General Counsel and a Senior Rent Program Services Analyst, as well as the consolidation of the Public Information and Billing and Registration Units into one combined Public Information and Enrollment Unit (PIE). The rationale for these proposed changes to the organizational chart is described in further detail below. Figure 1 contains the proposed organizational chart for the 2021-22 fiscal year, and Figures 2 and 3 provide a summary of full-time equivalents (FTEs) since Fiscal Year 2019-20.

Figure 1. FY 2021-22 Rent Program Organizational Chart

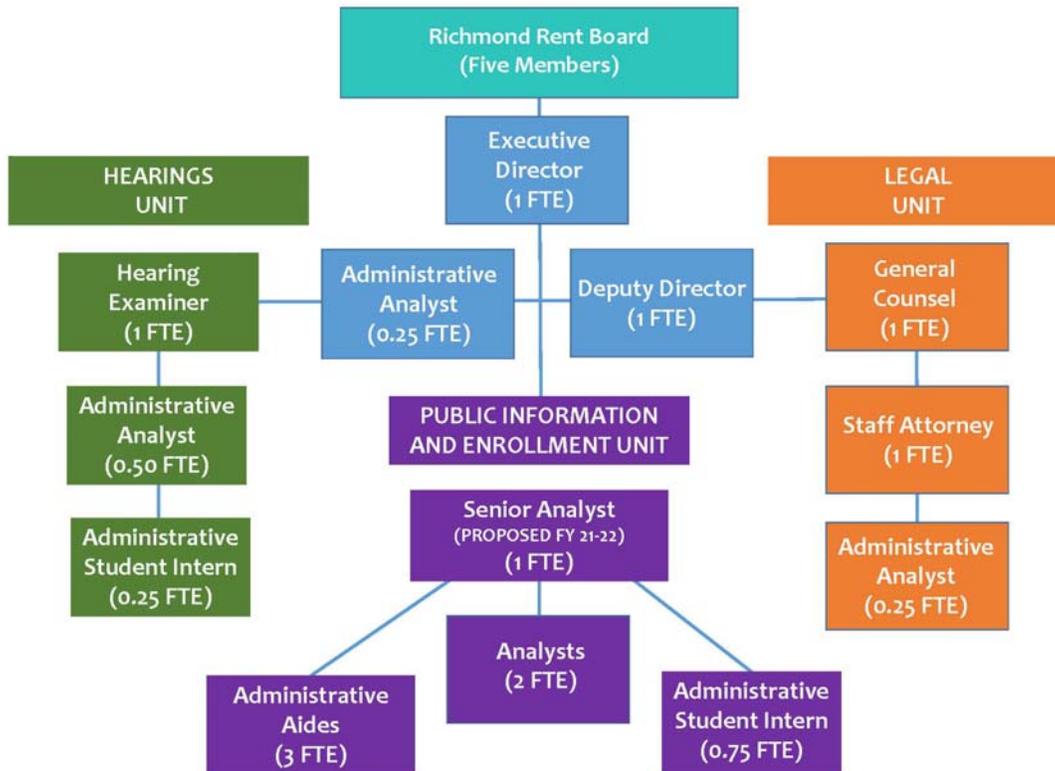


Figure 2. Proposed Fiscal Year 2021-22 Labor Summary

| <i>Unit</i> | <i>Authorized Positions 2019/2020</i> | <i>Authorized Positions 2020/2021</i> | <i>Proposed Positions 2021/2022</i> | <i>Amount of Change 20/21 - 21/22</i> |
|---------------------------------|-------------------------------------------|-------------------------------------------|-----------------------------------------|-------------------------------------------|
| Management | 2.5 | 2.25 | 2.25 | 0 |
| Legal | 1.5 | 1.75 | 2.25 | 0.5 |
| Public Information | 4.6 | 4.6 | N/A | N/A |
| Billing & Registration | 2.9 | 2.9 | N/A | N/A |
| Public Information & Enrollment | N/A | N/A | 6.75 | N/A |
| Hearings | 1.5 | 1.5 | 1.75 | 0.25 |
| TOTAL | 13 | 13 | 13 | 0 |

Figure 3. Proposed Fiscal Year 2021-22 Permanent Staff by Classification

| <u>Classification</u> | <u>Authorized Positions</u> <u>2019/2020</u> | <u>Authorized Positions</u> <u>2020/2021</u> | <u>Proposed Positions</u> <u>2021/2022</u> | <u>Amount of Change</u> <u>20/21 - 21/22</u> |
|----------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-----------------------------------------------|-------------------------------------------------|
| Administrative Aide | 3 | 3 | 3 | 0 |
| Administrative Student Intern | 1 | 1 | 1 | 0 |
| Assistant Administrative Analyst | 1 | 1 | 1 | 0 |
| Deputy Director | 1 | 1 | 1 | 0 |
| Executive Director | 1 | 1 | 1 | 0 |
| General Counsel <i>(pending approval)</i> | N/A | N/A | 1 | 1 |
| Hearing Examiner | 1 | 1 | 1 | 0 |
| Rent Program Services Analyst I/II | 3 | 3 | 2 | -1 |
| Senior Rent Program Services Analyst <i>(pending approval)</i> | N/A | N/A | 1 | 1 |
| Staff Attorney | 2 | 2 | 1 | -1 |
| Total | 13 | 13 | 13 | 0 |

Proposed General Counsel Personnel Classification

The proposed Fiscal Year 2021-22 budget includes a new General Counsel personnel classification, which would require approval by the City Council for establishment. The General Counsel position includes tasks that reach beyond the scope of the Staff Attorney role and are critical to the agency’s ability to fulfill the purpose and mission of the Rent Ordinance. The General Counsel position is distinct from that of the Staff Attorney in that the General Counsel position serves as Chief Counsel and legal advisor to the Rent Board and Executive Director and directs the work of the Legal Unit, whereas the Staff Attorney role receives direction from the Executive Director and participates in, but does not direct, the legal work of the agency. Furthermore, the General Counsel position, as proposed, (1) manages and advises on all phases of Rent Board legal work, including any action and/or conduct that implicates legal consequences; (2) represents the Rent Board in all civil matters and is the lead counsel in any civil litigation; (3) manages, directs, plans, and organizes the Rent Program Legal Unit; and (4) participates in recommending and implementing policy changes.

The Rent Program agency currently employs two Staff Attorneys. It is proposed that one of the Staff Attorney positions be reclassified as the General Counsel, pending approval. This proposed change would not increase the overall number of full-time equivalents (FTEs) employed by the agency.

Proposed Senior Rent Program Services Analyst Personnel Classification

In addition to the General Counsel position, the proposed Fiscal Year 2021-22 budget includes a Senior Rent Program Services Analyst classification, which would require approval from both the Personnel Board and City Council for establishment. The Senior Rent Program Services Analyst role is envisioned as distinct from the Rent Program Services Analyst I/II classification in that the Senior Analyst role would be responsible for managing the agency's largest unit (a consolidated Public Information and Enrollment Unit) as well as providing recommendations and support to management staff in their development of the agency budget and programmatic policies and procedures.

Historically, the Deputy Director role has maintained oversight of the Public Information and Billing and Registration Units, in addition to assisting the Executive Director with management of the agency, monitoring agency finances, and preparing reports and policies for consideration by the Rent Board and City Council. In Fiscal Year 2020-21, one Staff Attorney position was employed as a mid-level manager, who reported to the Deputy Director and was responsible for supervising the Rent Program Services Analysts in their roles as housing counselors, as well as assisting with legal unit tasks.

As the agency matures and its operations grow more complex, it is recommended that the agency replace the managing Staff Attorney with a Senior Rent Program Services Analyst position to supervise and provide direction and support to the Analysts, Administrative Aides, and Student Interns in the consolidated Public Information and Enrollment Unit. In addition to providing opportunities for Analysts to advance within the agency, this new position would relieve the Staff Attorney of management duties, allowing them to fully staff the Legal Unit. In Fiscal Year 2021-22, it is recommended that one of the vacant Rent Program Services Analyst positions be reclassified as a Senior Rent Program Services Analyst position, pending classification approval by the Personnel Board and City Council. This proposed change would not increase the overall number of full-time equivalents (FTEs) employed by the agency.

Consolidation of Public Information and Billing and Registration Units

The organizational chart for Fiscal Year 2021-22 includes a "Public Information and Enrollment Unit" that replaces the existing Public Information and Billing and Registration Units. This new organizational structure is anticipated to be advantageous to the agency for the following reasons:

- **Improved compliance with enrollment, registration, and fee payment requirements**
In their conversations with community members, Rent Program Services Analysts (housing counselors) frequently discover units that are not in compliance with the Rent Program in terms of property enrollment, tenancy registration, and fee payment requirements. Coordination between housing counselors and staff who oversee enrollment, registration, and fee payment operations is important, and the new organizational structure will support closer communication and collaboration to ensure that there is follow up after a unit found to be noncompliant is identified.

- **Greater efficiency in serving members of the public**
Distinct units can create unnecessary silos. The Rent Program is a relatively small agency and will be better equipped to face surges in demand or unforeseen circumstances if all Public Information and Enrollment Unit staff have a foundational understanding of both the Rent Ordinance and its requirements, as well as internal policies and procedures regarding property enrollment, tenancy registration, and payment of the Rental Housing Fee. Under the previous organizational structure, staff members in the Billing and Registration Unit would not typically assist with preparation for community workshops, and staff in the Public Information Unit may not have been familiar enough with Billing and Registration processes to fully assist community members with a billing issue. The new proposed structure would provide greater flexibility and redundancy among staff roles.

- **Promotes collaboration on large outreach projects**
With 6.75 FTE, the new consolidated Public Information and Enrollment Unit will be the largest unit in the agency and better able to manage completion of large projects, such as mailing the Guide to Rent Control, rent validation reports, and Rental Housing Fee invoices to thousands of Landlords and Tenants. Mass-mailing projects also present opportunities to share information that community members may not otherwise seek out; for example, mailing of Rental Housing Fee invoices to all Landlords is an opportunity to share information about other aspects of the Rent Ordinance.

Progress Towards the Achievement of Fiscal Year 2020-21 Goals

As part of the Fiscal Year 2021-22 Rent Program budget development process, staff members identified a series of goals that the proposed budget would support. As was the case for the greater City of Richmond and nation as a whole, the Covid-19 pandemic forced a reconsideration of goals and objectives for the 2020-21 fiscal year. Table 1, on the following page, provides a status update on the goals established for the 2020-21 fiscal year and notes the impacts of the Covid-19 pandemic.

Table 1. Progress towards achievement of Fiscal Year 2020-21 goals

| Fiscal Year 2020-21 Goal | Progress Towards Achievement |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Continue to invest resources in staff training, particularly for the Rent Program Services Analysts, to ensure staff members are knowledgeable on the requirements of the Rent Ordinance, Rent Board Regulations, and related State and Federal laws.</p> | <p>Complete. Rent Program Services Analysts received regular and ongoing support and training from the managing Staff Attorney on the Rent Ordinance and related laws and regulations. Senior staff members provided specific trainings on new regulations and processes as needed. Rent Program Services Analysts provided weekly informational sessions to support staff in the Public Information Unit to keep them apprised of changes to the law and current topics of relevance.</p> |
| <p>Continue to implement the mediation program to provide free formal and informal mediation services to Landlords and Tenants as a means of resolving disputes that have a reasonable nexus to the Rent Ordinance through the assistance of a trained mediator.</p> | <p>Nearly complete, but significantly impacted by the Covid-19 pandemic. With mediation guidelines and administrative procedures in place, staff members continue to assess the bandwidth of the Public Information Unit to determine how many mediations may be scheduled per month. The Covid-19 pandemic delayed the process of filling vacancies in the Public Information Unit and eliminated the possibility of in-person mediations. The Executive and Deputy Directors facilitated mediations as necessary but the mediation program has yet to be fully launched.</p> |
| <p>Continue to develop an online filing system for the submission of Property Enrollment and Tenancy Registration forms, as well as the filing of rent increase and termination of tenancy notices on the City’s e-trakit website.</p> | <p>Progress is ongoing. Online submission of forms and notices has yet to be fully launched; staff members anticipate systems will continue to be developed in the 2021-22 fiscal year.</p> |
| <p>Publicize the Guide to Rent Control in Richmond and develop one-page fact sheets on common topics such as Just Cause for Eviction, Owner Move-In evictions, the Ellis Act, and the Relocation Ordinance.</p> | <p>Nearly complete but significantly impacted by the Covid-19 pandemic. The Guide to Rent Control has been completed and is slated to be distributed to Landlords and Tenants concurrent with the mailing of Rent Validation Reports for Fully Covered Rental Units. Landlords and Tenants of partially-covered Rental Units are anticipated to receive the Guide to Rent Control as well, in the absence of a Rent Validation Report. Originally planned to be completed during the 2020-21 fiscal year, the distribution of such materials was significantly delayed by the transition to remote work necessitated by the Covid-19 pandemic. Staff members anticipate completion of this task during the 2021-22 fiscal year as the severity of the pandemic decreases and restrictions lessen.</p> <p>One-page fact sheets pertaining to Just Cause for Eviction, Owner Move-In evictions, the Ellis Act, and the Relocation Ordinance have been drafted and are in the process of being displayed on the Rent Program website.</p> |

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| Fiscal Year 2020-21 Goal | Progress Towards Achievement |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Develop a Comprehensive Outreach Plan that includes, but is not limited to, continuing to bolster our social media presence, producing informational, infographic, and/or testimonial videos to highlight aspects of the Rent Ordinance and services provided by the Rent Program and expanding outreach efforts to local businesses, schools, non-profits, neighborhood councils, and other community stakeholders.</p> | <p>Progress is ongoing but was significantly impacted by the Covid-19 pandemic. During the 2019-20 fiscal year, the Executive Director, in partnership with Public Information Unit staff members, spearheaded an outreach strategy to conduct site visits and make connections with local businesses, churches, and community centers. While the initiative gained momentum in the preceding fiscal year, progress was severely stunted in Fiscal Year 2020-21 due to the risks of in-person contact during the Covid-19 pandemic. Instead, outreach was primarily conducted through the agency's social media accounts, which proved to be an effective means of sharing information.</p> |
| <p>Launch Tenancy Registration Outreach by beginning to mail out Notices of the Maximum Allowable Rent (MAR) (sent to Landlords and Tenants when Tenancy Registration Forms are submitted), and create a database accessible to the public where community members can research the MAR for a particular Rental Unit.</p> | <p>Incomplete due to the limitations of remote work during the Covid-19 pandemic. More than half of all rent-controlled tenancies have been registered to date; however, thousands of forms still need to be entered into the database. Billing and Registration unit staff developed template forms and continue to work closely with the City's IT department staff to ensure notices can be automatically generated and mailed to Landlords and Tenants to educate them about the Maximum Allowable Rent for their specific unit. Originally planned to be completed during the 2020-21 fiscal year, generating and mailing of such reports was significantly delayed by the transition to remote work necessitated by the Covid-19 pandemic. Staff members anticipate initiation of this task during the 2021-22 fiscal year as the severity of the pandemic decreases and restrictions lessen.</p> |
| <p>Continue to improve collection of the Rental Housing Fee (greater than 85% compliance) to build up the Rent Program's reserves</p> | <p>On Track to Complete. As of period seven of the 2020-21 fiscal year, approximately 78% of revenue has been collected. Total Rental Housing Fee revenue is projected to approach 88% by the close of the fiscal year.</p> |
| <p>Continue to work collaboratively with other City departments to improve rental housing inspection options, seismic safety policy, enforcement of the Relocation Ordinance, and the collection of other City fees, such as the Business License Tax, Fire Prevention Services Fee, and Rental Inspection Program fee</p> | <p>Progress is ongoing. Rent Program staff continue to host monthly meetings with the Richmond Police Department, Code Enforcement, Richmond Housing Authority, and Community Development Department to foster open communication about issues pertaining to the Rent Ordinance. In addition to monthly meetings, staff members in the Public Information and Billing and Registration Unit are frequently in communication with the Finance and Community Development Departments to streamline operations and improve customer service provided to community members by facilitating information sharing and identifying opportunities for collaboration.</p> |
| <p>Implement more stringent exemption verification processes to require that claims of non-applicability or exemption are fully investigated and approved or denied by Rent Program staff (or the Rent Board, in the event of an appeal).</p> | <p>Complete. Rent Program staff drafted regulations adopted by the Rent Board to create processes through which claims of non-applicability or exemption are fully investigated and approved or denied by staff. Following adoption by the Board, staff members created the requisite forms and accompanying internal procedures. To date, the Rent Program has processed 65 claims of inapplicability or exemption.</p> |

Proposed Fiscal Year 2021-22 Goals

The proposed Fiscal Year 2021-22 budget has been prepared for the Board's consideration in acknowledgement of the following goals in three broad categories: Program Development, Outreach, and Program Sustainability and Compliance.

PROGRAM DEVELOPMENT:

1. **Develop a training schedule for Rent Program Services Analysts (but accessible to all staff)**, to ensure housing counselors remain knowledgeable on the requirements of the Rent Ordinance and apprised of any changes to Rent Board Regulations and related State and Federal laws.
2. **Continue to implement the mediation program** to provide free formal and informal mediation services to Landlords and Tenants as a means of resolving disputes that have a reasonable nexus to the Rent Ordinance through the assistance of a trained mediator.
3. **Continue to develop an online filing system for the submission of Property Enrollment and Tenancy Registration forms**, as well as the filing of rent increase and termination of tenancy notices on the City's e-trakit website.

OUTREACH:

1. **Publish and distribute the Guide to Rent Control in Richmond and one-page fact sheets** on common topics such as Just Cause for Eviction, Owner Move-In evictions, the Ellis Act, and the Relocation Ordinance.
2. **Develop and Execute a Comprehensive Outreach Plan** that includes, but is not limited to, continuing to bolster our social media presence, producing informational, infographic, and/or testimonial videos to highlight aspects of the Rent Ordinance and services provided by the Rent Program and expanding outreach efforts to local businesses, schools, non-profits, neighborhood councils, and other community stakeholders.
3. **Launch Tenancy Registration Outreach** by beginning to mail out Notices of the Maximum Allowable Rent (MAR) (sent to Landlords and Tenants when Tenancy Registration Forms are submitted), and create a database accessible to the public where community members can research the MAR for a particular Rental Unit.

PROGRAM SUSTAINABILITY AND COMPLIANCE:

1. **Continue to improve collection of the Rental Housing Fee (greater than 90% compliance) through investing in effective compliance and outreach projects** to ensure that all Rental Units subject to the Rent Ordinance are assessed the Rental Housing Fee and all Landlords who should be paying the Rental Housing Fee receive an invoice and are made aware of their financial obligation to the Rent Program.

2. **Continue to work collaboratively with other City departments** to improve rental housing inspection options, seismic safety policy, enforcement of the Relocation Ordinance, the Richmond Rapid Response Fund (R3F) Rent Assistance Program for Displacement and Homelessness Prevention, and the collection of other City fees, such as the Business License Tax, Fire Prevention Services Fee, and Rental Inspection Program fee.

3. **Continue to implement the recommendations provided by Kevin Harper CPA and Associates**, including monitoring budgeted versus actual expenses and providing quarterly reports to the Rent Board, updating the Board's 10-year financial projection, and proposing budgetary policies for the Board's consideration.

II. PROPOSED FY 2021-22 BUDGET

The figure below contains the revised Fiscal Year 2021-22 budget based on feedback provided by the Rent Board at its February 17, 2021, meeting. Detailed descriptions of the components within each line item are contained in the sections that follow.

| BUDGET | | | | | | | | |
|----------|---------------------------------------------|---------------------|---------------------|--------------------------------------------|-------------------------|-----------------------|----------------------|-------|
| Object # | City Account Description | FY 18-19 ACTUALS | FY 19-20 ACTUALS | FY 20-21 ACTUALS THROUGH PERIOD 6 | Projected to 6/30/21 | FY 20-21 PROJECTED | FY 21-22 PROPOSED | Notes |
| | REVENUES | | | | | | | |
| 340445 | Fees/Admin Fees | 2,189,703 | 2,681,689 | 2,187,010 | 324,041 | 2,511,051 | 2,893,854 | (1) |
| 361701 | Int & Invest/Pooled-All Other | 367 | 11,537 | 9,640 | 4,820 | 14,460 | 14,460 | |
| 364867 | Revenue from Collections | 133 | 13,042 | 18,658 | 9,329 | 27,988 | 30,000 | |
| | TOTAL REVENUES | 2,190,203 | 2,706,268 | 2,215,308 | 338,190 | 2,553,498 | 2,938,314 | |
| | EXPENSES | | | | | | | |
| 400001 | Salaries & Wages/Executive | 530,092 | 639,594 | 333,524 | 333,524 | 667,048 | 677,798 | (2) |
| 400002 | Salaries & Wages/Mgmt-Local 21 | 294,152 | 263,080 | 82,674 | 102,956 | 185,630 | 284,628 | (2) |
| 400003 | Salaries & Wages/Local 1021 | 128,866 | 150,317 | 95,266 | 94,992 | 190,258 | 169,860 | (2) |
| 400006 | Salaries & Wages/PT-Temp | 49,557 | 45,905 | 14,338 | 14,336 | 28,673 | 43,036 | (2) |
| 400031 | Overtime/General | 4,778 | 2,094 | 409 | 650 | 1,060 | 2,500 | |
| 400048 | Other Pay/Bilingual Pay | 6,993 | 9,064 | 4,937 | 4,086 | 9,024 | 11,377 | |
| 400049 | Other Pay/Auto Allowance | 4,200 | 4,200 | 2,100 | 2,100 | 4,200 | 4,200 | |
| 400050 | Other Pay/Medical-In Lieu of | 2,700 | 1,500 | - | - | - | 2,400 | |
| 400079 | Comp Absences/WC-Prof-Mgt-Tec | 1,486 | 5,328 | - | - | - | - | |
| | Subtotal - Salaries & Wages | 1,022,823 | 1,121,084 | 533,249 | 552,645 | 1,085,893 | 1,195,799 | |
| 400103 | P-Roll Ben/Medicare Tax-ER Shr | 14,937 | 16,389 | 7,781 | 7,279 | 15,060 | 15,992 | (3) |
| 400104 | P-Roll Ben/PERS Benefits | - | - | - | - | - | - | |
| 400105 | P-Roll Ben/Health Insurance Be | 146,557 | 136,575 | 63,625 | 68,508 | 132,132 | 140,309 | |
| 400106 | P-Roll Ben/Dental Insurance | 16,652 | 17,021 | 7,302 | 7,302 | 14,604 | 15,508 | |
| 400109 | P-Roll Ben/Employee Assistance | 430 | 473 | 218 | 218 | 437 | 464 | |
| 400110 | P-Roll Ben/Professional Dev-Mg | 3,728 | 5,200 | 159 | 956 | 1,116 | 3,750 | |
| 400111 | P-Roll Ben/Vision | 2,106 | 2,095 | 966 | 966 | 1,932 | 2,052 | |
| 400112 | P-Roll Ben/Life Insurance | 5,557 | 4,006 | 1,748 | 1,748 | 3,497 | 3,713 | |
| 400114 | P-Roll Ben/Long Term Disabilit | 9,408 | 10,100 | 4,743 | 4,746 | 9,489 | 10,076 | |
| 400116 | P-Roll Ben/Unemployment Ins | 1,860 | 5,100 | 2,660 | 2,736 | 5,396 | 5,730 | |
| 400117 | P-Roll Ben/Personal/Prof Dev | 750 | 1,493 | 1,500 | - | 1,500 | 5,250 | |
| 400118 | P-Roll Ben/Worker Comp-Injury Appt | - | - | 338 | - | 338 | 359 | |
| 400121 | P-Roll Ben/Worker Comp-Clerica | 13,806 | 12,154 | 8,435 | 9,684 | 18,119 | 19,240 | |
| 400122 | P-Roll Ben/Worker Comp-Prof | 69,352 | 60,744 | 37,319 | 37,350 | 74,669 | 79,290 | |
| 400127 | P-Roll Ben/OPEB | 39,338 | 43,623 | 21,437 | - | 21,437 | 22,763 | |
| 400130 | P-Roll Ben/PARS Benefits | 642 | 434 | 15 | 73 | 88 | 94 | |
| 400149 | P-Roll Ben/Misc | 123,021 | 140,616 | 70,857 | 71,944 | 142,801 | 151,638 | |
| 400151 | P-Roll Ben/Misc (UAL) | 162,985 | 235,683 | 126,812 | 128,763 | 255,574 | 271,391 | |
| | Subtotal Fringe Benefits | 611,127 | 691,706 | 355,916 | 342,272 | 698,188 | 747,618 | |
| 400201 | Prof Svcs/Professional Svcs | 32,112 | 38,241 | 4,980 | 4,980 | 9,960 | 18,350 | (4) |
| 400206 | Prof Svcs/Legal Serv Cost | 137,614 | 193,742 | 33,332 | 99,996 | 133,328 | 210,000 | (5) |
| 400220 | Prof Svcs/Info Tech Services | 2,375 | - | - | - | - | - | |
| 400241 | Travel & Trng/Meal Allowance | 359 | - | - | - | - | - | |
| 400242 | Travel & Trng/Mileage | 1,284 | 17 | - | - | - | - | |
| 400243 | Travel & Trng/Conf, Mng Trng | 280 | - | - | - | - | - | |
| 400245 | Travel & Trng/Tuition Rmb/Cert | 800 | 800 | - | 800 | 800 | 800 | (6) |
| 400261 | Dues & Pub/Memberships & Dues | 824 | 1,590 | - | 1,650 | 1,650 | 1,650 | (7) |
| 400263 | Dues & Pub/Subscription | 1,500 | - | - | - | - | - | |
| 400271 | Ad & Promo/Advertising & Promo Materials | 1,559 | 2,106 | 537 | 537 | 1,074 | 5,675 | (8) |
| 400272 | Ad & Promo/Community Events | 1,563 | 1,722 | - | - | - | - | |
| 400280 | Adm Exp/Program Supplies | 5,292 | 1,600 | 584 | 584 | 1,168 | 3,950 | (9) |
| | Subtotal Prof & Admin Services | 185,563 | 239,819 | 39,433 | 108,547 | 147,980 | 240,425 | |
| 400231 | Off Exp/Postage & Mailing | 10,849 | 5,905 | 3,063 | 3,063 | 6,126 | 22,647 | (10) |
| 400232 | Off Exp/Printing & Binding | 12,071 | 3,295 | 1,815 | 1,815 | 3,630 | 25,807 | (11) |
| 400233 | Off Exp/Copying & Duplicating | 46 | - | 236 | 236 | 472 | 500 | |
| 400304 | Rental Exp/Equipment Rental | 8,721 | 4,532 | 985 | 6,000 | 6,985 | 8,000 | (12) |
| 400321 | Misc Exp/Misc Contrib | 3,000 | - | - | 3,000 | 3,000 | 3,000 | (13) |
| 400322 | Misc Exp/Misc Exp | 3,061 | 2,262 | - | 2,000 | 2,000 | 2,925 | |
| 400341 | Off Supp/Office Supplies | 8,721 | 6,024 | 1,254 | 1,254 | 2,508 | 6,795 | |
| 400344 | Off Supp/Computer Supplies | 18 | 783 | - | - | - | - | |
| | Subtotal Other Operating | 46,486 | 22,801 | 7,353 | 17,368 | 24,721 | 69,674 | |
| 400401 | Utilities/Tel & Telegraph | 254 | 414 | 229 | 229 | 458 | 500 | |
| 400552 | Prov Fr Ins Loss/Ins Gen Liab | 8,029 | 8,765 | 7,950 | 1,200 | 9,150 | 9,300 | |
| 400574 | Cost Pool/(ISF)-Gen Liab | 55,701 | 75,144 | 34,755 | 34,755 | 69,510 | 79,937 | |
| 400586 | Cost Pool/(CAP)-Admin Charges | 51,454 | 51,454 | 25,726 | 25,726 | 51,452 | 52,481 | |
| 400591 | Cost Pool/(IND)/Civic Ctr Alloc | 52,420 | 47,026 | 25,143 | 25,143 | 50,286 | 50,286 | |
| 400601 | Noncap Asst/Comp Hrdware<5K | - | 6,526 | - | - | - | 10,800 | (14) |
| 400604 | Noncap Asst/Furniture <5K | 13,328 | - | - | - | - | - | |
| | TOTAL EXPENSES | 2,047,186 | 2,264,738 | 1,029,753 | 1,107,885 | 2,137,638 | 2,456,820 | |
| | BUDGETED OPERATING RESERVE | 560,985 | 424,794 | N/A | N/A | 420,821 | 429,944 | (15) |
| | TOTAL BUDGET | 2,804,925 | 2,923,584 | N/A | N/A | 2,896,242 | 2,886,764 | |

Budget Notes

- (1) Assumes a Fiscal Year 2021-22 Rental Housing Fee of \$218 for Fully Covered units and \$123 for Partially Covered units
- (2) See page 14 for detailed salary and wage assumptions
- (3) Fringe benefits are estimated at 62% of salaries and wages
- (4) Includes \$4,000 for a property information subscription, \$3,000 for a legal research subscription, \$6,000 for scheduled interpretation, \$5,100 for written translation, and \$250 for on-demand interpretation services.
- (5) Includes \$125,000 contract with the Eviction Defense Center to assist with Unlawful Detainer cases, \$75,000 for a contract with Bay Area Legal Aid for the weekly Housing Rights Clinics, and \$10,000 for legal filing fees in the event of litigation.
- (6) In accordance with City personnel policies, eligible employees may receive reimbursement of up to \$800 for higher education tuition.
- (7) Anticipated cost of Bar Association dues for three attorneys (\$550 per Attorney).
- (8) Budgeted amount includes funds to satisfy the requirement to publish notices in the newspaper for public hearings as part of the budget adoption process, social media promotions, and promotional materials.
- (9) Budgeted amount includes the cost of email accounts for Rent Boardmembers, business cards, videoconference/webinar accounts, and labor for refurbishing the mural on Ohio Street.
- (10) Budgeted amount reflects anticipated postage costs for Rental Housing Fee invoices, tenancy registration mailings, and the Guide to Rent Control.
- (11) Budgeted amount reflects anticipated printing costs for Rental Housing Fee invoices, tenancy registration mailings, and the Guide to Rent Control.
- (12) Lease of copy machines including a cost-per-copy amount. 36-month lease ends in 2022.
- (13) Stipends for 2 UC Berkeley Public Service Center interns, ranging from \$1,000 - \$1,500 per intern.
- (14) Budgeted amount assumes the purchase of nine laptop computer purchases at \$1,200 each.
- (15) Budgeted reserve is equal to 17.5 percent of total operating expenses consistent with the Rent Board's proposed reserve policy.

| SALARIES AND WAGES | |
|------------------------------------------------|---------------------------------------------|
| 400001 – 400006 Permanent Employees | Proposed Allocation: \$1,175,322 |

The allocation reflects salary-related costs for all filled positions and includes a cost-of-living adjustment (COLA) for all non-exempt staff as set forth in the collective bargaining agreements with the City’s employee unions. The Executive Director, Deputy Director, Hearing Examiner, and General Counsel positions are proposed to forfeit cost-of-living adjustments in Fiscal Year 2021-22.

| Position | Fiscal Year 2020-21 Salary | Fiscal Year 2021-22 Salary | Notes |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Executive Director | \$153,336 | \$153,336 | |
| Hearing Examiner | \$145,380 | \$145,380 | |
| General Counsel (<i>pending Council approval; formerly Staff Attorney</i>) | \$145,380 | \$145,380 | Reclassify existing Staff Attorney position |
| Deputy Director | \$120,000 | \$120,000 | |
| Staff Attorney | \$108,288 | \$113,702 | 5% increase |
| Subtotal Executive Staff | \$672,384 | \$677,798 | |
| Rent Program Services Analyst II | \$94,052 | \$94,052 | |
| Assistant Administrative Analyst | \$74,244 | \$74,244 | |
| Rent Program Services Analyst I | \$67,788 | \$70,968 | Anticipated to receive regular step increase |
| Senior Analyst (<i>pending Personnel Board and Council approval; budgeted amount reflects Senior Management Analyst salary schedule, Step III</i>) | \$67,788 | \$47,208 (<i>reflects 50% annual salary</i>) | Reallocate from Rent Program Services Analyst and reclassify as Senior Analyst; hire in third quarter |
| Subtotal Local 21 Management Staff | \$302,028 | \$284,628 | |
| Administrative Aide | \$70,476 | \$70,476 | |
| Administrative Aide | \$64,320 | \$32,160 (<i>reflects 50% annual salary</i>) | Current vacancy – budget at Step III; hire in third quarter |
| Administrative Aide | \$64,320 | \$67,224 | Anticipated to receive regular step increase |
| Subtotal SEIU 1021 Staff | \$199,116 | \$169,860 | |
| Administrative Student Intern | \$21,518 | \$21,518 | |
| Administrative Student Intern | \$21,518 | \$21,518 | |
| Subtotal Part Time/Temp Staff | \$43,036 | \$43,036 | |
| TOTAL SALARIES | \$1,216,564 | \$1,175,322 | |

| SALARIES AND WAGES | |
|----------------------------|-----------------------------------------|
| 400031 Overtime | Proposed Allocation: \$2,500 |

The allocation accounts for \$2,500 for the Public Information and Enrollment Unit for work that cannot be completed during regularly scheduled hours. Most overtime hours are anticipated to be incurred during billing and registration periods, when there is a high volume of inquiries and thousands of mailers to print and assemble. The proposed allocation also accounts for overtime hours utilized during weekend or evening outreach events.

| SALARIES AND WAGES | |
|---------------------------------|------------------------------------------|
| 400048 Bilingual Pay | Proposed Allocation: \$11,377 |

The allocation accounts for the two percent (2%) salary premium granted to seven (7) bilingual staff members employed by the Rent Program. These staff members include:

- Staff Attorney (1 FTE)
- Hearing Examiner (1 FTE)
- Rent Program Services Analysts (2 FTE)
- Senior Rent Program Services Analyst (1 FTE)
- Administrative Aides (2 FTE)

| SALARIES AND WAGES | |
|----------------------------------|-----------------------------------------|
| 400049 Auto Allowance | Proposed Allocation: \$4,200 |

The allocation accounts for an automobile allowance for the Executive Director, in the amount of \$350 per month.

| SALARIES AND WAGES | |
|----------------------------------------|-----------------------------------------|
| 400050 Medical In-Lieu Plan | Proposed Allocation: \$2,400 |

The allocation accounts for employees who opt not to use the City's medical insurance and are able to document to the City's satisfaction that they have group health insurance benefits through a spouse's plan or other source. In accordance with the collective bargaining agreements with the City's employee unions, employees meeting these criteria receive an extra \$200 per month.

| BENEFITS | |
|--------------------------------------------|-------------------------------------------|
| 400103 - 400151 Fringe Benefits | Proposed Allocation: \$747,618 |

The allocation accounts for benefits provided to full-time employees. Individual plan changes and/or actual rate changes during the fiscal year may affect the amount actually expended.

These benefits include:

- Health Benefits
 - Health Insurance (\$140,309)
 - Dental Insurance (\$15,508)
 - Vision Insurance (\$2,052)
 - Employee Assistance Program (\$464)
- Professional Development funds – 12 permanent employees are eligible for reimbursement of up to \$750 for eligible expenses (\$9,000)
- Medicare Taxes (\$15,992)
- Life Insurance (\$3,713)
- Long-Term Disability Insurance (\$10,076)
- Unemployment Insurance (\$5,730)
- Workers’ Comp Insurance
 - Appointments (\$359)
 - Clerical staff (\$19,240)
 - Professional staff (\$79,290)
- Other Post-Employment Benefits (OPEB) (\$22,763)¹
- Public Agency Retirement System (PARS) Benefits (\$94)
- Miscellaneous Benefits (\$423,029)²

¹ According to the California Department of Human Resources, through the collective bargaining process and under the authority of Government Code 22944.5, OPEB (Other Post-Employment Benefits) is the method by which the State of California, as the employer, and its employees jointly prefund health benefits that active employees will receive as state retirees. All employees in positions that are eligible for health benefits, whether or not currently enrolled, prefund OPEB. The state prefunds a matching contribution.

² Miscellaneous benefits refer to the employer portion of CalPERS pension costs for miscellaneous (non-sworn) staff. CalPERS costs are remitted in two parts—one being a percentage of payroll each pay period (object code 400149) and the other being a flat dollar amount per FTE for the unfunded liability (object code 400151). CalPERS provides an annual valuation reports that specifies these rates/dollar amounts.

| PROFESSIONAL AND ADMINISTRATIVE SERVICES | |
|-------------------------------------------------|------------------------------------------|
| 400201 Professional Services | Proposed Allocation: \$18,350 |

The allocation accounts for professional services provided by contractors. These services include:

- Translation Services
 - Written translation (\$5,100)
 - Scheduled verbal interpretation (\$6,000)
 - On-demand verbal interpretation (\$250)
- Property Information subscription (\$250 per month, plus \$1,000 annually for special reports, for a total of \$4,000)
- Legal Information subscription (\$250 per month, for a total of \$3,000)

| PROFESSIONAL AND ADMINISTRATIVE SERVICES | |
|-------------------------------------------------|-------------------------------------------|
| 400206 Legal Services | Proposed Allocation: \$210,000 |

The allocation accounts for legal services provided by contractors for community members. More specifically, the allocation includes funds for two categories of legal services:

1. Community Services Agency Contracts
 - The Rent Program contracts with Bay Area Legal Aid in the amount of \$75,000 to offer weekly legal service clinics for both Landlords and Tenants who are Richmond residents
 - The Rent Program contracts with the Eviction Defense Center in the amount of \$125,000 to provide legal referrals to individuals who need assistance with responding to Unlawful Detainer (eviction) lawsuits.
2. Legal filing fees
 - The allocation also includes \$10,000 for anticipated legal filing fees in the event of litigation (estimates approximately \$5,000 per writ)

| TRAVEL AND TRAINING | |
|-----------------------------------------|---------------------------------------|
| 400245 Tuition Reimbursement | Proposed Allocation: \$800 |

The allocation accounts for reimbursement for tuition reimbursement, consistent with the City's personnel policies (\$800).

| DUES AND PUBLICATIONS | |
|------------------------------------------------|-----------------------------------------------|
| 400261 Memberships & Dues | Proposed Allocation: \$1,650 |

The allocation accounts for California BAR Association dues for three attorneys (\$550 per attorney).

| ADVERTISING AND PROMOTION | |
|-----------------------------------------------------------------|-----------------------------------------------|
| 400271 Advertising & Promotional Materials | Proposed Allocation: \$5,675 |

The allocation accounts for newspaper announcements as required as part of the budget adoption process (\$200), monthly promotion on social media accounts (\$600), and promotional materials to be included with large mailing projects (\$4,875).

| ADMINISTRATIVE EXPENSES | |
|------------------------------------------|-----------------------------------------------|
| 400280 Program Supplies | Proposed Allocation: \$3,950 |

The allocation includes funds for supplies not classified as office supplies, including:

- Emails for Rent Boardmembers (\$100 per month, for a total cost of \$1,200)
- Business cards for staff members (\$50 per order, for an estimated 12 orders, for a total cost of \$600)
- Labor to refurbish the Rent Control and Just Cause for Eviction educational mural on Ohio Street (estimated 40 hours of labor at a cost of approximately \$15 per hour, for a total cost of \$600)
- Zoom Accounts
 - 5 Standard Accounts (\$750)
 - 2 Webinar Accounts (\$800)

| OFFICE EXPENSES | |
|---------------------------------------------|------------------------------------------------|
| 400231 Postage and Mailing | Proposed Allocation: \$25,547 |

The allocation includes funds for mailing invoices, letters, and the Guide to Rent Control to Tenants and Landlords. Specifically, the allocation accounts for the following projects and assumes a postage rate of \$0.29 per envelope for all projects, with the exception of the Guide to Rent Control mailing, which assumes a postage rate of \$0.50 per envelope:

- Rental Housing Fee invoices to 5,716 Landlords: \$1,658
- Late Rental Housing Fee invoices to 1,905 Landlords: \$553
- Sending the Notice of Apparent Lawful Rent Ceiling to 15,030 Tenants and Landlords: \$4,359
- Sending Rent Validation Reports to 15,030 Tenants and Landlords: \$4,359
- Mailing the Guide to Rent Control to 23,439 Tenants and Landlords: \$11,719

| OFFICE EXPENSES | |
|-------------------------------------------------|------------------------------------------|
| 400232 - 400233 Printing and Binding | Proposed Allocation: \$27,157 |

The allocation includes funds for printing resources for community members, as well as invoices, letters, and the Guide to Rent Control for Tenants and Landlords. Specifically, the allocation accounts for the following projects:

- General print materials: \$4,500 (includes \$500 in account string 400233)
- Rental Housing Fee invoices to 5,716 Landlords: \$286
- Late Rental Housing Fee invoices to 1,905 Landlords: \$95
- Printing the Notice of Apparent Lawful Rent Ceiling for 15,030 Tenants and Landlords: \$752
- Printing Rent Validation Reports for 15,030 Tenants and Landlords: \$752
- Printing the Guide to Rent Control for 23,439 Tenants and Landlords: \$19,923

| OFFICE EXPENSES | |
|------------------------------------|-----------------------------------------|
| 400304 Equipment Rental | Proposed Allocation: \$8,000 |

The allocation provides for funding for the lease of combination printers, scanners, copiers, and fax machines at City Hall. In 2019, the Rent Program, in partnership with the Richmond Promise, Arts and Culture, and Department of Infrastructure, Maintenance, and Operations, entered into a 36-month lease for two machines for the second floor of 440 Civic Center Plaza building. The cost of the lease is shared equally among participating entities, while the cost-per-copy is charged to each entity. The cost to the Rent Program is approximately \$666 per month, which includes \$558 for the lease of two machines and approximately \$108 for cost-per-copy charges (\$0.0055 per page for black and white copies; \$0.048 for color.)

| MISCELLANEOUS EXPENSES | |
|---------------------------------------------------------------------|-----------------------------------------|
| 400321 - 400322 Miscellaneous Contributions and Expenses | Proposed Allocation: \$5,925 |

The allocation provides for the Rent Program to continue to partner with the UC Berkeley Public Service Center to retain two student interns for the 2020-21 academic year. The estimated cost is approximately \$1,500 per intern. The allocation also includes \$2,925 for miscellaneous expenses based on minor unforeseen program needs throughout the year.

| OFFICE SUPPLIES | |
|-----------------------------------|-----------------------------------------|
| 400341 Office Supplies | Proposed Allocation: \$6,795 |

The Rent Program purchases office supplies through the City’s purchasing division which contracts with an office supply vendor. This allocation covers traditional office supplies necessary to maintain daily professional operations.

| UTILITIES | |
|-----------------------------|---------------------------------------|
| 400401 Telephone | Proposed Allocation: \$500 |

The allocation covers the cost of the Executive Director’s work cell phone service. During the Covid-19 pandemic, the Executive Director’s cell phone has been utilized by program staff to handle incoming calls to the main Rent Program phone line.

| SUPPLEMENTAL INSURANCE | |
|-----------------------------------------------|-----------------------------------------|
| 400552 General Liability Insurance | Proposed Allocation: \$9,300 |

The allocation covers the cost of a supplemental liability insurance policy (SLIP) for the Rent Program. More specifically, the policy accounts for Errors and Omissions and General Liability coverage.

| COST POOL | |
|--------------------------------------------------------------------|-------------------------------------------|
| 400574 – 400591 General Liability, Admin Charges, Space | Proposed Allocation: \$193,532 |

The allocation covers General Liability, Administrative Charges, and space at City Hall for the Rent Program. More specifically, the allocation accounts for the following:

- **General Liability and Workers’ Compensation** at a total cost of \$79,937
- **Administrative Charges** (*previously referred to as “Indirect Costs”*) are allocated to City Departments to reimburse the General Fund for administrative services performed by central service departments (e.g. Information Technology (IT), Human Resources, Finance Department, City Manager, City Attorney, City Clerk, and City Council.) Allocations are determined in the City’s Cost Allocation Plan (CAP) which is conducted by an external consultant on a periodic basis. Since the Rent Program was not included in the most recent Cost Allocation Plan since it was completed prior to 2017, the City Manager’s Office was used as the basis for the original figure. The City anticipates conducting a new CAP in the near future, and as such, the cost of these charges may increase or decrease depending on the consultant’s findings. The cost allocated in the budget is \$52,481.

- Civic Center Allocation** refers to the cost of space at 440 Civic Center Plaza. The cost of this space is based on the percentage of total occupied square footage at City Hall. This percentage is then applied to the total annual debt service. Based on the most recent assessment conducted in 2017, the Rent Program is presumed to occupy 0.9% of the total square footage at City Hall. Since the Rent Program’s square footage has increased each year since 2017, the budgeted allocation has increased accordingly. The City anticipates conducting a new assessment in the near future, and as such, the cost of these charges may increase or decrease depending on their findings. The cost allocated in the budget is \$50,286.

| NONCAPITAL ASSETS | |
|-------------------------------------|------------------------------------------|
| 400601 Computer Hardware | Proposed Allocation: \$10,800 |

The allocation covers the cost of purchasing nine laptops to ensure that all staff members have access to a laptop computer. The quoted price for each laptop is approximately \$1,200, for a total estimated cost of \$10,800.

III. EXPENSE AND REVENUE PROJECTIONS

Overview

In accordance with the Rent Ordinance, the Rent Program’s budget is funded by a Residential Rental Housing Fee, paid by all Richmond Landlords. Table 2, below, contains a summary of funds expended and collected for departmental operations since the Program’s establishment in 2017. Collection efforts for all assessed fees are ongoing. In 2019, the Rent Board entered into a contract with a collection services agency to recover unpaid fees. To date, the agency has collected approximately \$50,000 in outstanding fee revenue. This figure is expected to grow as collection efforts continue.

Table 2. Expense and Revenue Summary

| FISCAL YEAR | BUDGETED AMOUNT | FUNDS EXPENDED | FEE REVENUE COLLECTED ³ | COLLECTION RATE |
|----------------------|------------------------------------|--------------------------|------------------------------------|------------------|
| 2017-18 ⁴ | FY 16-17 (partial): \$1,150,433 | \$1,967,837 | \$2,173,778 ⁵ | 61% |
| | FY 17-18: \$2,425,338 | | | |
| 2018-19 | \$2,804,925 | \$2,047,186 | \$2,190,203 | 78% |
| 2019-20 | \$2,923,584 | \$2,264,738 | \$2,706,268 | 93% |
| 2020-21 | \$2,896,242 | \$2,137,638 ⁶ | \$2,553,498 ⁷ | 88% ⁸ |

Source: City of Richmond Rent Program, 2021 (reports generated using TrakIT and MUNIS software systems.)

10-Year Financial Projection

A ten-year financial projection of revenue, expenses, and reserves is contained in Appendix B of this report. The projected Rental Housing Fee collection rate for the 2020-21 fiscal year is approximately 88 percent, five percent less than that observed in Fiscal Year 2019-20. The decrease in the collection rate is primarily attributable to the challenges posed by the Covid-19 pandemic. Not only have many property owners experienced financial hardship as a result of the effects of the pandemic, but the Rent Program and City of Richmond’s ability to collect revenue has also been negatively impacted by the shift to remote work, which has significantly reduced staff time in the office and eliminated the possibility for property owners to pay the Rental Housing Fee in person at City Hall.

³ Includes revenue collected by the collections agency.

⁴ Includes the FY 2016-17 Rental Housing Fee (December 2016 – June 2017)

⁵ Includes revenue collected in FY 2017-18 for both the FY 2016-17 and FY 2017-18 fees.

⁶ Represents projected total expenses through the end of FY 2020-21.

⁷ Represents projected total revenues through the end of FY 2021-21, excluding interest.

⁸ Represents a collection rate based on projected expenses and revenues through the end of FY 2020-21.

IV. FISCAL YEAR 2021-22 RENTAL HOUSING FEE STUDY

Introduction and Background

Section 11.100.060(l)(1) of the Rent Ordinance provides all Landlords shall pay a Residential Rental Housing Fee to fund the Rent Program budget. The amount of the Rental Housing Fee is established annually by the Richmond Rent Board and approved by the City Council.

Under Section 50076 of the California Government Code, fees charged for any service or regulatory activity must not exceed the reasonable cost of providing the service. Those fees must be approved by the City Council, as the legislative body, in public session.

The fee study is designed to allow the Rent Program to recover costs of all budgeted operations, including, but not limited to:

- Personnel costs of staff, benefits, and overtime;
- Risk management and supplemental liability insurance;
- Charges allocated to City Departments to reimburse the General Fund for administrative services by central service departments (i.e. City Council, City Manager, City Attorney, City Clerk, Finance, HR, etc.);
- Information Technology (IT) expenses associated with a property and rent-tracking database and maintenance of computer hardware and software;
- Legal costs to support enforcement and defense of legal challenges to the Rent Ordinance;
- Costs of education and outreach, including the printing and distribution of print materials and hosting of community workshops and seminars;
- Contracts for translation and other professional services;
- Mileage and attendance at conferences and trainings; and,
- An operating reserve to fund unanticipated costs and variations in collection of the Rental Housing Fee.

Structure of the Rental Housing Fee

Consistent with direction from the Rent Board in 2017, its first year of existence, the Fiscal Year 2016-17 and FY 2017-18 Rental Housing Fees were established as “flat fees,” applicable to all units regardless of partial or full applicability under the Rent Ordinance. This approach was utilized during the first 1.5 years of program startup since the tasks and associated benefits of the agency’s startup were reasonably shared among Rental Units regardless of status.

For the 2018-19 Fiscal Year, the Rent Board adopted a tiered fee, much like that contemplated in the [2017 Fee Study](#) prepared by Management Partners. Under this approach, costs of program administration are allocated among three components or layers: a general “program” layer (calculated at 55% of costs), a “just cause” layer (20% of total

costs), and a “rent control” layer (25% of costs).⁹ Such allocations correspond with the amount of resources spent administering each component of the program. Staff members recommend the Board continue to utilize a tiered-fee approach in its determination of the Fiscal Year 2021-22 Rental Housing Fee to ensure the requirements of Section 50076 of the California Government Code are met. The figure on the following page illustrates this concept and identifies key example tasks associated with each program component. This list is not exhaustive; the tasks below are identified for illustrative purposes only.

Figure 2. Fee Layers and Associated Tasks

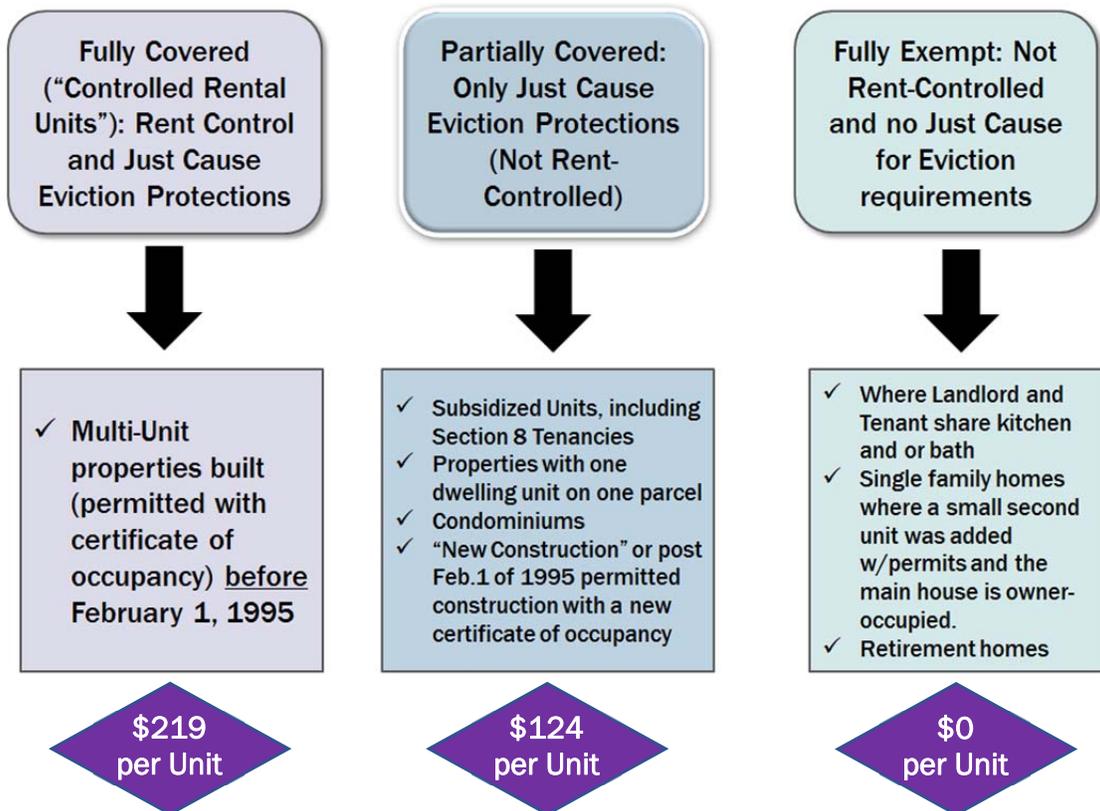


The amount of the Rental Housing Fee applicable to a particular Rental Unit depends on its status. Units applicable to the Just Cause for Eviction requirements, but exempt from the Rent Control provisions of the Ordinance (such as properties with only one dwelling unit on the parcel, governmentally-subsidized units, condominiums, and permitted units built after February 1, 1995), are responsible for payment of Program and Just Cause for Eviction layers. Units subject to the Just Cause for Eviction and Rent Control provisions of the Rent Ordinance would be responsible for payment of all three layers. Units that are fully exempt

⁹ With the exception of legal services, which are allocated 10% to the Program Layer, 70% to the Just Cause for Eviction Layer, and 20% to the Rent Control Layer.

from the Rent Ordinance are not responsible for payment of the Rental Housing Fee. Figure 3, below, identifies the types of units within each of these categories and the proposed fee.

Figure 3. Proposed Fees Applicable to Fully Covered, Partially Covered, and Fully Exempt Rental Units



Applicable Unit Counts and Database Development

The number of applicable Rental Units within each category is a critical input in the calculation of the Rental Housing Fees for partially and Fully Covered units. The Fiscal Year 2016-17 and 2017-18 Fee Study utilized data provided by the Contra Costa County Assessor's Office to identify suspected Rental Units. While County Assessor data may be used to arrive at an estimated number of total Rental Units, it cannot produce an exact figure. Nevertheless, County Assessor data was the best and most readily available data at the time of the Fiscal Year 2016-17 and 2017-18 Fee Study.

Since the first iteration of the Rental Housing Fee Study in Fiscal Year 2017-18, staff have continued to refine the database of Rental Units in the City of Richmond, most notably through the completion of an exemption verification project of single family homes in the City to accurately identify units that are truly rented. This project involved mailing an introductory letter and policy information to all single family homes and condominiums possessing one of the following characteristics in the County Assessor database:

- (1) No Homeowner's Tax Exemption was claimed
- (2) The site address of the property did not match the owner on record's mailing address

Approximately 15,500 properties met the above criteria. To confirm applicability under the Rent Ordinance, Rent Program staff members mailed information about the requirements of the Rent Ordinance to all the owners of properties that met the criteria above. Owners of properties in the City of Richmond that did not contain any Rental Units (for example, owners of condominiums that are owner-occupied) were required to complete and submit a Declaration of Owner Occupancy and/or Exemption form and submit documentation to allow staff members to approve the exemption. Rent Program staff members received and processed approximately 1,700 Declaration of Owner Occupation and/or Exemption forms.

Additional sources of data, including the identification of Rental Units not identified in the previous fee study, include:

- Rental Units enrolled in the Rent Program online at www.richmondrent.org/enroll
- Rental Units identified by the Rental Inspection Program
- Rental Units participating in the Section 8 Housing Choice Voucher Program
- Rental Units with an active business license
- Rental Units in subsidized housing developments, such as those built with Low Income Housing Tax Credits (LIHTC), based on the [inventory of deed-restricted affordable housing](#) prepared by Rent Program staff members in 2017
- Unknown Rental Units identified through Tenant inquiries and other sources to the Rent Program

Since the adoption of last year's Rental Housing Fee, staff members have continued to refine the database of Rental Units through processing of Property Enrollment and Owner Declaration forms. These processes have further unveiled suspected Rental Units that are not truly rented, decreasing the total number of applicable Rental Units among which the Rent Program budget is divided to calculate the Rental Housing Fee. For example, the processing of Property Enrollment forms has unearthed many multifamily properties where an owner may occupy one unit. In such case, the status of a unit would be changed from "Compliant" or "Noncompliant" [Partially or Fully-Covered Rental Unit] to "Owner Occupied." The table on the following page summarizes these changes as of February 2021. In total, records indicate that the Rent Program is aware of 17,723 Rental Units applicable to the Rent Ordinance.

According to the 2019 American Community Survey (Table DP04), the number of renter-occupied housing units in Richmond is reported as 20,467 units, with a margin of error of 1,767. The American Community Survey is a sample, not a complete count, which is why the margin of error is reported. This means that there is estimated to be between 18,700 and 22,234 renter-occupied housing units in Richmond. **This data suggests that there could be at least one thousand Rental Units absent from the Rent Program's database.** Rent Program staff are committed to dedicating resources to compliance and outreach projects to ensure that all Rental Units subject to the Rent Ordinance are assessed the Rental Housing Fee and all Landlords who should be paying the Rental Housing Fee receive an invoice and are made aware of their financial obligation to the Rent Program.

Table 3. Unit Status Counts, 2019 – 2021

NOTE: These numbers are in the process of being verified and all figures are subject to change.

| STATUS | 2019 TOTAL | 2020 TOTAL | 2021 TOTAL | CHANGE BETWEEN 2020 AND 2021 |
|-----------------------------------------------------------------------------------|---------------|---------------------------|---------------------------|------------------------------------------|
| SUSPECTED FULLY COVERED RENTAL UNITS | 175 | 8 | 31 | +23 |
| FULLY COVERED RENTAL UNITS | 7,627 | 7,425 | 7,484 | +59 |
| SUBTOTAL – FULLY COVERED UNITS | 7,802 | 7,433 | 7,515 | +82 |
| SUSPECTED PARTIALLY COVERED RENTAL UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS) | 54 | 120 | 203 | +83 |
| PARTIALLY COVERED RENTAL UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS) | 7,192 | 5,568 | 5,497 | -71 |
| SUBTOTAL – PARTIALLY COVERED UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS) | 7,246 | 5,688 | 5,700 | +12 |
| SUBTOTAL - GOVERNMENTALLY SUBSIDIZED RENTAL UNITS | 4,211 | 4,512¹⁰ | 4,508¹⁰ | -4¹¹ |
| TOTAL APPLICABLE UNITS | 19,259 | 17,633 | 17,723 | +90 |
| OWNER OCCUPIED | 4,614 | 5,463 | 5,625 | +162 |
| RENT FREE | 159 | 250 | 259 | +9 |
| NOT AVAILABLE FOR RENT | 170 | 317 | 315 | -2 |
| NOT APPLICABLE ¹² | 527 | 682 | 805 | +123 |
| TOTAL NON-APPLICABLE OR CONDITIONALLY EXEMPT UNITS | 5,470 | 6,712 | 7,004 | +292 |

¹⁰ This figure includes 271 units at the Terraces, an affordable housing development originally anticipated to be available for rent during FY 2021-21, but is now anticipated to be available for rent during FY 2021-22.

¹¹ Represents four units occupied by resident managers or that are otherwise unavailable for rent.

¹² Includes Statuses “Exempt,” “APN not on file,” “Outside City Boundaries,” “Ineligible,” “Vacant Lot,” “Under Review,” and “Non-Applicable”

Rental Housing Fees Associated with Revised FY 2021-22 Budget

Table 4, below, present the fees corresponding to the proposed Fiscal Year 2021-22 budget:

Table 4. Fiscal Year 2021-22 Revised Budget and Rental Housing Fees

| UNIT COUNTS | | PROPOSED FY 2021-22 | CHANGE FROM FY 2020-21 |
|--------------------------------------------------------------------|--------|---------------------|------------------------|
| TOTAL BUDGET: ¹³ | | \$2,886,764 | -\$9,478 (-0.3%) |
| FULLY COVERED UNITS ¹⁴ | 7,515 | \$218 | -\$1 (-0.5%) |
| PARTIALLY COVERED UNITS (INCLUDING SUBSIDIZED UNITS) ¹⁵ | 10,208 | \$123 | -\$1 (-0.8%) |
| TOTAL REVENUE ¹⁶ : | | \$2,938,314 | +\$39,363 (+1.4%) |

Comparison to Previously Adopted Rental Housing Fee and Peer Jurisdictions

On June 16, 2020, the Richmond City Council adopted [Resolution 65-20](#), approving the Fiscal Year 2020-21 Residential Rental Housing Fee in the City's master fee schedule of \$219 per Controlled Rental Unit and \$124 per Partially Covered Rental Unit. Table 5, below, contains a historical comparison of the Residential Rental Housing Fees charged in previous years.

Table 5. Comparison of Proposed FY 2021-22 Rental Housing Fee to Prior Year Fees

| FISCAL YEAR | FULLY COVERED RENTAL UNITS | PARTIALLY COVERED RENTAL UNITS | GOVERNMENTALLY SUBSIDIZED RENTAL UNITS |
|--------------------|----------------------------|--------------------------------|----------------------------------------|
| 2017-18 | \$145 | \$145 | \$145 |
| 2018-19 | \$207 | \$100 | \$50 |
| 2019-20 | \$212 | \$112 | \$112 |
| 2020-21 | \$219 | \$124 | \$124 |
| 2021-22 (Proposed) | \$218 | \$123 | \$123 |

Table 6 on the following page compares the proposed Rental Housing Fee to fees in other jurisdictions with rent programs in the state of California. This table calculates a per unit cost of administration, revealing that of California's actively enforced programs, Richmond's

¹³ Total expenditures include a budgeted reserve equal to 17.5 percent of proposed expenses.

¹⁴ Includes suspected Fully Covered Rental Units

¹⁵ Includes suspected Partially Covered Rental Units

¹⁶ Fees rounded to the nearest full dollar; includes revenue from collections agency and interest

per unit cost is the lowest. Yet while Richmond’s proposed fees are lower than those charged in peer jurisdictions with actively enforced rent programs, it is important to consider that Richmond’s median rental rates are also less than those in peer rent control jurisdictions.

Table 6: Comparison of Program Budgets, Unit Counts, Fees, and Median Rents in Case Study Cities

| JURISDICTION | 2020-21 PROGRAM BUDGET | APPLICABLE RENTAL UNITS | RENTAL HOUSING FEES (PER UNIT) | 2019 MEDIAN GROSS RENT ¹⁷ | PORTION OF FEE PASSED THROUGH TO TENANTS |
|----------------------------------------|---------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------|
| ACTIVELY ENFORCED RENT PROGRAMS | | | | | |
| BERKELEY | \$5,531,209 | 19,093 | \$250 | \$3,114 | 50%; City may reimburse low-income Tenants ¹⁸ |
| EAST PALO ALTO | \$407,235 | 2,325 | \$222 | \$3,364 | 50% |
| OAKLAND | \$9,558,304 | 65,000 | \$101 | \$2,926 | 50% |
| RICHMOND | \$2,886,764 (proposed for FY 2020-21) | 7,515 Fully Covered Units; 10,208 Partially Covered Units | \$218 per Fully Covered Unit; \$123 per Partially Covered Unit (proposed for FY 2020-21) | \$2,718 | None |
| SANTA MONICA | \$5,287,331 | 27,542 | \$198 | \$4,163 | 50% |
| COMPLAINT-DRIVEN RENT PROGRAMS | | | | | |
| LOS ANGELES | \$8,817,312 | 631,000 | \$90 per Fully Covered Unit; \$30 per Partially Covered Unit | \$2,822 | 50% |
| WEST HOLLYWOOD | \$2,254,000 | 16,805 | \$144 ¹⁹ | \$3,395 | 50% (excludes Section 8 Tenants) |
| ALAMEDA | \$1,720,227 | 12,795 Fully Regulated Units; 2,133 Partially Regulated Units | \$132 per Fully Regulated Unit; \$84 per Partially Regulated Unit; \$0 for Subsidized Units | \$3,316 | 50% |
| SAN FRANCISCO | \$9,381,302 | 173,000 | \$50 per apartment unit; \$25 per residential hotel room | \$4,224 | 50% |

Source: City of Richmond Rent Program, 2021

¹⁷ Source: Zillow Rent Index (ZRI): A smoothed measure of the typical estimated market rent across a given region and housing type. ZRI, which is a dollar-denominated alternative to repeat-rent indices, is the mean of rent estimates that fall into the 40th to 60th percentile range for all homes and apartments in a given region, including those not currently listed for rent.

¹⁸ Pass-through only applies to tenancies that began prior to January 1, 1999.

¹⁹ West Hollywood’s Rent Program receives support from the City’s General Fund, and the \$144 fee allows the program to recover 65% of total costs. The program would need to collect \$221 per unit to recover 100% of costs.

Conclusion and Recommended Actions

The revised 2021-22 budget will support the overarching goal of the Rent Program; that is, to continue to develop as an actively enforced program that equips community members with an understanding of their rights and responsibilities under the Rent Ordinance. The Fiscal Year 2021-22 Fee Study will allow the agency to recover costs of all budgeted operations and does not necessitate changing the amount of the Rental Housing Fee.

The recommendations put forth by staff for consideration by the Rent Board are as follows:

- Adopt the proposed Fiscal Year 2021-22 Budget to provide the support necessary for continued development of all Rent Program operations;
- Receive and approve the Revised Fiscal Year 2021-22 Rental Housing Fee Study; and
- Direct staff to prepare a resolution, consistent with the Rent Board's approved Fee Study and Budget, recommending to the City Council adoption of a two-tier fee structure for Fiscal Year 2021-22 of \$218 for Fully Covered Rental Units and \$123 for Partially Covered Rental Units.

V. UNIT DESCRIPTIONS

Management Unit (2.25 FTE)

The Management Unit, comprised of the Executive Director, Deputy Director, and Assistant Administrative Analyst (0.25 FTE), is responsible for guiding the development of the Rent Program agency and managing day-to-day operations. The Management Unit also conducts policy research to support the agency and Rent Board, which includes conducting surveys and studies to help guide administrative improvements and the formation of sound public policy. The Management Unit oversees all personnel-related issues (hiring, training, discipline in conformance with MOU's, etc.) Other duties include providing staff support to the Rent Board, including but not limited to the preparation of agendas, minutes and documents for all Rent Board meetings. Central to the Management Unit's duties are preparation, monitoring and reporting of the annual Rent Program budget. The Management Unit also publishes the Rent Program Annual Report, required by the Rent Ordinance.

Legal Unit (2.25 FTE)

The Legal Unit includes Staff Attorneys (2 FTE) and an Assistant Administrative Analyst (0.25 FTE). The duties of the Legal Unit include representing the Board in litigation, advising the Director and the Rent Board on legal matters (this may include the preparation of Confidential Legal Memoranda and ensuring compliance with Brown Act requirements, reviewing and opining on decisions on appeal, coordinating responses to public records act requests, training Rent Program Services Analysts, supervising investigations and lawsuits for non-compliance, reviewing contracts, and responding to legal challenges to the Ordinance and applicable regulations. Staff members in the Legal Unit are also responsible for drafting regulations for consideration by the Rent Board and establishing processes to monitor rent increase and termination notices in accordance with the requirements of the Rent Ordinance.

Public Information and Enrollment Unit (6.75 FTE)

The Public Information and Enrollment Unit, comprised of a proposed Senior Rent Program Services Analyst, Administrative Aides (3 FTE), Rent Program Services Analysts (2 FTE) and Administrative Student Intern (0.75 FTE), is responsible for educating community members about Landlord and Tenant rights and responsibilities under the Rent Ordinance, as well as related State and Federal laws. This includes maintenance of the agency's property enrollment and tenancy registration database. The enrollment and tenancy registration database is an essential tool used to generate accurate Rental Housing Fee invoices, track the Maximum Allowable Rent for Controlled Rental Units, and manage contact and case information for all Rental Units in the City of Richmond. Public Information and Enrollment Unit staff members are responsible for planning and executing the annual billing cycle of the Rental Housing Fee and managing the collection of revenue, including late fees. Community education is provided in the form of one-on-one counseling, facilitating mediation sessions, drafting print materials such as the Guide to Rent Control, and providing direct referrals to community legal services agencies. Staff members in this unit also plan, prepare, and conduct monthly community educational workshops for Landlords and Tenants, maintain the agency's social media accounts, and assist Landlords and Tenants with the filing of Rent Adjustment Petitions.

Hearings Unit (1.75 FTE)

The Hearings Unit consists of a Hearing Examiner, who is supported by an Assistant Administrative Analyst (0.5 FTE) and an Administrative Student Intern (0.25 FTE). The main functions of the Hearings Unit include administering the petition process, conducting hearings and issuing decisions, conducting settlement conferences, acting as a back-up resource on interpretation of the Rent Ordinance and regulations, assisting with drafting public information documents such as the Guide to Rent Control and other print and online materials and maintaining all forms required for administration of the Rent Adjustment Petition process. Staff members in the Hearings Unit also assist with special projects, such as working with City staff to develop rent registration/tracking software to adjust rents in the Maximum Allowable Rent database.

VI. APPENDICES

Appendix A: Revised FY 2021-22 Budget and Fee Study Calculations

Appendix B: Revised Ten-year Financial Projection

| REVISED FY 2021-2022 RENT PROGRAM BUDGET AND FEE STUDY | | | | | | | | | | | | | | |
|--------------------------------------------------------|-------------------------------------------|------------------|------------------|-----------------------------------|----------------------|--------------------|-------------------|-------|------------------------|-------------------------|---------------------------|----------------------------|-----------------------------|------------------------------|
| FEE STUDY | | | | | | | | | | | | | | |
| | UNIT TYPE | # UNITS | Proposed Fee | Revenue | | | | | | Program Fee | | Just Cause Fee | Rent Control Fee | |
| | Fully Covered Units | 7,515 | \$ 218 | \$ 1,638,270 | | | | | | \$ 84.25 | | \$ 38.50 | \$ 94.64 | |
| | Partially Covered Units | 10,208 | \$ 123 | \$ 1,255,584 | | | | | | | | | | |
| | | | | \$ 2,893,854 | | | | | | | | | | |
| BUDGET | | | | | | | | | | | | | | |
| Object # | City Account Description | FY 18-19 ACTUALS | FY 19-20 ACTUALS | FY 20-21 ACTUALS THROUGH PERIOD 6 | Projected to 6/30/21 | FY 20-21 PROJECTED | FY 21-22 PROPOSED | Notes | Program Allocation (%) | Program Allocation (\$) | Just Cause Allocation (%) | Just Cause Allocation (\$) | Rent Control Allocation (%) | Rent Control Allocation (\$) |
| REVENUES | | | | | | | | | | | | | | |
| 340445 | Fees/Admin Fees | 2,189,703 | 2,681,689 | 2,187,010 | 324,041 | 2,511,051 | 2,893,854 | (1) | | | | | | |
| 361701 | Int & Invest/Pooled-All Other | 367 | 11,537 | 9,640 | 4,820 | 14,460 | 14,460 | | | | | | | |
| 364867 | Revenue from Collections | 133 | 13,042 | 18,658 | 9,329 | 27,988 | 30,000 | | | | | | | |
| | TOTAL REVENUES | 2,190,203 | 2,706,268 | 2,215,308 | 338,190 | 2,553,498 | 2,938,314 | | | | | | | |
| EXPENSES | | | | | | | | | | | | | | |
| 400001 | Salaries & Wages/Executive | 530,092 | 639,594 | 333,524 | 333,524 | 667,048 | 677,798 | (2) | 55% | 372,789 | 20% | 135,560 | 25% | 169,450 |
| 400002 | Salaries & Wages/Mgmt-Local 21 | 294,152 | 263,080 | 82,674 | 102,956 | 185,630 | 284,628 | (2) | 55% | 156,545 | 20% | 56,926 | 25% | 71,157 |
| 400003 | Salaries & Wages/Local 1021 | 128,866 | 150,317 | 95,266 | 94,992 | 190,258 | 169,860 | (2) | 55% | 93,423 | 20% | 33,972 | 25% | 42,465 |
| 400006 | Salaries & Wages/PT-Temp | 49,557 | 45,905 | 14,338 | 14,336 | 28,673 | 43,036 | (2) | 55% | 23,670 | 20% | 8,607 | 25% | 10,759 |
| 400031 | Overtime/General | 4,778 | 2,094 | 409 | 650 | 1,060 | 2,500 | | 55% | 1,375 | 20% | 500 | 25% | 625 |
| 400048 | Other Pay/Bilingual Pay | 6,993 | 9,064 | 4,937 | 4,086 | 9,024 | 11,377 | | 55% | 6,257 | 20% | 2,275 | 25% | 2,844 |
| 400049 | Other Pay/Auto Allowance | 4,200 | 4,200 | 2,100 | 2,100 | 4,200 | 4,200 | | 55% | 2,310 | 20% | 840 | 25% | 1,050 |
| 400050 | Other Pay/Medical-In Lieu of | 2,700 | 1,500 | - | - | - | 2,400 | | 55% | 1,320 | 20% | 480 | 25% | 600 |
| 400079 | Comp Absences/WC-Prof-Mgt-Tec | 1,486 | 5,328 | - | - | - | - | | | | | | | |
| | Subtotal - Salaries & Wages | 1,022,823 | 1,121,084 | 533,249 | 552,645 | 1,085,893 | 1,195,799 | | | 657,690 | | 239,160 | | 298,950 |
| 400103 | P-Roll Ben/Medicare Tax-ER Shr | 14,937 | 16,389 | 7,781 | 7,279 | 15,060 | 15,992 | (3) | 55% | 8,795 | 20% | 3,198 | 25% | 3,998 |
| 400104 | P-Roll Ben/PERS Benefits | - | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400105 | P-Roll Ben/Health Insurance Be | 146,557 | 136,575 | 63,625 | 68,508 | 132,132 | 140,309 | | 55% | 77,170 | 20% | 28,062 | 25% | 35,077 |
| 400106 | P-Roll Ben/Dental Insurance | 16,652 | 17,021 | 7,302 | 7,302 | 14,604 | 15,508 | | 55% | 8,529 | 20% | 3,102 | 25% | 3,877 |
| 400109 | P-Roll Ben/Employee Assistance | 430 | 473 | 218 | 218 | 437 | 464 | | 55% | 255 | 20% | 93 | 25% | 116 |
| 400110 | P-Roll Ben/Professional Dev-Mg | 3,728 | 5,200 | 159 | 956 | 1,116 | 3,750 | | 55% | 2,063 | 20% | 750 | 25% | 938 |
| 400111 | P-Roll Ben/Vision | 2,106 | 2,095 | 966 | 966 | 1,932 | 2,052 | | 55% | 1,128 | 20% | 410 | 25% | 513 |
| 400112 | P-Roll Ben/Life Insurance | 5,557 | 4,006 | 1,748 | 1,748 | 3,497 | 3,713 | | 55% | 2,042 | 20% | 743 | 25% | 928 |
| 400114 | P-Roll Ben/Long Term Disabilit | 9,408 | 10,100 | 4,743 | 4,746 | 9,489 | 10,076 | | 55% | 5,542 | 20% | 2,015 | 25% | 2,519 |
| 400116 | P-Roll Ben/Unemployment Ins | 1,860 | 5,100 | 2,660 | 2,736 | 5,396 | 5,730 | | 55% | 3,151 | 20% | 1,146 | 25% | 1,432 |
| 400117 | P-Roll Ben/Personal/Prof Dev | 750 | 1,493 | 1,500 | - | 1,500 | 5,250 | | 55% | 2,888 | 20% | 1,050 | 25% | 1,313 |
| 400118 | P-Roll Ben/Worker Comp-Injury Appt | - | - | 338 | - | 338 | 359 | | 55% | 197 | 20% | - | 25% | 90 |
| 400121 | P-Roll Ben/Worker Comp-Clerica | 13,806 | 12,154 | 8,435 | 9,684 | 18,119 | 19,240 | | 55% | 10,582 | 20% | 3,848 | 25% | 4,810 |
| 400122 | P-Roll Ben/Worker Comp-Prof | 69,352 | 60,744 | 37,319 | 37,350 | 74,669 | 79,290 | | 55% | 43,609 | 20% | 15,858 | 25% | 19,822 |
| 400127 | P-Roll Ben/OPEB | 39,338 | 43,623 | 21,437 | - | 21,437 | 22,763 | | 55% | 12,520 | 20% | 4,553 | 25% | 5,691 |
| 400130 | P-Roll Ben/PARS Benefits | 642 | 434 | 15 | 73 | 88 | 94 | | 55% | 52 | 20% | 19 | 25% | 23 |
| 400149 | P-Roll Ben/Misc | 123,021 | 140,616 | 70,857 | 71,944 | 142,801 | 151,638 | | 55% | 83,401 | 20% | 30,328 | 25% | 37,910 |
| 400151 | P-Roll Ben/Misc (UAL) | 162,985 | 235,683 | 126,812 | 128,763 | 255,574 | 271,391 | | 55% | 149,265 | 20% | 54,278 | 25% | 67,848 |
| | Subtotal Fringe Benefits | 611,127 | 691,706 | 355,916 | 342,272 | 698,188 | 747,618 | | | 411,190 | | 149,452 | | 186,905 |
| 400201 | Prof Svcs/Professional Svcs | 32,112 | 38,241 | 4,980 | 4,980 | 9,960 | 18,350 | (4) | 55% | 10,093 | 20% | 3,670 | 25% | 4,588 |
| 400206 | Prof Svcs/Legal Serv Cost | 137,614 | 193,742 | 33,332 | 99,996 | 133,328 | 210,000 | (5) | 10% | 21,000 | 70% | 147,000 | 20% | 42,000 |
| 400220 | Prof Svcs/Info Tech Services | 2,375 | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400241 | Travel & Trng/Meal Allowance | 359 | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400242 | Travel & Trng/Mileage | 1,284 | 17 | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400243 | Travel & Trng/Conf, Mtng Trng | 280 | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400245 | Travel & Trng/Tuition Rmb/Cert | 800 | 800 | - | 800 | 800 | 800 | (6) | 55% | 440 | 20% | 160 | 25% | 200 |
| 400261 | Dues & Pub/Memberships & Dues | 824 | 1,590 | - | 1,650 | 1,650 | 1,650 | (7) | 55% | 908 | 20% | 330 | 25% | 413 |
| 400263 | Dues & Pub/Subscription | 1,500 | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400271 | Ad & Promo/Advertising & Promo Materials | 1,559 | 2,106 | 537 | 537 | 1,074 | 5,675 | (8) | 55% | 3,121 | 20% | 1,135 | 25% | 1,419 |
| 400272 | Ad & Promo/Community Events | 1,563 | 1,722 | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| 400280 | Adm Exp/Program Supplies | 5,292 | 1,600 | 584 | 584 | 1,168 | 3,950 | (9) | 55% | 2,173 | 20% | 790 | 25% | 988 |
| | Subtotal Prof & Admin Services | 185,563 | 239,819 | 39,433 | 108,547 | 147,980 | 240,425 | | | 37,734 | | 153,085 | | 49,606 |
| 400231 | Off Exp/Postage & Mailing | 10,849 | 5,905 | 3,063 | 3,063 | 6,126 | 22,647 | (10) | 55% | 12,456 | 20% | 4,529 | 25% | 5,662 |
| 400232 | Off Exp/Printing & Binding | 12,071 | 3,295 | 1,815 | 1,815 | 3,630 | 25,807 | (11) | 55% | 14,194 | 20% | 5,161 | 25% | 6,452 |
| 400233 | Off Exp/Copying & Duplicating | 46 | - | 236 | 236 | 472 | 500 | | 55% | 275 | 20% | 100 | 25% | 125 |
| 400304 | Rental Exp/Equipment Rental | 8,721 | 4,532 | 985 | 6,000 | 6,985 | 8,000 | (12) | 55% | 4,400 | 20% | 1,600 | 25% | 2,000 |
| 400321 | Misc Exp/Misc Contrib | 3,000 | - | - | 3,000 | 3,000 | 3,000 | (13) | 55% | 1,650 | 20% | 600 | 25% | 750 |
| 400322 | Misc Exp/Misc Exp | 3,061 | 2,262 | - | 2,000 | 2,000 | 2,925 | | 55% | 1,609 | 20% | 585 | 25% | 731 |
| 400341 | Off Supp/Office Supplies | 8,721 | 6,024 | 1,254 | 1,254 | 2,508 | 6,795 | | 55% | 3,737 | 20% | 1,359 | 25% | 1,699 |
| 400344 | Off Supp/Computer Supplies | 18 | 783 | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| | Subtotal Other Operating | 46,486 | 22,801 | 7,353 | 17,368 | 24,721 | 69,674 | | | 38,321 | | 13,935 | | 17,419 |
| 400401 | Utilities/Tel & Telegraph | 254 | 414 | 229 | 229 | 458 | 500 | | 55% | 275 | 20% | 100 | 25% | 125 |
| 400552 | Prov Fr Ins Loss/Ins Gen Liab | 8,029 | 8,765 | 7,950 | 1,200 | 9,150 | 9,300 | | 55% | 5,115 | 20% | 1,860 | 25% | 2,325 |
| 400574 | Cost Pool/(ISF)-Gen Liab | 55,701 | 75,144 | 34,755 | 34,755 | 69,510 | 79,937 | | 55% | 43,965 | 20% | 15,987 | 25% | 19,984 |
| 400586 | Cost Pool/(CAP)-Admin Charges | 51,454 | 51,454 | 25,726 | 25,726 | 51,452 | 52,481 | | 55% | 28,865 | 20% | 10,496 | 25% | 13,120 |
| 400591 | Cost Pool/(IND)Civic Ctr Alloc | 52,420 | 47,026 | 25,143 | 25,143 | 50,286 | 50,286 | | 55% | 27,657 | 20% | 10,057 | 25% | 12,572 |
| 400601 | Noncap Asst/Comp Hrdware<5K | - | 6,526 | - | - | - | 10,800 | (14) | 55% | 5,940 | 20% | 2,160 | 25% | 2,700 |
| 400604 | Noncap Asst/Furniture <5K | 13,328 | - | - | - | - | - | | 55% | - | 20% | - | 25% | - |
| | TOTAL EXPENSES | 2,047,186 | 2,264,738 | 1,029,753 | 1,107,885 | 2,137,638 | 2,456,820 | | | 1,256,751 | | 596,292 | | 603,705 |
| | BUDGETED OPERATING RESERVE | 560,985 | 424,794 | N/A | N/A | 420,821 | 429,944 | (15) | 55% | 236,469 | 20% | 85,989 | 25% | 107,486 |
| | TOTAL BUDGET | 2,804,925 | 2,923,584 | N/A | N/A | 2,896,242 | 2,886,764 | | | 1,493,220 | | 682,281 | | 711,191 |

- Notes:
- (1) Assumes a Fiscal Year 2021-22 Rental Housing Fee of \$218 for Fully Covered unit and \$123 for Partially Covered units
 - (2) See page 14 of the Budget and Fee Study report for detailed salary and wage assumptions
 - (3) Fringe benefits are estimated at 62% of salaries and wages
 - (4) Includes \$4,000 for a property information subscription, \$3,000 for a legal research subscription, \$6,000 for scheduled interpretation, \$5,100 for written translation, and \$250 for on-demand interpretation services.
 - (5) Includes \$125,000 contract with the Eviction Defense Center to assist with Unlawful Detainer cases, \$75,000 for a contract with Bay Area Legal Aid for the weekly Housing Rights Clinics, and \$10,000 for legal filing fees in the event of litigation
 - (6) In accordance with City personnel policies, eligible employees may receive reimbursement of up to \$800 for higher education tuition.
 - (7) Anticipated cost of Bar Association dues for three attorneys (\$550 per Attorney).
 - (8) Budgeted amount includes funds to satisfy the requirement to publish notices in the newspaper for public hearings as part of the budget adoption process, social media promotions, and promotional materials.
 - (9) Budgeted amount includes the cost of email accounts for Rent Boardmembers, business cards, videoconference/webinar accounts, and labor for refurbishing the mural on Ohio Street.
 - (10) Budgeted amount reflects anticipated postage costs for Rental Housing Fee invoices, tenancy registration mailings, and the Guide to Rent Control.
 - (11) Budgeted amount reflects anticipated printing costs for Rental Housing Fee invoices, tenancy registration mailings, and the Guide to Rent Control.
 - (12) Lease of copy machines including a cost-per-copy amount. 36-month lease ends in 2022.
 - (13) Stipends for 2 UC Berkeley Public Service Center interns, ranging from \$1,000 - \$1,500 per intern.
 - (14) Budgeted amount assumes the purchase of nine laptop computer purchases at \$1,200 each.
 - (15) Budgeted reserve is equal to 17.5 percent of total operating expenses consistent with the Rent Board's proposed reserve policy.

| Object # | City Account Description | Historical Actuals | | Current Year 2020-21 | | | Projection | | | | | | | | | | |
|----------------------------------|------------------------------------|--------------------|------------------|----------------------|----------------|------------------|------------------|----------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | 2018-19 | 2019-20 | Actuals to 12/31/20 | Projected to | Total | 2021-22 | Variance | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| REVENUES | | | | | | | | | | | | | | | | | |
| 340445 | Fees/Admin Fees (a) | 2,189,703 | 2,681,689 | 2,187,010 | 324,041 | 2,511,051 | 2,604,469 | (1) | 2,604,469 | 2,630,513 | 2,683,124 | 2,736,786 | 2,791,522 | 2,847,352 | 2,904,299 | 2,962,385 | 3,021,633 |
| 361701 | Int & Invest/Pooled-All Other | 367 | 11,537 | 9,640 | 4,820 | 14,460 | 14,460 | | 14,749 | 15,044 | 15,345 | 15,652 | 15,965 | 16,284 | 16,610 | 16,942 | 17,281 |
| 364867 | Revenue from Collections | 133 | 13,042 | 18,658 | 9,329 | 27,988 | 30,000 | | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Total Revenues | | 2,190,203 | 2,706,268 | 2,215,308 | 338,190 | 2,553,499 | 2,648,929 | | 2,649,218 | 2,675,557 | 2,728,469 | 2,782,438 | 2,837,487 | 2,893,636 | 2,950,909 | 3,009,327 | 3,068,914 |
| EXPENSES | | | | | | | | | | | | | | | | | |
| Salaries & Wages | | | | | | | | | | | | | | | | | |
| 400001 | Salaries & Wages/Executive | 530,092 | 639,594 | 333,524 | 333,524 | 667,048 | 677,798 | (2) | 691,354 | 705,181 | 719,285 | 733,671 | 748,344 | 763,311 | 778,577 | 794,149 | 810,032 |
| 400002 | Salaries & Wages/Mgmt-Local 21 | 294,152 | 263,080 | 82,674 | 102,956 | 185,630 | 284,628 | (2) | 338,473 | 345,242 | 352,147 | 359,190 | 366,374 | 373,701 | 381,175 | 388,799 | 396,575 |
| 400003 | Salaries & Wages/Local 1021 | 128,866 | 150,317 | 95,266 | 94,992 | 190,258 | 169,860 | (2) | 206,060 | 210,182 | 214,385 | 218,673 | 223,046 | 227,507 | 232,057 | 236,699 | 241,433 |
| 400006 | Salaries & Wages/PT-Temp | 49,557 | 45,905 | 14,338 | 14,336 | 28,673 | 43,036 | (2) | 43,897 | 44,775 | 45,670 | 46,584 | 47,515 | 48,466 | 49,435 | 50,424 | 51,432 |
| 400031 | Overtime/General | 4,778 | 2,094 | 409 | 650 | 1,060 | 2,500 | % | 2,550 | 2,601 | 2,653 | 2,706 | 2,760 | 2,815 | 2,872 | 2,929 | 2,988 |
| 400048 | Other Pay/Bilingual Pay | 6,993 | 9,064 | 4,937 | 4,086 | 9,024 | 11,377 | % | 13,224 | 13,488 | 13,758 | 14,033 | 14,314 | 14,600 | 14,892 | 15,190 | 15,494 |
| 400049 | Other Pay/Auto Allowance | 4,200 | 4,200 | 2,100 | 2,100 | 4,200 | 4,200 | # | 4,284 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 |
| 400050 | Other Pay/Medical-In Lieu of | 2,700 | 1,500 | - | - | - | 2,400 | % | 2,448 | 2,497 | 2,547 | 2,598 | 2,650 | 2,703 | 2,757 | 2,812 | 2,868 |
| 400079 | Comp Absences/WC-Prof-Mgt-Tec | 1,486 | 5,328 | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| Subtotal - Salaries & Wages | | 1,022,823 | 1,121,084 | 533,249 | 552,645 | 1,085,893 | 1,195,799 | | 1,302,290 | 1,328,166 | 1,354,645 | 1,381,654 | 1,409,203 | 1,437,303 | 1,465,965 | 1,495,201 | 1,525,021 |
| Fringe Benefits | | | | | | | | | | | | | | | | | |
| 400103 | P-Roll Ben/Medicare Tax-ER Shr | 14,937 | 16,389 | 7,781 | 7,279 | 15,060 | 15,992 | (3) | 17,284 | 17,627 | 17,979 | 18,337 | 18,703 | 19,076 | 19,456 | 19,844 | 20,240 |
| 400104 | P-Roll Ben/PERS Benefits | - | - | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400105 | P-Roll Ben/Health Insurance Be | 146,557 | 136,575 | 63,625 | 68,508 | 132,132 | 140,309 | (3) | 151,648 | 154,662 | 157,745 | 160,890 | 164,098 | 167,370 | 170,708 | 174,112 | 177,585 |
| 400106 | P-Roll Ben/Dental Insurance | 16,652 | 17,021 | 7,302 | 7,302 | 14,604 | 15,508 | (3) | 16,761 | 17,094 | 17,435 | 17,782 | 18,137 | 18,499 | 18,868 | 19,244 | 19,628 |
| 400109 | P-Roll Ben/Employee Assistance | 430 | 473 | 218 | 218 | 437 | 464 | (3) | 501 | 511 | 521 | 532 | 542 | 553 | 564 | 576 | 587 |
| 400110 | P-Roll Ben/Professional Dev-Mg | 3,728 | 5,200 | 159 | 956 | 1,116 | 3,750 | (3) | 3,796 | 3,871 | 3,949 | 4,027 | 4,108 | 4,190 | 4,273 | 4,358 | 4,445 |
| 400111 | P-Roll Ben/Vision | 2,106 | 2,095 | 966 | 966 | 1,932 | 2,052 | (3) | 2,217 | 2,261 | 2,307 | 2,352 | 2,399 | 2,447 | 2,496 | 2,546 | 2,597 |
| 400112 | P-Roll Ben/Life Insurance | 5,557 | 4,006 | 1,748 | 1,748 | 3,497 | 3,713 | (3) | 4,013 | 4,093 | 4,175 | 4,258 | 4,343 | 4,429 | 4,518 | 4,608 | 4,700 |
| 400114 | P-Roll Ben/Long Term Disabilit | 9,408 | 10,100 | 4,743 | 4,746 | 9,489 | 10,076 | (3) | 10,890 | 11,107 | 11,328 | 11,554 | 11,784 | 12,019 | 12,259 | 12,503 | 12,753 |
| 400116 | P-Roll Ben/Unemployment Ins | 1,860 | 5,100 | 2,660 | 2,736 | 5,396 | 5,730 | (3) | 6,193 | 6,316 | 6,442 | 6,570 | 6,701 | 6,835 | 6,971 | 7,110 | 7,252 |
| 400117 | P-Roll Ben/Personal/Prof Dev | 750 | 1,493 | 1,500 | - | 1,500 | 5,250 | (3) | 5,314 | 5,420 | 5,528 | 5,638 | 5,751 | 5,865 | 5,982 | 6,102 | 6,223 |
| 400118 | P-Roll Ben/Worker Comp-Injury Appt | - | - | 338 | - | 338 | 359 | (3) | 387 | - | - | - | - | - | - | - | - |
| 400121 | P-Roll Ben/Worker Comp-Clerica | 13,806 | 12,154 | 8,435 | 9,684 | 18,119 | 19,240 | (3) | 20,795 | 21,208 | 21,631 | 22,063 | 22,502 | 22,951 | 23,409 | 23,876 | 24,352 |
| 400122 | P-Roll Ben/Worker Comp-Prof | 69,352 | 60,744 | 37,319 | 37,350 | 74,669 | 79,290 | (3) | 85,698 | 87,400 | 89,143 | 90,920 | 92,733 | 94,582 | 96,468 | 98,392 | 100,354 |
| 400124 | P-Roll Ben/CON-MEDICL EE Share | - | - | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400127 | P-Roll Ben/OPEB | 39,338 | 43,623 | 21,437 | - | 21,437 | 22,763 | (3) | 24,603 | 25,092 | 25,592 | 26,102 | 26,623 | 27,154 | 27,695 | 28,248 | 28,811 |
| 400130 | P-Roll Ben/PARS Benefits | 642 | 434 | 15 | 73 | 88 | 94 | (3) | 101 | 103 | 105 | 108 | 110 | 112 | 114 | 116 | 119 |
| 400149 | P-Roll Ben/Misc | 123,021 | 140,616 | 70,857 | 71,944 | 142,801 | 151,638 | (3) | 163,893 | 167,149 | 170,481 | 173,881 | 177,348 | 180,884 | 184,491 | 188,170 | 191,923 |
| 400151 | P-Roll Ben/Misc (UAL) | 162,985 | 235,683 | 126,812 | 128,763 | 255,574 | 271,391 | (3) | 293,323 | 299,151 | 305,115 | 311,199 | 317,404 | 323,733 | 330,189 | 336,774 | 343,490 |
| Subtotal Fringe Benefits | | 611,127 | 691,706 | 355,916 | 342,272 | 698,188 | 747,618 | | 807,420 | 823,463 | 839,880 | 856,626 | 873,706 | 891,128 | 908,899 | 927,024 | 945,513 |
| Prof & Admin Services | | | | | | | | | | | | | | | | | |
| 400201 | Prof Svcs/Professional Svcs | 32,112 | 38,241 | 4,980 | 4,980 | 9,960 | 18,350 | (4) | 18,717 | 19,091 | 19,473 | 19,863 | 20,260 | 20,665 | 21,078 | 21,500 | 21,930 |
| 400206 | Prof Svcs/Legal Serv Cost | 137,614 | 193,742 | 33,332 | 99,996 | 133,328 | 210,000 | (5) | 214,200 | 218,484 | 222,854 | 227,311 | 231,857 | 236,494 | 241,224 | 246,048 | 250,969 |
| 400220 | Prof Svcs/Info Tech Services | 2,375 | - | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400241 | Travel & Trng/Meal Allowance | 359 | - | - | - | - | - | % | 510 | 520 | 531 | 541 | 552 | 563 | 574 | 586 | 598 |
| 400242 | Travel & Trng/Mileage | 1,284 | 17 | - | - | - | - | % | 1,224 | 1,248 | 1,273 | 1,299 | 1,325 | 1,351 | 1,378 | 1,406 | 1,434 |
| 400243 | Travel & Trng/Conf, Mtng Trng | 280 | - | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400245 | Travel & Trng/Tuition Rmb/Cert | 800 | 800 | - | 800 | 800 | 800 | (6) | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| 400261 | Dues & Pub/Memberships & Dues | 824 | 1,590 | - | 1,650 | 1,650 | 1,650 | (7) | 2,100 | 2,400 | 2,448 | 2,497 | 2,547 | 2,598 | 2,650 | 2,703 | 2,757 |
| 400263 | Dues & Pub/Subscription | 1,500 | - | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400271 | Ad & Promo/Advertising & Promo | 1,559 | 2,106 | 537 | 537 | 1,074 | 5,675 | (8) | 5,789 | 5,904 | 6,022 | 6,143 | 6,266 | 6,391 | 6,519 | 6,649 | 6,782 |
| 400272 | Ad & Promo/Advertising & Promo | 1,563 | 1,722 | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| 400280 | Adm Exp/Program Supplies | 5,292 | 1,600 | 584 | 584 | 1,168 | 3,950 | (9) | 4,029 | 4,110 | 4,192 | 4,276 | 4,361 | 4,448 | 4,537 | 4,628 | 4,721 |
| Subtotal Prof & Admin Services | | 185,563 | 239,819 | 39,433 | 108,547 | 147,980 | 240,425 | | 247,369 | 252,558 | 257,593 | 262,729 | 267,967 | 273,311 | 278,761 | 284,320 | 289,991 |
| Other Operating | | | | | | | | | | | | | | | | | |
| 400231 | Off Exp/Postage & Mailing | 10,849 | 5,905 | 3,063 | 3,063 | 6,126 | 22,647 | (10) | 15,377 | 15,685 | 15,998 | 16,318 | 16,645 | 16,977 | 17,317 | 17,663 | 18,017 |
| 400232 | Off Exp/Printing & Binding | 12,071 | 3,295 | 1,815 | 1,815 | 3,630 | 25,807 | (11) | 12,469 | 12,718 | 12,973 | 13,232 | 13,497 | 13,767 | 14,042 | 14,323 | 14,609 |
| 400233 | Off Exp/Copying & Duplicating | 46 | - | 236 | 236 | 472 | 500 | % | 510 | 520 | 531 | 541 | 552 | 563 | 574 | 586 | 598 |
| 400304 | Rental Exp/Equipment Rental | 8,721 | 4,532 | 985 | 6,000 | 6,985 | 8,000 | (12) | 8,160 | 8,323 | 8,490 | 8,659 | 8,833 | 9,009 | 9,189 | 9,373 | 9,561 |
| 400321 | Misc Exp/Misc Contrib | 3,000 | - | - | 3,000 | 3,000 | 3,000 | (13) | 3,060 | 3,121 | 3,184 | 3,247 | 3,312 | 3,378 | 3,446 | 3,515 | 3,585 |
| 400322 | Misc Exp/Misc Exp | 3,061 | 2,262 | - | 2,000 | 2,000 | 2,925 | % | 2,984 | 3,043 | 3,104 | 3,166 | 3,229 | 3,294 | 3,360 | 3,427 | 3,496 |
| 400341 | Off Supp/Office Supplies | 8,721 | 6,024 | 1,254 | 1,254 | 2,508 | 6,795 | % | 6,931 | 7,070 | 7,211 | 7,355 | 7,502 | 7,652 | 7,805 | 7,961 | 8,121 |
| 400344 | Off Supp/Computer Supplies | 18 | 783 | - | - | - | - | | - | - | - | - | - | - | - | - | - |
| Subtotal Other Operating | | 46,486 | 22,801 | 7,353 | 17,368 | 24,721 | 69,674 | | 49,490 | 50,480 | 51,490 | 52,520 | 53,570 | 54,641 | 55,734 | 56,849 | 57,986 |
| 400401 | Utilities/Tel & Telegraph | 254 | 414 | 229 | 229 | 458 | 500 | % | 510 | 520 | 531 | 541 | 552 | 563 | 574 | 586 | 598 |
| 400552 | Prov Fr Ins Loss/Ins Gen Liab | 8,029 | 8,765 | 7,950 | 1,200 | 9,150 | 9,300 | % | 9,486 | 9,676 | 9,869 | 10,067 | 10,268 | 10,473 | 10,683 | 10,896 | 11,114 |
| 400574 | Cost Pool/(ISF)-Gen Liab | 55,701 | 75,144 | 34,755 | 34,755 | 69,510 | 79,937 | % | 81,535 | 83,166 | 84,829 | 86,526 | 88,256 | 90,021 | 91,822 | 93,658 | 95,532 |
| 400586 | Cost Pool/(CAP)-Admin Charges | 51,454 | 51, | | | | | | | | | | | | | | |

