

AGENDA ITEM REQUEST FORM

Department: Rent Program

Department Head: Nicolas Traylor

Phone: 620-6564

Meeting Date: June 18, 2025

Final Decision Date Deadline: June 18, 2025

STATEMENT OF THE ISSUE: Section 11.100.060(n) of the Rent Ordinance requires that the Board hold a public hearing and adopt an annual budget for the upcoming fiscal year no later than July 1. The annual budget is funded by the Residential Rental Housing Fee, the amount of which is determined by the City Council following a recommendation from the Rent Board. In consideration of this requirement, staff members have prepared proposed Fiscal Year 2025-26 Budget and Fee Study and provided the Rent Board with a prior draft 10-year financial projection for its consideration and comment. The purpose of this item is to adopt the proposed Fiscal Year 2026-26 Rent Program Budget prior to the July 1 deadline and to direct staff to recommend to the City Council approval of a two-tiered fee structure for Fiscal Year 2025-26 of \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units.

INDICATE APPROPRIATE BODY

- | | | | | |
|---|---|--|--|---|
| <input type="checkbox"/> City Council | <input type="checkbox"/> Redevelopment Agency | <input type="checkbox"/> Housing Authority | <input type="checkbox"/> Surplus Property Authority | <input type="checkbox"/> Joint Powers Financing Authority |
| <input type="checkbox"/> Finance Standing Committee | <input type="checkbox"/> Public Safety Public Services Standing Committee | <input type="checkbox"/> Local Reuse Authority | <input checked="" type="checkbox"/> Other: <u>Rent Board</u> | |

ITEM

- | | | | |
|---|--|--|--|
| <input type="checkbox"/> Presentation/Proclamation/Commendation (3-Minute Time Limit) | | | |
| <input type="checkbox"/> Public Hearing | <input type="checkbox"/> Regulation | <input checked="" type="checkbox"/> Other: <u>Budget</u> | |
| <input type="checkbox"/> Contract/Agreement | <input type="checkbox"/> Rent Board As Whole | | |
| <input type="checkbox"/> Grant Application/Acceptance | <input type="checkbox"/> Claims Filed Against City of Richmond | | |
| <input type="checkbox"/> Resolution | <input type="checkbox"/> Video/PowerPoint Presentation (contact KCRT @ 620.6759) | | |

RECOMMENDED ACTION: (1) ADOPT Revised Fiscal Year 2025-26 Rent Program Budget; (2) RECEIVE and APPROVE Fiscal Year 2025-26 Rental Housing Fee Study; and (3) DIRECT staff to prepare a resolution, consistent with the Rent Board's approved Rental Housing Fee Study and Budget, recommending to the City Council adoption of a two-tier fee structure for Fiscal Year 2025-26 of \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units – Rent Program (Nicolas Traylor/Fred Tran – 620-6564).

AGENDA ITEM NO:

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AGENDA REPORT

DATE: June 18, 2025

TO: Chair Tipton and Members of the Rent Board

FROM: Nicolas Traylor, Executive Director
Fred Tran, Deputy Director

SUBJECT: PROPOSED FISCAL YEAR 2025-26 BUDGET AND FEE STUDY

STATEMENT OF THE ISSUE:

Section 11.100.060(n) of the Rent Ordinance requires that the Board hold a public hearing and adopt an annual budget for the upcoming fiscal year no later than July 1. The annual budget is funded by the Residential Rental Housing Fee, the amount of which is determined by the City Council following a recommendation from the Rent Board. In consideration of this requirement, staff members have prepared proposed Fiscal Year 2025-26 Budget and Fee Study and provided the Rent Board with a prior draft 10-year financial projection for its consideration and comment. The purpose of this item is to adopt the proposed Fiscal Year 2026-26 Rent Program Budget prior to the July 1 deadline and to direct staff to recommend to the City Council approval of a two-tiered fee structure for Fiscal Year 2025-26 of \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units.

RECOMMENDED ACTION:

(1) ADOPT Revised Fiscal Year 2025-26 Rent Program Budget; (2) RECEIVE and APPROVE Fiscal Year 2025-26 Rental Housing Fee Study; and (3) DIRECT staff to prepare a resolution, consistent with the Rent Board's approved Rental Housing Fee Study and Budget, recommending to the City Council adoption of a two-tier fee structure for Fiscal Year 2025-26 of \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units – Rent Program (Nicolas Traylor/Fred Tran – 620-6564).

FISCAL IMPACT:

The proposed budget and Rental Housing Fee study for the 2025-26 Fiscal Year would authorize \$3,594,258 in expenses and \$3,694,258 in revenues. The Rental Housing Fee for the 2025-26 fiscal year is proposed: \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units.

DISCUSSION:**Proposed Fiscal Year 2025-26 Goals**

The proposed Fiscal Year 2025-26 budget has been prepared for the Board's consideration in acknowledgement of the following goals in three broad categories: Program Development, Outreach and Education, and Program Sustainability and Compliance.

PROGRAM DEVELOPMENT:

1. Continue to invest in staff training and professional development to ensure staff members are knowledgeable of the requirements of the Rent Ordinance, Rent Board Regulations, and related State and Federal laws. Work closely with newly hired staff and existing staff to increase understanding of the Rent Ordinance and procedures. Provide mediation training for staff in the process of counseling Landlord and Tenants, who regularly mediate complicated Landlord/Tenant disputes related to rents and evictions.
2. Continue to develop online services (e.g., filing system for the submission of Property Enrollment and Tenancy Registration forms, online appointment scheduling system, increasing counseling sessions, as well as the filing of rent increase and termination of tenancy notices). Begin implementing a system with the City's land management system to better support the Program and allow online enrollment and registration. Program staff are currently working with IT and consultants to test the system.
3. Enhance legal services for Richmond rental property owners and Tenants to address rental disputes. In FY 2024-25, the Board approved a contract with Project Sentinel to provide legal assistance to Richmond rental property owners and renters in FY 2025-26. The Landlord/Tenant Legal Services Program was launched in April of 2025 and has served over 20 participants to date.

OUTREACH AND EDUCATION:

1. Increase awareness of the Rent Ordinance by publicizing and distributing the comprehensive "Know Your Rights" Guide to Rent Control in Richmond and continue to develop online outreach services (e.g., fact sheets, infographic videos, webinars, topics such as Just Cause for Eviction, Owner Move-In Evictions, Rent Increases, the Rent Adjustment Petition process, the Ellis Act, and the Relocation Ordinance). Conduct 4 mass mailings to all Tenants and Landlords. Increase in-person outreach efforts by tabling at various community events, site visits to affordable housing properties and canvassing Richmond organizations that provide social services for community members.

2. Expand education efforts through targeted outreach to specific groups, such as (but not limited to) Tenants and providers of affordable housing, realtors, monolingual Spanish and Spanish speaking households, small property owners, and problem properties (those with code violations). Expanded outreach efforts also include a new interpretation service for in-person bilingual (English/Spanish) Rent Board meetings and workshops and connecting with and educating community stakeholders (non-profits, community groups, businesses, churches, etc.) on the Rent Ordinance and Rent Program services through regular community canvassing.
3. Develop systems to produce Notices of the Maximum Allowable Rent (MAR) sent to Landlords and Tenants when Tenancy Registration Forms are submitted, including a database accessible to the public where community members can research the MAR for a particular rental unit. Build an indicator in the system to notify staff of rent increases beyond MAR.
4. The Rent Program to conduct a Landlord survey in fiscal year 2025-26 to receive assessment and feedback from the rental community on the impact of eviction protections, rent stabilization, and associated Rent Program services.

PROGRAM SUSTAINABILITY AND COMPLIANCE:

1. Provide the highest level of service to the rental community. To properly administer these services, the Rent Program must continually collect sufficient Residential Rental Housing Fees necessary to support the Program operations.
2. Improve and focus on sustainability of the agency. The success of the Program is tied to the ability to retain, develop, and effectively deploy staff resources in the most effective and efficient manner possible. Continue to provide reliable front desk resources to improve responsiveness and customer service. Hire compliance focused Rent Program Services to lead collection related outreach to increase rental property Rental Housing Fee compliance and conduct ongoing research to discover previously unbilled rental units.
3. Continue to work collaboratively with the City of Richmond to improve rental housing inspection options, rent assistance resources and options, enforcement of the Relocation Ordinance, and the collection of the Residential Rental Housing Fee and other City fees (e.g., Business License Tax, Fire Prevention Services Fee, and Rental Inspection Program fee). Work with City of Richmond to neutralize disincentives associated with Cost Pool charges and incentivize collaboration through a Cost Pool Cooperation Agreement.
4. Continue to develop and refine the Rent Program's database, transitioning from using the City's TRAKiT database, to a new database designed to work specifically for the needs of the Rent Program. A more effective and efficient database will allow for more accurate billing, enhancing the Program's collection

rate, and improving the Program’s ability to accurately track lawful rents, Hearing’s decisions, eviction trends, etc. The anticipated long-term impact should be a decrease in overall long-term staff costs.

Proposed Fiscal Year 2025-26 Budget Summary

The proposed total expenditures for the 2025-26 fiscal year are presented in the following categories:

Category	Proposed FY 2025-26 Budget
Salaries and Wages	\$2,092,841
Fringe Benefits with Workers’ Comp- \$1,109,206	\$1,023,511
Professional and Administrative Services	\$390,606
Cost Pool (Admin. Charges, Space at 440 Civic Center Plaza, General Liability, Workers’ Comp. \$85,695 and Operating Transfer In)	\$0
Other Operating Expenses	\$77,300
Supplemental Liability Insurance Policy (SLIP)	\$9,500
Utilities	\$500
TOTAL	\$3,594,258

Section 11.100.060(I)(1) of the Fair Rent, Just Cause for Eviction, and Homeowner Protection Ordinance (“Rent Ordinance”) provides all Landlords shall pay a Residential Rental Housing Fee to fund the Rent Program budget. The amount of the Residential Rental Housing Fee is annually established 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. Therefore, a fee study is necessary to ensure that the Residential Rental Housing Fee recommended by the Rent Board and charged to Landlords is commensurate to the level of services provided by the Rent Program.

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, fringe benefits, and overtime;
- Risk management and supplemental liability insurance plan (SLIP);
- Charges allocated from City Departments for administrative services by central service departments, indirect costs (i.e., City Council, City Manager, City Clerk, Finance, Human Resources, etc.) The Rent Program Staff is collaborating with the City to execute an agreement for Cost Pool charges;
- Information Technology (IT) costs associated with a property and rent-tracking database and maintenance of computer hardware and software;

- Costs of education and outreach, including the printing and distribution of print materials and hosting of community workshops and seminars;
- Contracts for translation, interpretations, and other professional services.

Table 1. Fiscal Year 2025-26 Proposed Budget and Rental Housing Fees

		Proposed for FY 2025-26	Change from FY 2024-25
TOTAL EXPENSES:¹		\$3,594,258	\$305,247 9.3%
Fully Covered Units²	7,612	\$267	\$29 12.1%
Partially Covered Units (including subsidized units)³	10,372	\$151	\$16 11.6%
TOTAL REVENUES⁴:		\$3,694,258	\$305,247 9.0%

Table 2. Comparison of Proposed Fiscal Year 2025-26 Rental Housing Fee to Prior Year Fees

Fiscal Year	Fully Covered Rental Units	Partially Covered Rental Units
2017-18	\$145	\$145
2018-19	\$207	\$100 or \$50 (Gov. Subsidized) ⁵
2019-20	\$212	\$112
2020-21	\$219	\$124
2021-22	\$218	\$123
2022-23	\$226	\$127
2023-24	\$220	\$125
2024-25	\$238	\$135
2025-26	\$267	\$151

¹ Total expenditures do not include a budgeted reserve as in prior years

² Includes suspected Fully Covered rental units

³ Includes suspected Partially Covered rental units

⁴ Fees rounded up to the nearest full dollar

⁵ Governmentally Subsidized Rental Units are not segregated from partially covered units. The only year in which that occurred was FY 18'-19'. As the same level of services are offered for both types of Rental Units, they are charged the same Fee.

Update on City Cost Pool Charges and Agreement:

At the Regular meeting of the Rent Board on May 18, 2025, Andrea Miller, CPFO, Director of Finance, presented to the Board that Cost Pool charges were settled through a Cooperation Agreement between the Rent Board/Program and the City of Richmond. At the same meeting the Rent Board approved the Cost Pool Cooperation Agreement. The Board approved Cost Pool Cooperation Agreement was scheduled to go before the City Council for approval on June 4, 2025, but the item was continued to June 17, 2025.

Conclusion and Proposed Actions

The proposed 2025-26 Budget and Fee Study reflects the short and long-term goals of the Rent Program and will allow the agency to recover costs of all budgeted operations without increasing the Rental Housing Fee. Rent Program Staff request the Rent Board to consider adoption of the Fiscal Year 2025-26 Budget and approval of the Fee Study consistent with Sections 11.100.060(n) and (l) of the Rent Ordinance

DOCUMENTS ATTACHED:

Attachment 1 – Proposed Fiscal Year 2025-26 Budget and Rental Housing Fee Study

FY2025-26 BUDGET RENTAL HOUSING FEE STUDY

CITY OF RICHMOND RENT PROGRAM

PROPOSED : JUNE 18, 2025



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Jim Hite
Whitney Tipton – Chair
Board Member - Vacant

ACKNOWLEDGMENTS

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Human Resources Analyst I

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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 2025-26 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. The following figures illustrate how the proposed staffing plan for the upcoming year compares to prior years. The rationale for this proposed change to the organizational chart is described in further detail below. Figure 1 contains the proposed organizational chart for fiscal year 2025-26, and Figures 2 and 3 provide a summary of full-time equivalents (FTEs) since Fiscal Year 2023-24.

Figure 1. FY 2025-26 Proposed Rent Program Organizational Chart

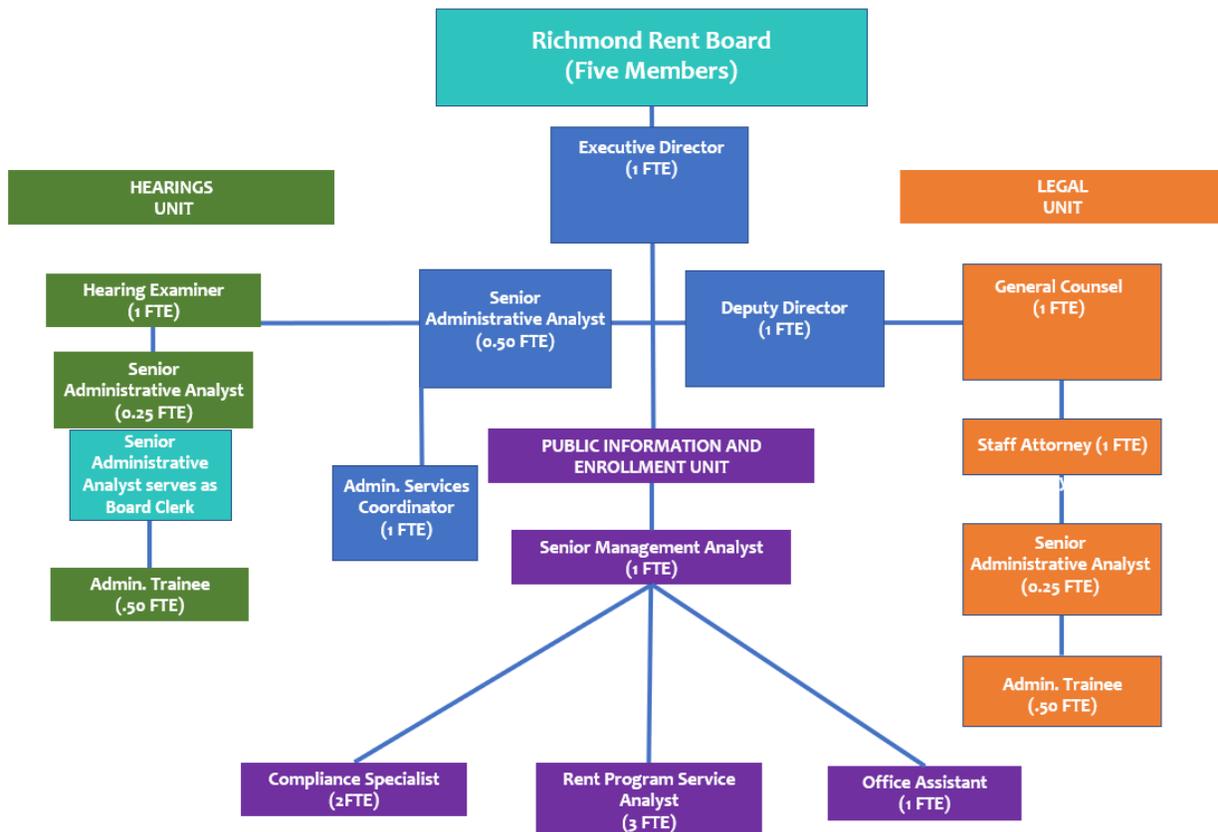


Figure 2. Proposed Fiscal Year 2025-26 Labor Summary

<u>Unit</u>	<u>Authorized Positions 2023/2024</u>	<u>Authorized Positions 2024/2025</u>	<u>Proposed Positions 2025/2026</u>	<u>Amount of Change 24/25 to 25/26</u>
Management / Administrative	2.25	2.25	3.50	1.25
Legal	2.25	2.25	2.75	.50
Public Information & Enrollment	6.00	7.00	7.00	0
Hearings	1.50	2.50	1.75	(.75)
TOTAL	12	14	15	1

Figure 3. Proposed Fiscal Year 2025-26 Permanent Staff by Classification

<u>Classification</u>	<u>Authorized Positions 2023/2024</u>	<u>Authorized Positions 2024/2025</u>	<u>Proposed Positions 2025/2026</u>	<u>Amount of Change 24/25 to 25/26</u>
Administrative Aide	3	0	0	0
Administrative Services Coordinator	0	1	1	0
Compliance Specialist	0	2	2	0
Deputy Director	1	1	1	0
Executive Director	1	1	1	0
General Counsel	1	1	1	0
Hearing Examiner	1	1	1	0
Office Assistant	0	2	2	0
Rent Program Services Analyst I and II	2	2	3	1
Senior Administrative Analyst	1	1	1	0
Senior Management Analyst	1	1	1	0
Staff Attorney	1	1	1	0
Total	12	14	15	1

Approved hiring a Rent Program Services Analyst in FY 2025-26

The Rent Board approved an additional hire for a Rent Program Services Analyst during the May 28, 2025, meeting to support improved collection efforts by:

- Identifying, investigating and billing previously unreported rental units
- Increasing internal efforts to collect outstanding fees

- Leading billing, registration and compliance related outreach projects
- Providing counseling, outreach, and education services
- Potentially assisting with new housing-related City ordinances that enhance compliance.

This position will help effectuate increased revenue collection and fees, sustain higher long-term fee collection rates and support the program’s core services.

The recruitment will begin is estimated to begin the first quarter of FY 2025-26 for hiring in the second quarter of one 1 FTE.

Staff Promotions in FY 2025-26

Approved Promotions

Position Change	Reason	Budget Impact
RPSA I → RPSA II	Increased skills	\$7,594
Admin. Asst. → Admin. Service Coordinator	Expanded duties across units	\$4,951
Senior Admin Analyst (step increase)	Added supervisory duties	\$10,251
		Total \$22,796

Staff propose promoting the current Administrative Assistant to the position of Administrative Services Coordinator. After evaluating which role better fits the agency’s needs, the Coordinator position is more suitable for the below reasons:

- Reduces the administrative burden on the Senior Administrative Analyst (who also serves as Board Clerk and Hearings/Legal Coordinator),
- Offers greater opportunities for professional growth, and
- Allows for supervision of contracts managed by other administrative staff, currently the Analyst role does not include.

Additionally, the Coordinator will provide ongoing support to Management by administering certain City Ordinances. This role will also serve as primary liaison for Human Resources, Finance, and other City central service departments.

Class and Compensation Agreement Side Letters to update Memorandum of Understanding (MOU) terms with the Unions

In October 2023, the City of Richmond began the implementation of the salary adjustments based on the Class and Compensation Study developed by Segal Consulting. The Representatives from the Unions and the City reached an agreement per each MOU for the compensation portion of the study with an effective date of November 1, 2023. Implementation was a lengthy and thorough process which required an enormous effort by City staff. The new salary schedule brought compensation ranges up to the market. Job Descriptions were updated and modernized. All employees who were impacted by the changes were moved to their new salary ranges and steps. Some classifications were retitled or condensed as required by the Side Letter Agreements. As the Rent Program staff are unionized City employees, their salaries, job descriptions, and classifications were adjusted to the agreed upon MOUs ratifications.

Budgeting for Salaries in Fiscal Year 2025-26 with no MOU Agreement signed

As of May 2025, the MOUs and associated Side Letters for all three bargaining units are set to expire on June 30, 2025. The City and Unions plan to negotiate the terms and conditions for new MOUs. Staff was informed by a Union Representative / Organizer that typically the discussions on new MOUs begin with similar terms as the existing, and additional negotiations will be conducted to finalize an agreement. They also noted that the salary increases commonly will be retroactive to the beginning of the agreements (effective July 1, 2025). To budget for the fiscal year 2025-26 salaries, staff utilized the same annual Step increases for SEIU Local 1021 and IFPTE Local 21 Mid-Management and 1% to 5% merit increases for IFPTE Local 21 Executive Managers. Staff also budgeted a cost-of-living increase of 4% effective January 1, 2026, for all three bargaining units.

Bargaining Unit: SEIU Local 1021

The City agreed to adopt a resolution approving the ratified contract amendment with SEIU Local 1021 Full-Time General Employees and Part-Time & Intermittent Bargaining Units. Implementation of the Segal Classification and Compensation Study for SEIU Local 1021 Full-Time General Employees Bargaining Unit included a four percent (4%) base wage increase effective July 1, 2023, for both the Full-Time General and the Part-Time & Intermittent Bargaining Unit staff; and adopted a resolution approving the associated salary schedule for a four percent (4%) base wage increase effective on January 1, 2025.

Bargaining Unit: IFPTE Local 21 Mid-Management

The City agreed to adopt a resolution approving the ratified contract amendment between the IFPTE Local 21 Mid-Management Bargaining Unit, providing for implementation of the Segal Classification and Compensation Study and a four percent (4%) base wage increase effective July 1, 2023, and adopted a resolution approving the associated salary schedule for a four percent (4%) base wage increase implemented to be effective on January 1, 2025.

Bargaining Unit: IFPTE Local 21 Executive Managers

The City agreed on the Classification and Compensation Study for IFPTE Local 21 Executive Managers Bargaining Unit with the following terms:

- 2025 Cost of Living Adjustment (COLA) increased from 4% to 5% effective January 1, 2025
- Beginning July 1, 2023, the City began making contributions to a deferred compensation account for each Executive in the amount of 2.0% of each employee’s semi-monthly base salary to occur each pay period
- Longevity Pay effective first full pay period in July 2023:
 - 2% at 5 years of service
 - 4.5% at 10 years of service
 - 9% at 20 years of service

Progress Towards the Achievement of Fiscal Year 2024-25 Goals

As part of the Fiscal Year 2025-26 Rent Program budget development process, staff members identified a series of goals that the proposed budget would support. Table 1 provides a status update on the goals established for the 2024-25 fiscal year.

Table 1. Progress towards achievement of Fiscal Year 2024-25 Goals

Fiscal Year 2024-25 Goal	Progress Towards Achievement
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.	Completed. 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 training 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 updated about changes to the law and current topics of relevance. Rent Program Services Analysts also develop outreach materials to communicate updates to the community. Daily and weekly check-ins are conducted to assure Analysts can ask more situationally nuanced questions on the Rent Ordinance and Rent Board Regulations.
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.	Nearly complete, work is ongoing. New guidelines separate mediation into Informal Dispute Resolution and Formal Mediation. However, formal mediation services are now being referred to the Landlord Tenant Legal Services Program through Project Sentinel, the contract of which provides a 20 hour a week attorney to assist Landlords and Tenants resolve legal disputes. Initial reporting indicates that a notable part of the attorney’s time and energy has been devoted to mediating disputes between Landlords and Tenants.

<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 2025-26 fiscal year. The upgrade to a more modern system has been selected and Rent Program staff is working with the City's IT Department to test and implement the new system.</p>
<p>Publish and distribute the educational materials, such as the updated "Know Your Rights" Guide to Rent Control and one-page fact sheets and info-graphic videos on common topics such as Just Cause for Eviction, Owner Move-In evictions, the Ellis Act, the Relocation Ordinance and related laws.</p>	<p>Completed and Ongoing. The updated "Know Your Rights" Guide to Rent Control, was completed in FY 2024-25 and has been distributed to community members at the Rent Program office, outreach events, and mailed to community members who utilize Rent Program housing counseling services. Starting in 2025-26, all new registered rent-controlled tenancies are slated to receive the Guide at the beginning of their tenancies. A "Know Your Rights" postcard started going out to all Landlords and Tenants in May 2024, with another mass mailing scheduled for FY 2025-26. At the beginning of the fiscal year, all rent-controlled tenants will receive a postcard announcing the 2025 Annual General Adjustment.</p>
<p>Develop and Execute a Comprehensive Outreach Plan</p>	<p>Progress is ongoing. Staff continue to develop the Comprehensive Outreach Plan with several key activities planned for FY 2025-26; including additional mass mailing projects (a "Know Your Rights post-card, a post-card announcing the "2024 Annual General Adjustment "and a "Just Cause for Eviction post-card"), tabling at over 7 community events, canvassing, and creating more community partnerships with local organizations. Additionally, the Rent Program continues to conduct outreach through social media, the Program's Listserv, the City Manager's Weekly Report, and electronic announcements to all schools within Contra Costa County Unified School District. The Outreach Plan includes holding at least 10 Community Educational Workshops.</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 Landlords and Tenants.</p>	<p>Progress is ongoing due to City selected vendor for Land Management System. Tenancy Registration Outreach (generating and mailing notices of the Maximum Allowable Rent) is being developed within the new City/Rent Program iMS database. Tenancy Registration Outreach is anticipated to be launched in FY 2025-26.</p>
<p>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 must pay Rental Housing Fees receive an invoice and are made aware of their financial obligation to the Rent Program.</p>	<p>On Track to Complete and compliance is ongoing. Revenue from fiscal year 2024-25 and previous fiscal years is continuously being collected. The lingering financial impacts of the COVID-19 Pandemic have led to delays paying the Rental Housing Fees. The anticipated collection rate is approximately 93%. Rent Program staff anticipate that the development and utilization of a new database will increase compliance with enrollment, tenancy registration, and payment of the Residential Rental Housing Fee.</p>
<p>Continue to work collaboratively with the City of Richmond to create and implement policy and programs related</p>	<p>Progress is ongoing. In May of 2025, the Rent Board approved a Cost Pool Cooperation Agreement, that incentivizes collaboration between the Rent Program and the</p>

<p>to rents, evictions, relocation assistance, rental inspections/habitability, code enforcement, and payment of Rent Program and City fees.</p>	<p>City of Richmond, The Agreement waives central service (IT, HR, Finance, etc.) cost pool charges in lieu of Rent Program administration of certain City ordinances that align with the purpose of the Rent Ordinance and the regulatory scope of the Rent Program. The Cost Pool Cooperation Agreement is anticipated to be approved by the City Council at the June 17, 2025 City Council meeting. The Agreement provides a 6 month window for the Rent Program to develop and begin implementing a Buyout Ordinance, a Real Estate Disclosure Ordinance, an amended Lien Ordinance (to allow the Rent Program to place liens on properties for non-payment of the Rental Housing Fee, and possible revisions to the City’s Rental Inspection Ordinance to allow the Rent Program to administer relocation/habitability plans to address impacts from substantial repairs undertaken by the Landlord.</p>
<p>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.</p>	<p>Ongoing. Rent Program staff provides a monthly variance report to the Rent Board to compare budgeted revenues and expenditures. Rent Program financing is currently in line with the 10-year financial projection. The Rent Program is working with the City on implementing a new solution to offer Customer Relations Management, a Billing/Invoice component, an Interaction Log, Registration of tenancies, tracking of Maximum Allowable Rents, and Rent Adjustment Petition Management. Over the last several fiscal years, the Rent Program has collected adequate Rental Housing Fees to reach the 25% threshold in reserves, which means budgeting for reserves in fiscal year 2025-26 is not required (0% instead of 18%). Staff completed a year-end projection in May to ensure reserves do not exceed the 25% limit.</p>
<p>Conduct Tenant Survey</p>	<p>Nearly complete. A Tenant Survey to examine the impact of rent stabilization, eviction protections and Rent Program services on Richmond Tenants completed and raw data analyzed in FY 2024-25. Staff plan to present the analyzed survey results in the first quarter of Fiscal Year 2025-26.</p>

Proposed Fiscal Year 2025-26 Goals

The proposed Fiscal Year 2025-26 budget has been prepared for the Board’s consideration in acknowledgement of the following goals in three broad categories: Program Development, Outreach and Education, and Program Sustainability and Compliance.

PROGRAM DEVELOPMENT:

1. **Continue to invest in staff training and professional development** to ensure staff members are knowledgeable of the requirements of the Rent Ordinance, Rent Board Regulations, and related State and Federal laws. Work closely with newly hired staff and existing staff to increase understanding of the Rent Ordinance and procedures. Provide mediation training for staff in the process of counseling Landlord and Tenants, who regularly mediate complicated Landlord/Tenant disputes related to rents and evictions.

2. **Continue to develop online services** (e.g., filing system for the submission of Property Enrollment and Tenancy Registration forms, online appointment scheduling system, increasing counseling sessions, as well as the filing of rent increase and termination of tenancy notices). Begin implementing a system with the City's land management system to better support the Program and allow online enrollment and registration. Program staff are currently working with the IT and consultants to test the system.
3. **Enhance legal services** for Richmond rental property owners and Tenants to address rental disputes. In FY 2024-25, the Board approved a contract with Project Sentinel to provide legal assistance to Richmond rental property owners and renters in FY 2025-26. The Landlord/Tenant Legal Services Program was launched in April of 2025 and has served over 20 participants to date.

OUTREACH AND EDUCATION:

1. **Increase awareness of the Rent Ordinance** by publicizing and distributing the comprehensive "Know Your Rights" Guide to Rent Control in Richmond and continue to develop online outreach services (e.g., fact sheets, infographic videos, webinars, topics such as Just Cause for Eviction, Owner Move-In Evictions, Rent Increases, the Rent Adjustment Petition process, the Ellis Act, and the Relocation Ordinance). Conduct 4 mass mailings to all Tenants and Landlords. Increase in-person outreach efforts by tabling at various community events, site visits to affordable housing properties and canvassing Richmond organizations that provide social services for community members.
2. **Expand education efforts** through targeted outreach to specific groups, such as (but not limited to) Tenants and providers of affordable housing, realtors, monolingual Spanish and Spanish speaking households, small property owners, and problem properties (those with code violations). Expanded outreach efforts also include a new interpretation service for in-person bilingual (English/Spanish) Rent Board meetings and workshops and connecting with and educating community stakeholders (non-profits, community groups, businesses, churches, etc.) on the Rent Ordinance and Rent Program services through regular community canvassing.
3. **Develop systems to produce Notices of the Maximum Allowable Rent (MAR)** sent to Landlords and Tenants when Tenancy Registration Forms are submitted, including a database accessible to the public where community members can research the MAR for a particular rental unit. Build an indicator in the system to notify staff of rent increases beyond MAR.
4. **The Rent Program to conduct a Landlord survey** in fiscal year 2025-26 to receive assessment and feedback from the rental community on the impact of eviction protections, rent stabilization, and associated Rent Program services.

PROGRAM SUSTAINABILITY AND COMPLIANCE:

1. **Provide the highest level of service to the rental community.** To properly administer these services, the Rent Program must continually collect sufficient Residential Rental Housing Fees necessary to support the Program operations.
2. **Improve and focus on sustainability of the agency.** The success of the Program is tied to the ability to retain, develop, and effectively deploy staff resources in the most effective and efficient manner possible. Continue to provide reliable front desk resources to improve responsiveness and customer service. Hire compliance focused Rent Program Services to lead collection related outreach to increase rental property Rental Housing Fee compliance and conduct ongoing research to discover previously unbilled rental units.
3. **Continue to work collaboratively with the City of Richmond** to improve rental housing inspection options, rent assistance resources and options, enforcement of the Relocation Ordinance, and the collection of the Residential Rental Housing Fee and other City fees (e.g., Business License Tax, Fire Prevention Services Fee, and Rental Inspection Program fee). Work with City of Richmond to neutralize disincentives associated with Cost Pool charges and incentivize collaboration through a Cost Pool Cooperation Agreement.
4. **Continue to develop and refine the Rent Program's database, transitioning from using the City's TRAKiT database, to a new database** designed to work specifically for the needs of the Rent Program. A more effective and efficient database will allow for more accurate billing, enhancing the Program's collection rate, and improving the Program's ability to accurately track lawful rents, Hearing's decisions, eviction trends, etc. The anticipated long-term impact should be a decrease in overall long-term staff costs.

II. PROPOSED FY 2025-26 BUDGET

The figure below contains the Fiscal Year 2025-26 budget based on direction provided by the Rent Board at its May 28, 2025, meeting. Detailed descriptions of the components within each line item are contained in the sections that follow:

Object #	City Account Description	FY 18-19 ACTUALS	FY 19-20 ACTUALS	FY 20-21 ACTUALS	FY 21-22 ACTUALS	FY 22-23 ACTUALS	FY 23-24 ACTUALS	FY 24-25 ADOPTED	FY 25-26 PROPOSED	Notes
REVENUES										
340445	Fees/Admin Fees	2,189,703	2,681,689	2,764,961	2,332,429	2,553,651	2,931,687	3,289,011	3,594,258	(1)
361701	Int & Invest/Pool-All Other & Gains	367	11,537	6,096	4,619	31,647	85,126	50,000	50,000	
364867	Revenue from Collections & Other & Grants	133	13,042	24,796	19,641	50,078	26,250	50,000	50,000	
	TOTAL REVENUES	2,190,203	2,706,268	2,795,854	2,356,688	2,635,376	3,043,064	3,389,011	3,694,258	
EXPENSES										
400001	Salaries & Wages/Executive	530,092	639,594	649,356	676,463	764,496	876,947	984,703	975,978	(2)
400002	Salaries & Wages/Mgmts -Local 21	294,152	263,080	183,838	147,008	307,266	400,612	467,164	580,913	(2)
400003	Salaries & Wages/Local 1021	128,866	150,317	168,422	152,925	208,948	251,527	360,875	403,995	(2)
400006	Salaries & Wages/PT-Temp	49,557	45,905	32,244	35,234	21,447	51,558	47,000	70,000	(2)
400031	Overtime/General	4,778	2,094	1,312	1,793	802	915	2,500	2,500	(2)
400048	Other Pay/Bilingual Pay	6,993	9,064	9,719	7,910	10,713	12,869	14,289	15,500	(2)
400049	Other Pay/Auto Allowance	4,200	4,200	4,200	4,200	4,200	4,200	4,200	2,800	(2)
400050	Other Pay/Medical-In Lieu of	2,700	1,500	-	-	-	-	-	-	
400053	Other Pay/Pension Credits-Deferred Comp	-	-	-	-	-	-	19,694	18,356	(2)
400079	Comp Absences/WC-Prof-Mgt-Tec	1,486	5,328	-	-	-	-	-	-	
400058/8	OTHER PAY/Retro Pay and Prior	-	-	-	34,200	-	2,000	-	22,800	(2)
	Subtotal - Salaries & Wages	1,022,823	1,121,084	1,049,091	1,059,732	1,317,872	1,617,904	1,900,425	2,092,841	
400103	P-Roll Ben/Medicare Tax-ER Shor	14,937	16,389	15,313	15,435	19,219	23,328	26,457	29,192	(3)
400105	P-Roll Ben/Health Insurance Be	146,557	136,575	128,611	168,100	238,838	265,540	326,838	360,621	(3)
400106	P-Roll Ben/Dental Insurance	16,652	17,021	17,534	13,509	16,624	16,995	19,418	21,425	(3)
400109	P-Roll Ben/Employee Assistance	430	473	422	244	217	225	252	278	(3)
400110	P-Roll Ben/Professional Dev-Mg	3,728	5,200	1,500	250	1,500	3,547	6,750	7,500	(3)
400111	P-Roll Ben/Vision	2,106	2,095	2,049	1,588	1,985	2,039	2,324	2,564	(3)
400112	P-Roll Ben/Life Insurance	5,557	4,006	3,433	3,336	3,884	3,945	4,047	4,465	(3)
400114	P-Roll Ben/Long Term Disability	9,408	10,100	9,259	6,952	6,472	8,001	13,025	14,371	(3)
400116	P-Roll Ben/Unemployment Ins	1,860	5,100	4,960	4,440	6,042	6,954	6,384	7,044	(3)
400117	P-Roll Ben/Personal/Prof Dev	750	1,493	1,500	1,140	2,250	430	3,750	3,750	(3)
400118	P-Roll Ben/Worker Comp-Injury Appt	-	-	692	-	-	-	-	-	
400121	P-Roll Ben/Worker Comp-Clerical	13,806	12,154	14,541	9,042	14,807	11,419	-	4,691	(3)
400122	P-Roll Ben/Worker Comp-Prof	69,352	60,744	74,891	47,762	72,880	112,632	81,614	85,695	(15)
400127	P-Roll Ben/OPEB	39,338	43,623	42,145	40,276	34,620	24,639	-	-	
400130	P-Roll Ben/PARS Benefits	642	434	50	398	280	672	-	-	
400149	P-Roll Ben/Misc.	123,021	140,616	139,314	128,986	162,492	213,429	240,175	265,001	(3)
400151	P-Roll Ben/Misc. (UAL)	162,985	235,683	271,234	252,844	282,084	243,321	274,260	302,609	(3)
	Subtotal Fringe Benefits	611,127	691,706	727,447	694,301	864,195	937,116	1,005,294	1,109,206	
400201	Prof Sacs/Professional Sacs	32,112	38,241	10,957	10,460	12,649	18,791	80,700	93,700	(4)
400206	Prof Sacs/Legal Serv Cost	137,614	193,742	149,994	183,326	164,576	199,992	275,000	275,000	(5)
400220	Prof Sacs/Info Tech Services	2,375	-	2,142	2,205	-	-	2,500	2,500	(6)
400241	Travel & Trang/Meal Allowance	359	-	-	-	-	-	-	-	
400242	Travel & Trang/Mileage	1,284	17	-	-	-	-	-	-	
400243	Travel & Trang/Conf, Meng Trang	280	-	-	-	-	-	-	-	
400245	Travel & Trang/Tuition Rib/Cert	800	800	-	-	3,250	-	-	-	
400261	Dues & Pub/Memberships & Dues	824	1,590	1,453	1,437	1,689	1,556	2,025	2,025	(7)
400263	Dues & Pub/Subscription	1,500	-	-	-	-	-	7,500	7,500	(8)
400271	Ad & Promo/Advertising & Promo Materials	1,559	2,106	1,702	3,928	649	649	3,000	3,000	(9)
400272	Ad & Promo/Community Events	1,563	1,722	-	-	-	1	-	-	
400280	Adm Exp/Program Supplies	5,292	1,600	3,432	1,126	4,374	5,159	6,881	6,881	(10)
	Subtotal Prof & Admin Services	185,563	239,819	169,680	202,481	187,187	226,147	377,606	390,606	
400231	Off Exp/Postage & Mailing	10,849	5,905	6,528	14,981	5,794	12,200	30,000	30,000	(11)
400232	Off Exp/Printing & Binding	12,071	3,295	3,428	735	2,377	5,789	30,000	30,000	(12)
400233	Off Exp/Copying & Duplicating	46	-	236	-	-	954	-	-	
400304	Rental Exp/Equipment Rental	8,721	4,532	2,488	2,554	3,255	2,404	9,000	9,000	(13)
400321	Misc. Exp/Misc. Contra	3,000	-	1,500	1,500	-	103	-	-	
400322	Misc. Exp/Misc. Exp	3,061	2,262	-	173	627	2,295	-	-	
400338	Recognition & Awards	-	-	-	-	-	-	300	300	
400341	Off Supp/Office Supplies	8,721	6,024	1,891	6,457	6,316	4,610	8,000	8,000	(14)
400344	Off Supp/Computer Supplies	18	783	-	-	-	-	-	-	
	Subtotal Other Operating	46,486	22,801	16,072	26,400	18,369	28,355	77,300	77,300	
400121	Carry forward from FY 2022-23 - System	-	-	-	-	-	-	-	-	
400401	Utilities/Tel & Telegraph	254	414	551	498	-	-	500	500	
400538	Contract Sacs/Other Contract Sacs	-	-	103	150	112	56	-	-	
400552	Prov Fr Ins Loss/Ins Gen Liba	8,029	8,765	9,047	8,991	9,163	9,195	9,500	9,500	
400574	Cost Pool/(ISF)-Gen Liba	55,701	75,144	69,513	79,937	83,934	217,744	99,980	104,979	(15)
400586	Cost Pool/(CAP)-Admin Charges	51,454	51,454	51,454	52,481	52,481	52,481	52,481	52,481	(15)
400591	Cost Pool/(IND)Civic Ctr Alok	52,420	47,026	50,289	50,286	48,217	60,248	56,315	56,218	(15)
391994	Oper Xfers In	-	-	-	-	-	(438,726)	(290,391)	(299,373)	(15)
	TOTAL EXPENSES	2,047,186	2,264,738	2,143,246	2,175,258	2,581,531	2,710,521	3,289,011	3,594,258	
	NET BUDGET BALANCE	143,017	441,530	652,608	181,431	53,846	332,543	100,000	100,000	

Budget Notes

- (1) Assumes a Fiscal Year 2025-26 Rental Housing Fee of \$267 for Fully Covered units and \$151 for Partially Covered units.
- (2) See detailed Salary and Wage assumptions.
- (3) The Rent Program received budgeted Fringe Benefits amounts from the City's Finance/Budget Division and Human Resources.
- (4) Includes \$41,700 for verbal interpretation services, \$19,000 for written translation, \$20,000 for temporary services or additional pay \$10,000 for landlord survey, and \$3,000 for security.
- (5) Includes \$200,000 contract with the Eviction Defense Center to assist Tenants with Unlawful Detainer cases and \$75,000 to contract legal services for Landlords/Tenants.
- (6) \$2,500 TRAKiT annual IT charge for City land management system.
- (7) Anticipated cost of Bar Association dues for three attorneys (\$675 per Attorney).
- (8) \$4,500 for a property information subscription and \$3,000 for a legal research subscription.
- (9) 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 ad promotions, and outreach supplies.
- (10) Budgeted amount includes the cost of email accounts for Rent Board Members, business cards, and videoconference/webinar accounts, supplies, and food at Rent Board Meetings.
- (11) Budgeted amount reflects anticipated postage costs for Rental Housing Fee invoices, tenancy registration mailings, postcards, and the Guide to Rent Control.
- (12) Budgeted amount reflects anticipated printing costs for Rental Housing Fee invoices, tenancy registration mailings, postcards, and the Guide to Rent Control.
- (13) Lease of printer, copy, scan, fax machines including cost-per-copy.
- (14) Office supplies to administer and operate the Rent Program.
- (15) The Rent Program is collaborating with the City to execute an agreement for Cost Pool charges and transfer.

SALARIES AND WAGES	
400001 – 400006 Permanent Employees	Proposed Allocation: \$2,030,886

The allocation reflects salary-related costs for all budgeted positions, which includes the Memorandum of Understanding (MOU), negotiated monthly pay rates and increases per Bargaining Units for Executive Staff Local 21, Mid-Management Local 21, and SEIU Local 1021. The rate increases took effect on January 1, 2024, at 4% and 5% for each Bargaining Unit. The City also increased the monthly pay rates by 4% and 5% on January 1, 2025, for Cost of Living (COLA). The current MOUs will expire on June 30, 2025, and prior COLA rates were used to budget for the current fiscal year. The Union is currently discussing new MOU terms with the City for each Bargaining Unit.

The MOU for Executive Staff Local 21 Section 8.8 Vacation Leave states Vacation Amounts at Termination of Active Employment: Following termination of active employment from whatever cause, the City shall pay to the employee or the estate such vacation as was due to the employee at termination. Section 8.3(B) limits the Sick Leave payout to 25% of the of a maximum of 90 hours = 22.50.

Position	Fiscal Year 2024-25 (Budgeted)	Fiscal Year 2025-26 (Budgeted)	Notes
Executive Director	\$204,303	\$200,202 <i>(\$153,665 Salary \$46,537 Leave)</i>	5% Merit, 4% COLA and Longevity 2%, Leave Payout Retirement 2/2026
Hearing Examiner	\$200,986	\$207,599	5% Merit, 4% COLA and Longevity 2%
General Counsel	\$222,697	\$233,424	1% Merit, 4% COLA and Longevity 2%
Deputy Director	\$190,835	\$202,491	1% Merit - 4% COLA
Staff Attorney – Q2 hire	\$165,882	\$132,262	4% COLA
Subtotal Executive Staff	\$984,703	\$975,978	
Rent Program Services Analyst II	\$110,994	\$121,206	Step 4 and 4% COLA
Senior Administrative Analyst	\$120,050	\$137,181	Step 5 and 4% COLA
Rent Program Services Analyst I to II	\$111,500	\$109,937	Step 1 and 4% COLA
Senior Management Analyst	\$124,620	\$140,290	Step 4 and 4% COLA
Rent Program Services Analyst I – Q2 hire		\$72,299	Step 1 and 4% COLA
Subtotal Local 21 Mid-Management Staff	\$467,164	\$580,913	
Administrative Coordinator from Administrative Assistant	\$93,249	\$103,068	Step 2 and 4% COLA
Compliance Specialist	\$80,951	\$88,666	Step 5 and 4% COLA
Compliance Specialist	\$85,256	\$88,666	Step 5 and 4% COLA

Office Assistant	\$58,635	\$63,380	
Vacant – Hire in Q2	\$42,784	\$60,213	
Subtotal SEIU 1021 Staff	\$360,875	\$403,995	
Administrative Student Interns	\$47,000	\$70,000	
Subtotal Part Time/Temp Staff	\$47,000	\$70,000	
TOTAL SALARIES	\$1,859,742	\$2,030,886	

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: \$15,500

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 – ADD (1 FTE)
- Hearing Examiner (1 FTE)
- Rent Program Services Analysts (1 FTE)
- Senior Rent Program Services Analyst (1 FTE)
- Compliance Specialist (1 FTE)
- Office Assistants (2 FTE)

SALARIES AND WAGES	
400049 Auto Allowance	Proposed Allocation: \$2,800

The allocation accounts for an automobile allowance for the Executive Director, in the amount of \$350 per month until February 28, 2026.

SALARIES AND WAGES	
400053 Other Pay / Pension Credits (Deferred Compensation)	Proposed Allocation: \$18,356

Beginning July 1, 2023, the City began making contributions to a deferred compensation account for each Executive Staff in the amount of 2.0% of each employee's semi-monthly base salary to occur each pay period per the ratified MOU.

SALARIES AND WAGES	
400043/58 Acting Pay / Other Pay	Proposed Allocation: \$22,800

Acting Pay and potential adjustment for execution of MOU one-time payment. The recruitment has continued, and an intern has been assisting the Hearing Unit.

BENEFITS	
400103 - 400151 Fringe Benefits	Proposed Allocation: \$1,109,206

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 expended. These benefits include:

- Health Benefits
 - Health Insurance (\$360,621)
 - Dental Insurance (\$21,425)
 - Employee Assistance Program (\$278)
 - Vision Insurance (\$2,564)
- Professional Development funds
 - Permanent employees are eligible for reimbursement of up to \$750 for eligible expenses (\$11,250)
- Medicare Taxes (\$29,192)
- Life Insurance (\$4,465)
- Long-Term Disability Insurance (\$14,371)
- Unemployment Insurance (\$7,044)

- Workers' Comp Insurance¹
 - Clerical staff (\$4,692)
 - Professional staff (\$85,695)
- Miscellaneous Benefits (\$567,609)²

PROFESSIONAL AND ADMINISTRATIVE SERVICES	
400201 Professional Services	Proposed Allocation: \$93,700

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

- Written translation (\$19,000)
- Scheduled verbal interpretation and on-demand services (\$41,700)
- Temporary Services (\$20,000)
- Landlord Survey (\$10,000)
- Security Service (\$3,000)

PROFESSIONAL AND ADMINISTRATIVE SERVICES	
400206 Legal Services	Proposed Allocation: \$275,000

The allocation accounts for legal services provided by contractors for community members. The allocation includes funds for the legal services:

1. Community Services Agency Contracts
 - The Rent Program proposes to contract with the Eviction Defense Center in the amount of \$200,000 to provide legal referrals to individuals who need assistance with responding to Unlawful Detainer (eviction) lawsuits. Beginning this fiscal year, the Eviction Defense Center will offer weekly legal service clinics for Tenants and residents.
 - The Rent Program is finalizing a contract in the amount of \$75,000 for legal services for Landlords and Tenants. This service will provide Landlords legal assistance, legal advice, and limited representation. This service will also be available to Tenants that reside in the City of Richmond.

¹ The Rent Program received the Fringe Benefits from the Finance Department Budget Analyst based on the projected Total Salaries and Wages.

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 report that specifies these rates/dollar amounts.

PROFESSIONAL SERVICES/INFO TECH SERVICES	
400220 Information Technology Services	Proposed Allocation: \$2,500

\$2,500 TRAKiT annual IT charge for City land management system.

DUES AND MEMBERSHIPS	
400261 Memberships & Dues	Proposed Allocation: \$2,025

The allocation accounts for California BAR Association are dues for three attorneys (\$675 per attorney).

DUES AND SUBSCRIPTIONS	
400263 Subscriptions	Proposed Allocation: \$7,500

- Property Information subscription (\$4,500)
- Legal Information subscription (\$250 per month, for a total of \$3,000)

ADVERTISING AND PROMOTION	
400271 Advertising & Promotional Materials	Proposed Allocation: \$3,000

The allocation accounts for newspaper announcements as required as part of the budget adoption process (\$200), advertising materials for increased outreach (\$2,200), and monthly promotion on social media accounts (\$600).

ADMINISTRATIVE EXPENSES	
400280 Program Supplies and Expenses	Proposed Allocation: \$6,881

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

- Emails for Rent Board Members (total cost of \$1,382)
- Business cards for staff members (\$50 per order, for an estimated 2 orders, for a total cost of \$100)
- Rent Board food/snacks for Regular and Special Meetings: \$1,200
- Zoom Meetings Accounts - \$4,199

OFFICE EXPENSES	
400231 Postage and Mailing	Proposed Allocation: \$30,000

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 \$0.68 per envelope for all projects, except for the Guide to Rent Control mailing, which assumes a postage rate of \$1.12 per envelope:

- Rental Housing Fee invoices to Landlords
- Late Rental Housing Fee invoices to Landlords
- Letter Project to Landlords
- Mailing the Guide to Rent Control to Tenants and Landlords
- Postcards – Outreach Plan

OFFICE EXPENSES	
400232 Printing and Binding	Proposed Allocation: \$30,000

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

- General print materials
- Rental Housing Fee invoices to Landlords
- Late Rental Housing Fee invoices to Landlords
- Printing Rent Validation Reports for Tenants and Landlords
- Printing the Guide to Rent Control for Tenants and Landlords
- Postcards – Outreach Plan

OFFICE EXPENSES	
400304 Equipment Rental	Proposed Allocation: \$9,000

The allocation provides funding for the lease of combination printers, scanners, copiers, and fax machines at City Hall. The Rent Program, in partnership with the Richmond Promise, Arts and Culture, and Department of Infrastructure, Maintenance, and Operations, entered a 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 of 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). The City is exploring a new lease and printing/copy structure.

RECOGNITION AND AWARDS	
400338 Recognition & Awards	Proposed Allocation: \$300

The Board approved an amount not to exceed \$300 for a perpetual plaque to recognize past Board members.

OFFICE SUPPLIES	
400341 Office Supplies	Proposed Allocation: \$8,000

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

UTILITIES	
400401 Telephone	Proposed Allocation: \$500

The allocation covers the cost of a mobile 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 and texting. A phone plan was established to text and call the rental community and not rely on staff personal numbers being disclosed for safety purposes.

SUPPLEMENTAL INSURANCE	
400552 General Liability Insurance	Proposed Allocation: \$9,500

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 beyond the City’s insurance policy.

COST POOL	
400574, 400586, 400591, and 391994 General Liability, Admin. Charges, Civic Center Rent, and Operation Transfer In	Proposed Allocation: \$0 Net

The allocation and transfer include General Liability, Administrative Charges, Workers’ Compensation Insurance, and office space at City Hall for the Rent Program.

Rent Program leadership are engaged in on-going discussions with the City Attorney’s, City Manager, and Finance Department regarding the budget for Cost Pool and Fringe Benefits. Rent Program staff have reached a tentative solution and understanding with the City; the Rent Program and City are negotiating to complete terms and executing a Cooperative Agreement between the City and Rent Board. For Fiscal Year 2025-26, the City has provided the below amounts to include in the Rent Program Budget:

- **General Liability** - \$104,979.
- **Workers’ Compensation** (Fringe Benefits - above)
Clerical staff (\$4,692) and Professional staff (\$85,695)

- **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 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. The cost allocated in the budget is \$52,481.

- **The Civic Center Allocation** refers to the cost of office space at 440 Civic Center Plaza. The cost of this space is based on the percentage of total square footage occupied at the Community Services Building. The cost allocated in the budget is \$56,218.

- **Operation Transfer In** will be used to offset the Cost Pool charges as a Subsidy for the fiscal years 2023 through fiscal year 2025-26. The Rent Program will not be expending any funds to recover the Cost Pool charges, 100% of the transfer will be City funded. The transfer will be pending City Council approval. The Subsidy will not be required to be paid back as a loan with any interest bearing, it will be considered a transfer from the City to the Rent Program to offset those Cost Pool charges. The amount will be (\$299,373) for the fiscal year 2025-26.

II. 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 \$125,000 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	FEES & REVENUE COLLECTED ³	COLLECTION RATE
2017-18 ⁴	FY 16-17 (partial): \$1,150,433	\$1,967,834	\$2,753,351 ⁵	77%
	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%

³ Includes revenue collected by the collection 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.

2020-21	\$2,609,775	\$2,143,246	\$2,795,854	107%
2021-22	\$2,938,314	\$2,175,258	\$2,356,688	80%
2022-23	\$3,106,687	\$2,581,531	\$2,635,376	85%
2023-24	\$3,074,698	\$2,710,521	\$3,043,064	99%
2024-25	\$3,389,011	\$3,098,147	\$2,898,226	86%

Source: Richmond Rent Program as of May 2025 (reports generated using eTRAKIT and MUNIS software systems.)

The decrease in Revenues and Rental Housing Fees for fiscal year 2024-25 is due to the City transitioning the land management system in April 2025. The Program is working with the consultants and IT department to have the invoices generate properly. This is delaying the collection efforts for prior fiscal years and the goal is to have the system fully implemented by July 1, 2025.

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 2025-26 fiscal year is expected to be above 86 percent.

IV. FISCAL YEAR 2025-26 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, fringe benefits, and overtime;
- Risk management and supplemental liability insurance plan (SLIP);
- Charges allocated from City Departments for administrative services by central service departments, indirect costs (i.e., City Council, City Manager, City Attorney, City Clerk, Finance, Human Resources, etc.) The Rent Program

Staff is collaborating with the City to execute an agreement for Cost Pool charges;

- Information Technology (IT) costs associated with a property and rent-tracking database and maintenance of computer hardware and software;
- Costs of education and outreach, including the printing and distribution of print materials and hosting of community workshops and seminars;
- Contracts for translation, interpretations, and other professional services.

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.

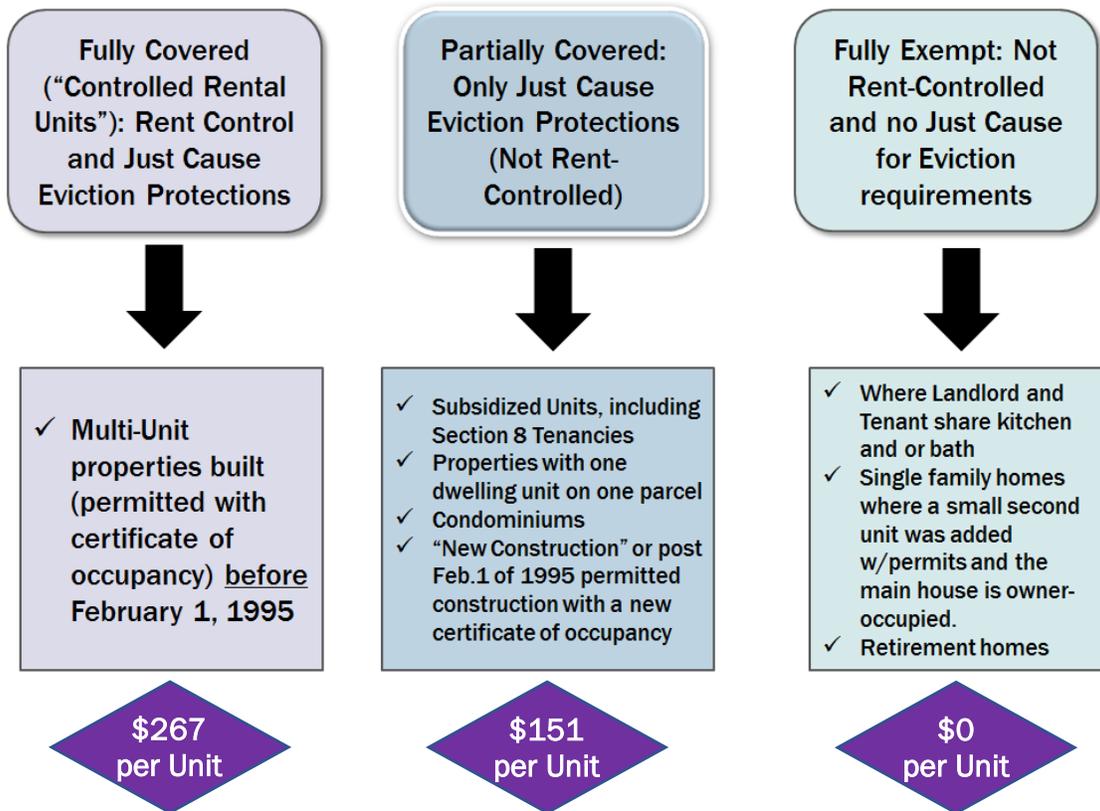
For the 2018-19 Fiscal Year, the Rent Board adopted a tiered fee, much like that contemplated in the [2017 Fee Study](#) prepared by Management Partners. Under this approach, costs of program administration are allocated among three components or layers: a general “program” layer (calculated at 55% of costs), a “just cause” layer (20% of total costs), and a “rent control” layer (25% of costs). Such allocations correspond with the number 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 2025-26 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

<p>Program Layer (55%)</p> <ul style="list-style-type: none"> • Agency administration and management • Legal defense of the Rent Ordinance and agency policies • Preparing studies, regulations, and reports as directed by the Rent Board • Database development and maintenance • Billing and collection of the Rental Housing Fee • Website maintenance • Development of informational materials • Interdepartmental coordination
<p>Just Cause for Eviction Layer (20%)</p> <ul style="list-style-type: none"> • Public education and outreach (includes counseling on evictions) • Legal services referrals to community services agencies • Administration of Relocation Ordinance • Administration of eviction-related complaints • Evictions intervention mediations (payment plan agreements and mediations to avoid breach of lease/nuisance etc.) • Processing of termination of tenancy notices and associated outreach
<p>Rent Control Layer (25%)</p> <ul style="list-style-type: none"> • Public education and outreach (includes counseling) • Legal services referrals to community services agencies • Administration of petition and hearings to adjudicate Rent Adjustment Petitions and Excess Rent Complaints • Rent Registration and tracking of the Maximum Allowable Rent • Processing of rent increase notices and courtesy compliance letters

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 from the Rent Ordinance are not responsible for payment of the Rental Housing Fee. Figure 3 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 1,855 Declaration of Owner Occupancy 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 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 March 2025. In total, records indicate that the Rent Program is aware of 17,984 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 may 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.

The City began implementing iMS land management system in late 2024 and went live with the system in early 2025. The implementation is set to be completed with the Rent Program in early July. Continual testing and refinements are being made to the solution. The Program is projected to complete the invoice development in late June 2025 to prepare to bill landlords in early July 2025.

Table 3. Unit Status Counts, 2023 – 2025

NOTE: These numbers are continuously being verified and all figures are subject to change.

STATUS	2023 TOTAL	2024 TOTAL	2025 TOTAL	CHANGE BETWEEN 2024 AND 2025
SUSPECTED FULLY COVERED RENTAL UNITS	32	36	14	-22
FULLY COVERED RENTAL UNITS	7,717	7,821	7,598	-223
SUBTOTAL – FULLY COVERED UNITS	7,749	7,857	7,612	-245
SUSPECTED PARTIALLY COVERED RENTAL UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS)	116	106	30	-76
PARTIALLY COVERED RENTAL UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS)	5,782	5,940	5,913	-27
SUBTOTAL – PARTIALLY COVERED UNITS (EXCLUDING GOV SUBSIDIZED RENTAL UNITS)	5,898	6,046	5,943	-103
SUBTOTAL - GOVERNMENTALLY SUBSIDIZED RENTAL UNITS	4,487	4,439	4,429	-10
TOTAL APPLICABLE UNITS	18,134	18,342	17,984	-358
OWNER OCCUPIED	5,827	6,017	6,022	+5
RENT FREE	244	242	247	+5
NOT AVAILABLE FOR RENT	243	224	261	+37
NOT APPLICABLE	530	835	966	+131
TOTAL NON-APPLICABLE OR CONDITIONALLY EXEMPT UNITS	6,844	7,318	7,496	+178

Proposed Rental Housing Fees Associated with Proposed FY 2025-26 Budget

Table 4 below presents the fees corresponding to the proposed Fiscal Year 2025-26 budget.

Table 4. Fiscal Year 2025-26 Proposed Budget and Rental Housing Fees

UNIT COUNTS		PROPOSED FY 2025-26	CHANGE FROM FY 2025 TO 2024
TOTAL BUDGET ⁷		\$3,594,258	\$305,247 9.3%
FULLY COVERED UNITS ⁸	7,612	\$267	\$29 12.1%
PARTIALLY COVERED UNITS (INCLUDING SUBSIDIZED UNITS) ⁹	10,372	\$151	\$16 11.6%
TOTAL REVENUE ¹⁰		\$3,694,258	\$305,247 9.0%

Comparison of Previously Adopted Rental Housing Fee and Peer Jurisdictions

On June 28, 2024, the Richmond City Council adopted approving the Fiscal Year 2024-25 Residential Rental Housing Fee in the City’s master fee schedule of \$238 per Controlled Rental Unit and \$135 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 2025-26 Rental Housing Fee to Prior Year Fees

FISCAL YEAR	FULLY COVERED RENTAL UNITS	PARTIALLY COVERED RENTAL UNITS
2017-18	\$145	\$145
2018-19	\$207	\$100/\$50 (Gov. Subsidized) ¹¹
2019-20	\$212	\$112
2020-21	\$219	\$124
2021-22	\$218	\$123
2022-23	\$226	\$127
2023-24	\$220	\$125
2024-25	\$238	\$135
2025-26 (Proposed)	\$267	\$151

⁷ Total expenditures include a budgeted reserve equal to 18 percent of proposed expenses in prior years

⁸ Includes suspected Fully Covered Rental Units

⁹ Includes suspected Partially Covered Rental Units

¹⁰ Fees rounded to the nearest full dollar; includes revenue from collections agency and interest

¹¹ Governmentally Subsidized Rental Units are not segregated from partially covered units. The only year in which that occurred was FY 18'-19'. As the same level of services are offered for both types of Rental Units, they are charged the same Fee.

Conclusion and Recommended Actions

The 2025-26 budget supports 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, while also allowing recourse through the rent adjustment process. The Fiscal Years 2025-26 Fee Study and Budget allows the agency to recover costs of all budgeted operations and does not necessitate raising 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 2025-26 Budget to provide the support necessary for continued development of all Rent Program operations.
- Receive and approve the Fiscal Year 2025-26 Fee Study.
- 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 2025-26 of \$267 for Fully Covered Rental Units and \$151 for Partially Covered Rental Units.

V. UNIT DESCRIPTIONS

Management and Administrative Unit (3.50 FTEs)

The Management and Administrative Unit, comprised of the Executive Director (1 FTE), Deputy Director (1 FTE), Senior Administrative Analyst (0.50 FTE), and Administrative Services Coordinator (1 FTE), who are responsible for guiding the development of the Rent Program agency and managing day-to-day operations. The Senior Administrative Analyst supports the Executive Director with confidential matters of the Rent Program and administers full collaboration with the Rent Board. The Management and Administrative 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 and Administrative 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 and Administrative Unit's duties are preparation, monitoring, and reporting of the annual Rent Program budget. The Management and Administrative Unit also publishes the Rent Program Annual Report, required by the Rent Ordinance.

Legal Unit (2.75 FTEs)

The Legal Unit includes General Counsel (1 FTE), Staff Attorney (1 FTE), Senior Administrative Analyst (0.25 FTE), and Admin. Trainee (0.50 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 increases and termination notices in accordance with the requirements of the Rent Ordinance.

Public Information and Enrollment Unit (7.00 FTEs)

The Public Information and Enrollment Unit, comprised of a Senior Management Analyst (1 FTE), Compliance Specialists (2 FTEs), Rent Program Services Analysts (3 FTEs), and Office Assistant (1.00 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 are 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 FTEs)

The Hearings Unit consists of a Hearing Examiner (1 FTE), who is supported by a Senior Administrative Analyst (0.25 FTE), and an Administrative Trainee (0.50 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.

An Administrative Trainee (0.50 FTE) will be required to aid with handling the increased workload for the additional Board requirements. The additional Administrative Trainee duties would include supporting the Board Clerk with (taking minutes, managing public comment at Board meetings, preparing all Rent Board related documents for translation, arranging the logistics and set up of the bilingual Board meetings, assisting with the generation of Rent Board Agenda Packets, assisting the Hearing Coordinator with preparing for Rent Board Hearings, preparing all Rent Board Hearing and Appeal Hearing documents, and Hearing recordings for translation. Administrative Trainee will support the increased workload on the Board Clerk and Hearings staff related to the logistics of conducting bilingual Board meetings and Hearings.

VI. APPENDICES

Appendix A: FY 2025-26 Budget and Fee Study Calculations

Appendix B: 10-Year Projection

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**ITEM I-1
ATTACHMENT 1
APPENDIX A**

FY 2025 - 2026 RENT PROGRAM PROPOSED BUDGET														Program Fee	Just Cause Fee	Rent Control Fee
	Type	# UNITS	Proposed Fee	Fee Revenue						\$103	\$48	\$116				
	Fully-Covered	7,612	\$267	\$2,031,628						(a)	(b)	(c)				
	Partially-Covered	10,372	\$151	\$1,562,631												
	Total Units	17,984		\$3,594,258												
Posting June 4, 2025																
BUDGET																
Object #	City Account Description	FY 18-19 ACTUALS	FY 19-20 ACTUALS	FY 20-21 ACTUALS	FY 21-22 ACTUALS	FY 22-23 ACTUALS	FY 23-24 ACTUALS	FY 24-25 ADOPTED	FY 25-26 PROPOSED	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	2,764,961	2,332,429	2,553,651	2,931,687	3,289,011	3,594,258							
361701	Int & Invest/Pool-All Other & Gains	367	11,537	6,096	4,619	31,647	85,126	50,000	50,000							
364867	Revenue from Collections & Other & Grants	133	13,042	24,796	19,641	50,078	26,250	50,000	50,000							
	TOTAL REVENUES	2,190,203	2,706,268	2,795,854	2,356,688	2,635,376	3,043,064	3,389,011	3,694,258							
EXPENSES																
400001	Salaries & Wages/Executive	530,092	639,594	649,356	676,463	764,496	876,947	984,703	975,978	55%	536,788	20%	195,196	25%	243,995	
400002	Salaries & Wages/Mgmts -Local 21	294,152	263,080	183,838	147,008	307,266	400,612	467,164	580,913	55%	319,502	20%	116,183	25%	145,228	
400003	Salaries & Wages/Local 1021	128,866	150,317	168,422	152,925	208,948	251,527	360,875	403,995	55%	222,197	20%	80,799	25%	100,999	
400006	Salaries & Wages/PT-Temp	49,557	45,905	32,244	35,234	21,447	51,558	47,000	70,000	55%	38,500	20%	14,000	25%	17,500	
400031	Overtime/General	4,778	2,094	1,312	1,793	802	915	2,500	2,500	55%	1,375	20%	500	25%	625	
400048	Other Pay/Bilingual Pay	6,993	9,064	9,719	7,910	10,713	12,869	14,289	15,500	55%	8,525	20%	3,100	25%	3,875	
400049	Other Pay/Auto Allowance	4,200	4,200	4,200	4,200	4,200	4,200	4,200	2,800	55%	1,540	20%	560	25%	700	
400050	Other Pay/Medical-In Lieu of	2,700	1,500	-	-	-	-	-	-	55%	-	20%	-	25%	-	
400053	Other Pay/Pension Credits-Deferred Comp	-	-	-	-	-	17,277	19,694	18,356	55%	10,096	20%	3,671	25%	4,589	
400079	Comp Absences/WC-Prof-Mgt-Tec	1,486	5,328	-	-	-	-	-	-	55%	-	20%	-	25%	-	
400058/8	OTHER PAY/Retro Pay and Prior	-	-	-	34,200	-	2,000	-	22,800	55%	12,540	20%	4,560	25%	5,700	
	Subtotal - Salaries & Wages	1,022,823	1,121,084	1,049,091	1,059,732	1,317,872	1,617,904	1,900,425	2,092,841		1,151,063		418,568		523,210	
400103	P-Roll Ben/Medicare Tax-ER Shor	14,937	16,389	15,313	15,435	19,219	23,328	26,457	29,192	55%	16,055	20%	5,838	25%	7,298	
400105	P-Roll Ben/Health Insurance Be	146,557	136,575	128,611	168,100	238,838	265,540	326,838	360,621	55%	198,342	20%	72,124	25%	90,155	
400106	P-Roll Ben/Dental Insurance	16,652	17,021	17,534	13,509	16,624	16,995	19,418	21,425	55%	11,784	20%	4,285	25%	5,356	
400109	P-Roll Ben/Employee Assistance	430	473	422	244	217	225	252	278	55%	153	20%	56	25%	70	
400110	P-Roll Ben/Professional Dev-Mg	3,728	5,200	1,500	250	1,500	3,547	6,750	7,500	55%	4,125	20%	1,500	25%	1,875	
400111	P-Roll Ben/Vision	2,106	2,095	2,049	1,588	1,985	2,039	2,324	2,564	55%	1,410	20%	513	25%	641	
400112	P-Roll Ben/Life Insurance	5,557	4,006	3,433	3,336	3,884	3,945	4,047	4,465	55%	2,456	20%	893	25%	1,116	
400114	P-Roll Ben/Long Term Disability	9,408	10,100	9,259	6,952	6,472	8,001	13,025	14,371	55%	7,904	20%	2,874	25%	3,593	
400116	P-Roll Ben/Unemployment Ins	1,860	5,100	4,960	4,440	6,042	6,954	6,384	7,044	55%	3,874	20%	1,409	25%	1,761	
400117	P-Roll Ben/Personal/Prof Dev	750	1,493	1,500	1,140	2,250	430	3,750	3,750	55%	2,062	20%	750	25%	937	
400118	P-Roll Ben/Worker Comp-Injury Appt	-	-	692	-	-	-	-	-	55%	-	20%	-	25%	-	
400121	P-Roll Ben/Worker Comp-Clerical	13,806	12,154	14,541	9,042	14,807	11,419	-	4,691	55%	2,580	20%	938	25%	1,173	
400122	P-Roll Ben/Worker Comp-Prof	69,352	60,744	74,891	47,762	72,880	112,632	81,614	85,695	55%	47,132	20%	17,139	25%	21,424	
400127	P-Roll Ben/OPEB	39,338	43,623	42,145	40,276	34,620	24,639	-	-	55%	-	20%	-	25%	-	
400130	P-Roll Ben/PARS Benefits	642	434	50	398	280	672	-	-	55%	-	20%	-	25%	-	
400149	P-Roll Ben/Misc.	123,021	140,616	139,314	128,986	162,492	213,429	240,175	265,001	55%	145,750	20%	53,000	25%	66,250	
400151	P-Roll Ben/Misc. (UAL)	162,985	235,683	271,234	252,844	282,084	243,321	274,260	302,609	55%	166,435	20%	60,522	25%	75,652	
	Subtotal Fringe Benefits	611,127	691,706	727,447	694,301	864,195	937,116	1,005,294	1,109,206		610,033		221,841		277,301	
400201	Prof Sacs/Professional Sacs	32,112	38,241	10,957	10,460	12,649	18,791	80,700	93,700	55%	51,535	20%	18,740	25%	23,425	
400206	Prof Sacs/Legal Serv Cost	137,614	193,742	149,994	183,326	164,576	199,992	275,000	275,000	10%	27,500	70%	192,500	20%	55,000	
400220	Prof Sacs/Info Tech Services	2,375	-	2,142	2,205	-	-	2,500	2,500	55%	1,375	20%	500	25%	625	
400241	Travel & Trang/Meal Allowance	359	-	-	-	-	-	-	-	55%	-	20%	-	25%	-	
400242	Travel & Trang/Mileage	1,284	17	-	-	-	-	-	-	55%	-	20%	-	25%	-	
400243	Travel & Trang/Conf, Meng Trang	280	-	-	-	-	-	-	-	55%	-	20%	-	25%	-	
400245	Travel & Trang/Tuition Rib/Cert	800	800	-	-	3,250	-	-	-	55%	-	20%	-	25%	-	
400261	Dues & Pub/Memberships & Dues	824	1,590	1,453	1,437	1,689	1,556	2,025	2,025	55%	1,114	20%	405	25%	506	
400263	Dues & Pub/Subscription	1,500	-	-	-	-	-	7,500	7,500	55%	4,125	20%	1,500	25%	1,875	
400271	Ad & Promo/Advertising & Promo Materials	1,559	2,106	1,702	3,928	649	649	3,000	3,000	55%	1,650	20%	600	25%	750	
400272	Ad & Promo/Community Events	1,563	1,722	-	-	-	1	-	-	55%	-	20%	-	25%	-	
400280	Adm Exp/Program Supplies	5,292	1,600	3,432	1,126	4,374	5,159	6,881	6,881	55%	3,785	20%	1,376	25%	1,720	
	Subtotal Prof & Admin Services	185,563	239,819	169,680	202,481	187,187	226,147	377,606	390,606		91,083		215,621		83,902	
400231	Off Exp/Postage & Mailing	10,849	5,905	6,528	14,981	5,794	12,200	30,000	30,000	55%	16,500	20%	6,000	25%	7,500	
400232	Off Exp/Printing & Binding	12,071	3,295	3,428	735	2,377	5,789	30,000	30,000	55%	16,500	20%	6,000	25%	7,500	
400233	Off Exp/Copying & Duplicating	46	-	236	-	-	954	-	-	55%	-	20%	-	25%	-	
400304	Rental Exp/Equipment Rental	8,721	4,532	2,488	2,554	3,255	2,404	9,000	9,000	55%	4,950	20%	1,800	25%	2,250	
400321	Misc. Exp/Misc. Contra	3,000	-	1,500	1,500	-	103	-	-	55%	-	20%	-	25%	-	
400322	Misc. Exp/Misc. Exp	3,061	2,262	-	173	627	2,295	-	-	55%	-	20%	-	25%	-	
400338	Recognition & Awards	-	-	-	-	-	-	300	300	55%	165	20%	60	25%	75	
400341	Off Supp/Office Supplies	8,721	6,024	1,891	6,457	6,316	4,610	8,000	8,000	55%	4,400	20%	1,600	25%	2,000	
400344	Off Supp/Computer Supplies	18	783	-	-	-	-	-	-	55%	-	20%	-	25%	-	
	Subtotal Other Operating	46,486	22,801	16,072	26,400	18,369	28,355	77,300	77,300		42,515		15,460		19,325	
400401	Utilities/Tel & Telegraph	254	414	551	498	-	-	500	500	55%	275	20%	100	25%	125	
400538	Contract Sacs/Other Contract Sacs	-	-	103	150	112	56	-	-	55%	-	20%	-	25%	-	
400552	Prov Fr Ins Loss/Ins Gen Liba	8,029	8,765	9,047	8,991	9,163	9,195	9,500	9,500	55%	5,225	20%	1,900	25%	2,375	
400574	Cost Pool/(ISF)-Gen Liba	55,701	75,144	69,513	79,937	83,934	217,744	99,980	104,979	55%	57,739	20%	20,996	25%	26,245	
400586	Cost Pool/(CAF)-Admin Charges	51,454	51,454	51,454	52,481	52,481	52,481	52,481	52,481	55%	28,865	20%	10,496	25%	13,120	
400591	Cost Pool/(IND)/Civic Ctr Alok	52,420	47,026	50,289	50,286	48,217	60,248	56,315	56,218	55%	30,920	20%	11,244	25%	14,055	
391994	Oper Xfers In	-	-	-	-	-	(438,726)	(290,391)	(299,373)	55%	(164,655)	20%	(59,875)	25%	(74,843)	
	TOTAL EXPENSES	2,047,186	2,264,738	2,143,246	2,175,258	2,581,531	2,710,521	3,289,011	3,594,258		1,853,092		856,352		884,815	
	NET BUDGET BALANCE	143,017	441,530	652,608	181,431	53,846	332,543	100,000	100,000		1,853,092		856,352		884,815	

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Object #	City Account Description	Historical Actuals					
		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	REVENUES						
340445	Fees/Admin Fees (a)	2,189,703	2,681,689	2,764,961	2,332,429	2,553,651	2,931,687
361701	Int & Invest/Pooled-All Other	367	11,537	6,096	9,894	31,647	85,126
364867	Revenue from Collections	133	13,042	24,796	14,366	50,078	26,250
	Total Revenues	2,190,203	2,706,268	2,795,854	2,356,688	2,635,376	3,043,064
	EXPENSES						
	Salaries & Wages						
400001	Salaries & Wages/Executive	530,092	639,594	649,356	676,463	764,496	876,947
400002	Salaries & Wages/Mgmt-Local 21	294,152	263,080	183,838	147,008	307,266	400,612
400003	Salaries & Wages/Local 1021	128,866	150,317	168,422	152,925	208,948	251,527
400006	Salaries & Wages/PT-Temp	49,557	45,905	32,244	35,234	21,447	51,558
400031	Overtime/General	4,778	2,094	1,312	1,793	802	915
400048	Other Pay/Bilingual Pay	6,993	9,064	9,719	7,910	10,713	12,869
400049	Other Pay/Auto Allowance	4,200	4,200	4,200	4,200	4,200	4,200
400050	Other Pay/Medical-In Lieu of	2,700	1,500	-	-	-	-
400053/8	Pension Credits / OTHER PAY/Bonuses	-	-	-	34,200	-	17,277
400079	Comp Absences/WC-Prof-Mgt-Tec	1,486	5,328	-	-	-	2,000
	Subtotal - Salaries & Wages	1,022,823	1,121,084	1,049,091	1,059,732	1,317,872	1,617,904
	Fringe Benefits						
400103	P-Roll Ben/Medicare Tax-ER Shr	14,937	16,389	15,313	15,435	19,219	23,328
400105	P-Roll Ben/Health Insurance Be	146,557	136,575	128,611	168,100	238,838	265,540
400106	P-Roll Ben/Dental Insurance	16,652	17,021	17,534	13,509	16,624	16,995
400109	P-Roll Ben/Employee Assistance	430	473	422	244	217	225
400110	P-Roll Ben/Professional Dev-Mg	3,728	5,200	1,500	250	1,500	3,547
400111	P-Roll Ben/Vision	2,106	2,095	2,049	1,588	1,985	2,039
400112	P-Roll Ben/Life Insurance	5,557	4,006	3,433	3,336	3,884	3,945
400114	P-Roll Ben/Long Term Disabilit	9,408	10,100	9,259	6,952	6,472	8,001
400116	P-Roll Ben/Unemployment Ins	1,860	5,100	4,960	4,440	6,042	6,954
400117	P-Roll Ben/Personal/Prof Dev	750	1,493	1,500	1,140	2,250	430
400118	P-Roll Ben/Worker Comp-Injury Appt	-	-	692	-	-	-
400121	P-Roll Ben/Worker Comp-Clerica	13,806	12,154	14,541	9,042	14,807	11,419
400122	P-Roll Ben/Worker Comp-Prof	69,352	60,744	74,891	47,762	72,880	112,632
400127	P-Roll Ben/OPEB	39,338	43,623	42,145	40,276	34,620	24,639
400130	P-Roll Ben/PARS Benefits	642	434	50	398	280	672
400149	P-Roll Ben/Misc	123,021	140,616	139,314	128,986	162,492	213,429
400151	P-Roll Ben/Misc (UAL)	162,985	235,683	271,234	252,844	282,084	243,321
	Subtotal Fringe Benefits	611,127	691,706	727,447	694,301	864,195	937,116
	Prof & Admin Services						
400201	Prof Svcs/Professional Svcs	32,112	38,241	10,957	10,460	12,649	18,791
400206	Prof Svcs/Legal Serv Cost	137,614	193,742	149,994	183,326	164,576	199,992
400220	Prof Svcs/Info Tech Services	2,375	-	2,142	2,205	-	-
400241	Travel & Trng/Meal Allowance	359	-	-	-	-	-
400242	Travel & Trng/Mileage	1,284	17	-	-	-	-
400243	Travel & Trng/Conf, Mtng Trng	280	-	-	-	-	-
400245	Travel & Trng/Tuition Rmb/Cert	800	800	-	-	3,250	1,556
400261	Dues & Pub/Memberships & Dues	824	1,590	1,453	1,437	1,689	649
400263	Dues & Pub/Subscription	1,500	-	-	-	-	-
400271	Ad & Promo/Advertising & Promo	1,559	2,106	1,702	3,928	649	1
400272	Ad & Promo/Advertising & Promo	1,563	1,722	-	-	-	-
400280	Adm Exp/Program Supplies	5,292	1,600	3,432	1,126	4,374	5,159
	Subtotal Prof & Admin Services	185,563	239,819	169,680	202,481	187,187	226,147
	Other Operating						
400231	Off Exp/Postage & Mailing	10,849	5,905	6,528	14,981	5,794	12,200
400232	Off Exp/Printing & Binding	12,071	3,295	3,428	735	2,377	5,789
400233	Off Exp/Copying & Duplicating	46	-	236	-	-	954
400304	Rental Exp/Equipment Rental	8,721	4,532	2,488	2,554	3,255	2,404
400321	Misc Exp/Misc Contrib	3,000	-	1,500	1,500	-	103
400322	Misc Exp/Misc Exp	3,061	2,262	-	173	-	2,295
400338	Recognition & Awards	-	-	-	-	-	-
400341	Off Supp/Office Supplies	8,721	6,024	1,891	6,457	627	4,610
400344	Off Supp/Computer Supplies	18	783	-	-	6,316	-
	Subtotal Other Operating	46,486	22,801	16,072	26,400	18,369	28,355
400401	Utilities/Tel & Telegraph	254	414	551	498	-	-
400538	Contract Svcs/Other Contract Svcs	-	-	103	150	112	56
400552	Prov Fr Ins Loss/Ins Gen Liab	8,029	8,765	9,047	8,991	9,163	9,195
400574	Cost Pool/(ISF)-Gen Liab	55,701	75,144	69,513	79,937	83,934	217,744
400586	Cost Pool/(CAP)-Admin Charges	51,454	51,454	51,454	52,481	52,481	52,481
400591	Cost Pool/(IND)Civic Ctr Alloc	52,420	47,026	50,289	50,286	48,217	60,248
400601/4	Noncap Asst/Comp Hrdware	13,328	6,526	-	-	-	-
391994	TRANSFER IN/From Gen Fund	-	-	-	-	-	(438,726)
	TOTAL EXPENSES	2,047,186	2,264,738	2,143,246	2,175,258	2,581,530	2,710,521
	Net Operating Surplus (Deficit)	143,017	441,530	652,608	181,430	53,846	332,543
	Fund Balance	178	125,341	509,296	425,157	650,067	414,586
	Annual Contribution to Reserves	-	-	500,000	25,354	116,569	109,252
	RESERVE BALANCE \$	55,339	-	500,000	525,354	641,922	751,174
	RESERVE BALANCE %	-	-	23%	24%	25%	25%
	<i>Minimum Necessary Starting Fund Balance</i>				362,543	430,255	451,753

Actual	Projected					
2024-25 As of 5/31/25	2024-25 June 2025	2024-25 FY End	2025-26 PROPOSED	2026-27	2027-28	2028-29
2,794,400	30,000	2,824,400	3,594,258	3,835,352	4,015,118	4,203,632
68,752	5,000	73,752	50,000	51,000	52,020	53,060
74	-	74	50,000	50,000	50,000	50,000
2,863,226	35,000	2,898,226	3,694,258	3,936,352	4,117,138	4,306,693
898,844	75,355	974,199	975,978	1,071,671	1,125,255	1,181,517
417,183	39,529	456,712	580,913	635,593	667,373	700,741
275,390	27,576	302,966	403,995	424,195	445,404	467,675
87,549	8,888	96,437	70,000	73,500	77,175	81,034
2,038	-	2,038	2,500	2,625	2,756	2,894
11,187	948	12,135	15,500	16,275	17,089	17,943
3,850	350	4,200	2,800	-	-	-
-	-	-	-	-	-	-
17,748	1,486	19,233	18,356	21,433	22,505	23,630
2,400	-	2,400	22,800	-	-	-
1,716,189	154,131	1,870,320	2,092,841	2,245,292	2,357,557	2,475,435
24,748	2,222	26,970	29,192	31,318	32,884	34,528
278,988	26,375	305,364	360,621	386,890	406,235	426,547
16,532	1,503	18,035	21,425	22,986	24,135	25,342
219	20	239	278	298	313	329
2,452	1,500	3,952	7,500	8,046	8,448	8,871
1,983	180	2,164	2,564	2,751	2,889	3,033
3,817	493	4,310	4,465	4,791	5,030	5,282
8,262	720	8,982	14,371	15,418	16,189	16,999
6,802	608	7,410	7,044	7,557	7,935	8,332
1,498	-	1,498	3,750	4,023	4,224	4,435
-	-	-	-	-	-	-
-	-	-	4,691	5,033	5,285	5,549
74,813	6,801	81,614	85,695	91,937	96,534	101,361
-	-	-	-	-	-	-
980	46	1,025	-	-	-	-
213,692	19,471	233,163	265,001	284,304	298,519	313,445
248,719	22,855	271,574	302,609	324,652	340,885	357,929
883,506	82,795	966,300	1,109,206	1,190,005	1,249,505	1,311,980
16,333	2,177	18,510	93,700	95,574	97,485	99,435
177,287	85,213	262,500	275,000	280,500	286,110	291,832
2,500	-	2,500	2,500	2,550	2,601	2,653
-	-	-	-	-	-	-
-	-	-	-	-	-	-
611	-	611	-	-	-	-
1,164	750	1,914	2,025	2,066	2,107	2,149
2,498	-	2,498	7,500	7,650	7,803	7,959
1,149	-	1,149	3,000	3,060	3,121	3,184
-	-	-	-	-	-	-
3,117	700	3,817	6,881	7,019	7,159	7,302
204,658	88,840	293,499	390,606	398,418	406,387	414,514
15,436	5,000	20,436	30,000	30,600	31,212	31,836
3,504	5,000	8,504	30,000	30,600	31,212	31,836
-	-	-	-	-	-	-
1,818	4,500	6,318	9,000	9,180	9,364	9,551
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	300	306	312	318
4,769	500	5,269	8,000	8,160	8,323	8,490
-	-	-	-	-	-	-
25,528	15,000	40,528	77,300	78,846	80,423	82,031
-	-	-	500	510	520	531
-	-	-	-	-	-	-
9,114	-	9,114	9,500	9,690	9,884	10,081
91,648	8,332	99,980	104,979	107,079	109,220	111,405
48,108	4,373	52,481	52,481	53,531	54,601	55,693
51,622	4,693	56,315	56,218	57,342	58,489	59,659
-	-	-	-	-	-	-
(266,191)	(24,200)	(290,391)	(299,373)	(305,361)	(311,468)	(317,697)
2,764,182	333,964	3,098,147	3,594,258	3,835,352	4,015,118	4,203,632
99,043	(298,964)	(199,921)	100,000	101,000	102,020	103,060
		614,507	363,410	453,410	542,410	629,430
		51,176	10,000	12,000	15,000	15,000
		802,350	812,350	824,350	839,350	854,350
		24%	23%	21%	21%	20%
		516,358	599,043	639,225	669,186	700,605

<i>10 Year Projected</i>						
<u>2029-30</u>	<u>2030-31</u>	<u>2031-32</u>	<u>2032-33</u>	<u>2033-34</u>	<u>2034-35</u>	<u>2035-36</u>
4,410,818	4,618,623	4,836,563	5,076,127	5,316,417	5,568,452	5,832,813
54,122	55,204	56,308	57,434	58,583	59,755	60,950
50,000	50,000	50,000	50,000	50,000	50,000	50,000
4,514,940	4,723,827	4,942,871	5,183,561	5,425,000	5,678,207	5,943,762
1,240,593	1,302,623	1,367,754	1,436,142	1,507,949	1,583,346	1,662,513
735,778	772,567	811,196	851,756	894,343	939,060	986,013
491,058	515,611	541,392	568,461	596,884	626,729	658,065
85,085	89,340	93,807	98,497	103,422	108,593	114,023
3,039	3,191	3,350	3,518	3,694	3,878	4,072
18,840	19,782	20,771	21,810	22,901	24,046	25,248
-	-	-	-	-	-	-
-	-	-	-	-	-	-
31,015	32,566	34,194	43,084	45,238	47,500	49,875
-	-	-	-	-	-	-
2,605,409	2,735,680	2,872,464	3,023,268	3,174,431	3,333,152	3,499,810
36,341	38,158	40,162	42,170	44,384	46,603	49,050
448,943	471,390	496,141	520,948	548,301	575,716	605,944
26,672	28,006	29,477	30,950	32,575	34,204	36,000
346	363	383	402	423	444	467
9,336	9,803	10,318	10,834	11,403	11,973	12,602
3,192	3,352	3,528	3,704	3,899	4,094	4,309
5,559	5,837	6,143	6,451	6,789	7,129	7,503
17,891	18,786	19,772	20,761	21,851	22,943	24,148
8,769	9,207	9,691	10,175	10,710	11,245	11,836
4,668	4,901	5,159	5,417	5,701	5,986	6,300
-	-	-	-	-	-	-
5,840	6,132	6,454	6,777	7,133	7,489	7,883
106,683	112,017	117,899	123,794	130,293	136,808	143,991
-	-	-	-	-	-	-
-	-	-	-	-	-	-
329,903	346,398	364,586	382,815	402,916	423,061	445,274
376,722	395,558	416,327	437,144	460,096	483,101	508,467
1,380,867	1,449,910	1,522,406	1,602,332	1,682,448	1,766,571	1,854,899
101,424	103,452	105,521	107,632	109,784	111,980	114,220
297,669	303,622	309,695	315,889	322,206	328,650	335,223
2,706	2,760	2,815	2,872	2,929	2,988	3,047
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
2,192	2,236	2,280	2,326	2,373	2,420	2,468
8,118	8,281	8,446	8,615	8,787	8,963	9,142
3,247	3,312	3,378	3,446	3,515	3,585	3,657
-	-	-	-	-	-	-
7,448	7,597	7,749	7,904	8,062	8,224	8,388
422,805	431,261	439,886	448,684	457,657	466,811	476,147
32,473	33,122	33,785	34,461	35,150	35,853	36,570
32,473	33,122	33,785	34,461	35,150	35,853	36,570
-	-	-	-	-	-	-
9,742	9,937	10,135	10,338	10,545	10,756	10,971
-	-	-	-	-	-	-
-	-	-	-	-	-	-
325	331	338	345	351	359	366
8,659	8,833	9,009	9,189	9,373	9,561	9,752
-	-	-	-	-	-	-
83,672	85,345	87,052	88,793	90,569	92,381	94,228
541	552	563	574	586	598	609
-	-	-	-	-	-	-
10,283	10,489	10,699	10,913	11,131	11,353	11,580
113,633	115,906	118,224	120,588	123,000	125,460	127,969
56,807	57,943	59,102	60,284	61,490	62,720	63,974
60,852	62,069	63,311	64,577	65,868	67,186	68,529
-	-	-	-	-	-	-
(324,051)	(330,532)	(337,143)	(343,886)	(350,764)	(357,779)	(364,934)
4,410,818	4,618,623	4,836,563	5,076,127	5,316,417	5,568,452	5,832,813
104,122	105,204	106,308	107,434	108,583	109,755	110,950
717,491	806,612	896,816	988,124	1,080,559	1,174,142	1,268,896
15,000	15,000	15,000	15,000	15,000	15,000	15,000
869,350	884,350	899,350	914,350	929,350	944,350	959,350
20%	19%	19%	18%	17%	17%	16%
735,136	769,770	806,094	846,021	886,070	928,075	972,135

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