



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2019 MAR 14 AM 10:26

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Michele Byrd
Director, HCDD

SUBJECT: Rent Adjustment Program Annual
Report: 2014-15 Through 2017-18

DATE: February 20, 2019

City Administrator Approval

Date:

3/19/19

RECOMMENDATION

Staff Recommends That The City Council Receive: The Annual Report Of The Rent Adjustment Program For Fiscal Years 2014-15, 2015-16, 2016-17, And 2017-18.

EXECUTIVE SUMMARY

The preparation of an Annual Report to the City Council regarding the status of the Rent Adjustment Program is mandated in O.M.C. Section 8.22.050.A, with required components identified pursuant to Measure JJ, approved by the voters in November 2016. While the Annual Report for FY 2014-15 and 2015-16 was prepared in draft form just prior to the retirement of the Rent Adjustment Program (RAP) Manager in November 2017, completion was delayed in part due to the loss of this leadership position, combined with the impact of an ongoing backlog of petitions and appeals requiring immediate attention. A new RAP Manager was hired in October 2018, creating the capacity to complete this report and bring it current to the most recent completed fiscal year.

Highlights and key challenges during this four-year period include:

Highlights

- The rate of petitions increased dramatically from 2014 through 2017.
- The RAP fee was increased from \$30 to \$68 per unit in 2016.
- Measure JJ was passed by the voters in November 2016.
- A new case management database was developed in 2017.

Item: _____
CED Committee
March 19, 2019

- The substantial rehabilitation exemption was subject to a moratorium from October 2017 through the close of this reporting period. In September 2018, the City Council voted to eliminate the exemption.
- A Tenant Move-Out Agreement Ordinance was adopted in March 2018.
- The City Auditor's office conducted an audit of RAP which was released in June 2016. The audit included 10 findings with accompanying recommendations for how to address them.

Key Challenges

- Backlogs and resulting delays were endemic during the reporting period in the following areas:
 - Processing petitions
 - Scheduling hearings and appeals
 - Returning phone calls, emails, and other client inquiries
 - Mailing appeals decisions
 - Responding to Public Records Act Requests
 - Complying with Rent Program's mandate to store and collect data concerning eviction notices
- The fee increase adopted in 2016 enabled RAP to cover all existing costs at that time as well as add three positions, and commence development of a database; however, the increase has not been adequate to provide for sufficient staffing to address backlogs.
- The development of the database has been a critical improvement for program functionality, however additional features are needed to increase efficiency and improve public access.
- Collection and analysis of data on evictions, owner move-in's, and other areas has been stymied by lack of staff resources and database limitations.

BACKGROUND/LEGISLATIVE HISTORY

The Oakland City Council first adopted a Residential Rent Adjustment Program in 1980 by Ordinance. The Ordinance has been modified several times since. The current version of the Ordinance became effective February 2002 with significant amendments adopted in August 2014 and February 2017. The Rent Adjustment Ordinance is codified as OMC Chapter 8.22, Article I. The Residential Rent Board adopts regulations that govern the operation of the Residential Rent Adjustment Program.

On November 5, 2002, the voters of Oakland adopted the Just Cause for Eviction Ordinance (Measure EE). The Ordinance was amended in November 2016 by Measure JJ, and in

Item: _____
CED Committee
March 19, 2019

November 2018 by Measure Y. The Just Cause for Eviction Ordinance is codified as OMC Chapter 8.22, Article II.

Below is a brief description of these ordinances and RAP's engagement in them, as well as additional ordinances RAP has oversight of:

- **Rent Adjustment Ordinance and Regulations.** The RAP Ordinance and Regulations set the rates of annual rent increases, provide mechanisms for landlords to increase rents above the annual rate in specific circumstances, establish criteria for exemptions, and authorize adjudication of tenant-landlord disputes that arise under the ordinance. Additionally, the Ordinance mandates the establishment of the Rent Adjustment Program with the stated purpose of protecting tenants from unlawful rent increases and evictions while encouraging investment in residential rental properties in the City.
- **Just Cause for Eviction Ordinance and Regulations.** The Just Cause for Eviction Ordinance prohibits property owners from terminating a tenancy without good or just cause. RAP informs the public on their rights and responsibilities under the Ordinance. Additionally, RAP tracks and enforces owner filings and compliance requirements under the Just Cause for Eviction Ordinance and Regulations.
- **Uniform Residential Tenant Relocation Ordinance.** This ordinance, passed in January 2018, creates a uniform schedule of relocation payments which now extends to tenants evicted when the owner or a qualifying relative moves into the unit, and also when a tenant must move out to facilitate repair work. RAP leads the public information campaign to inform Oakland residents of their rights and responsibilities under the Ordinance.
- **Tenant Protection Ordinance.** This ordinance provides tenants legal recourse if they are harassed by their landlord. The ordinance provides civil remedies for violations. RAP counsels the public on their rights and responsibilities under this Ordinance.
- **Tenant Move-Out Agreement Ordinance.** This ordinance defines the requirements for owners if they wish to offer a tenant compensation to vacate their rental unit. RAP tracks owner filings and compliance requirements under the Tenant Move-Out Agreement Ordinance.

In addition, RAP manages the petition, hearing and appeals processes, manages the Residential Rent Adjustment Board, provides information to individual property owners and tenants on a drop-in basis in the Housing Resource Center (HRC) as well as by telephone, conducts outreach at numerous community events and venues, and produces public information materials.

O.M.C. Section 8.22.250.A (**Attachment A**) specifies the requirements for the annual report to the City Council. This annual report is comprised of data and information for four fiscal years: July 1, 2014 through June 30, 2018. This report addresses O.M.C. Section 8.22.250.A, along with other information, and is divided into the following sections:

1. Policy
2. Public Contact and Outreach
3. Filings: Petitions and Appeals

Item: _____
CED Committee
March 19, 2019

4. Evictions, Ellis Act, Tenant Move-Out Agreements, and Other Activities
5. Rent Board Activities, Meetings, and Attendance
6. Program Audit Response
7. Financial Reporting
8. Initiatives for 2018/2019 and Beyond

ANALYSIS AND POLICY ALTERNATIVES

1. Policy

The following policies related to rent adjustment, just cause for eviction, and related matters were adopted during the reporting period.

- a. **Measure JJ:** A November 2016 ballot initiative, Measure JJ was passed by the voters and expands the number of units covered by the Just Cause for Eviction Ordinance ("Just Cause") to those units built prior to December 31, 1995, and requires property owners to petition for rent increases above CPI and banking.
- b. **Substantial Rehab Moratorium and Elimination:** The substantial rehabilitation exemption from the Rent Adjustment Ordinance was subject to a moratorium from October 2017 through October 2018. (After the reporting period, in September 2018, the City Council voted to eliminate the exemption, as well as extend the moratorium until the earlier of April 2019 or the adoption of an ordinance to eliminate the exemption.)
- c. **Uniform Relocation Ordinance:** The City Council passed this ordinance in January 2018 to create a uniform schedule of relocation payments which now extends to tenants evicted when the owner or a qualifying relative moves into the unit, and also when a tenant must move out to facilitate repair work. It also applies to Ellis Act evictions. The set schedule adopted adjust annually (July 1st) in accordance with the CPI.
- d. **Tenant Move-Out Agreement Ordinance:** In March 2018, the City Council passed this ordinance which defines the requirements for owners if they wish to offer a tenant compensation to vacate their rental unit. RAP tracks owner filings and compliance requirements under the Tenant Move-Out Agreement Ordinance.

2. Public Contact and Outreach

RAP Staff Public Contact and Outreach

The Rent Adjustment Program (RAP) functions as a public information resource for Oakland tenants and property owners to obtain information about the laws within RAP's purview and the policies and procedures for implementing these laws. Public inquiries include questions about how the laws apply to individual situations, including issues such as rent increases,

Item: _____
CED Committee
March 19, 2019

eviction notices, relocation benefits, security deposits, and processes mandated by state law.

RAP staff respond to inquiries primarily through "Drop-In" hours. As of June 30, 2018, RAP was open to the public 14 hours per week where residents come to the Housing Resource

Center (HRC) on a first-come, first-served basis. Drop-in hours were Mondays and Wednesdays from 9:00 – 12:00 noon and 2:00 – 4:00 pm, and on Tuesdays and Thursdays from 10:00 – 12:00 noon and 2:00 – 4:00 pm. RAP staff takes phone calls every day from 8:30 am – 5:00 pm. Starting in February 2019, RAP drop-in hours increased to 24.5 hours per week as follows: Mondays from 9:30 – 1:00 pm and Tuesdays through Thursdays from 9:30 am - 4:30 pm. **Table 1** below details the amount of public contact during the reporting period.

Table 1. Public Contacts

Fiscal Year	Public Drop-In Visits	Phone Inquiries
2014-15	3,269	15,550
2015-16	4,088	17,220
2016-17	*	20,000**
2017-18	3,161	20,000**

* There is not an accurate count of drop-in visits for FY 2016-17

** The phone inquiries for the past two fiscal years are an estimate.

RAP staff also conducted outreach and provided information about RAP to the public at community events and workshops throughout the year. On average, RAP staff has been present at four public events and conducted three workshops or presentations per year between June 2014 and July 2018. **Attachment B** is a listing of staff outreach activities during the reporting period.

Public Contact, Outreach and Legal Services for Low-Income Tenants

RAP utilizes a third-party contractor to carry out legal services for low-income tenants. Pursuant to Resolution No. 84706 C.M.S., a contract effective July 1, 2013 was executed with Centro Legal de la Raza (CLR) to provide these services to tenants. The goals of the contract are to:

- Conduct outreach to tenants
- Provide legal consultation to tenants regarding RAP issues
- Provide legal representation and represent tenants in hearing and appeals before the Board

Item: _____
CED Committee
March 19, 2019

In March 2014, CLR began conducting RAP clinics at the HRC and continue to do so every Monday. In October 2015, pursuant to Resolution No. 85843 C.M.S., additional funds were allocated to CLR to add clinics and to include services related to the Tenant

Protection Ordinance (TPO). CLR satisfactorily carried out its two-year term for this contract and had its three renewals exercised.

On July 10, 2018, the City Council approved an extension to the existing CLR contract for RAP and TPO services for a six-month period, expiring December 31, 2018. (Resolution No. 87266 C.M.S.).¹

Attachment C provides CLR's performance in meeting the goals set forth in their contractual agreements from 2014 through 2018. In summary, CLR has met or exceeded nearly all its goals. The provision of RAP legal services plays a valuable role in assisting tenants with low incomes who could not otherwise afford legal advice, counsel, or representation.

Public Contact, Outreach, and Legal Services for Small Owners of Rental Property

Obtaining a service provider to deliver outreach, education and legal services to property owners has been challenging. Two RFP processes, one in 2013 and another in 2016 were unsuccessful. In 2013, no proposals were submitted and in 2016 there was one proposer but the parties were unable to reach an agreement on contract terms.

On October 19, 2018, a Request for Qualifications (RFQ) for legal services, outreach, and public information for small owners of residential rental properties was released. Three proposals were received on the November 13, 2018 due date. Housing and Economic Rights Advocates (HERA) was selected as the City's contractor. Service delivery will commence in March 2019. The target audience for these services will be small owners of residential rental property (with 15 units or less), and the scope of services will include:

- Outreach and distribution of public information materials
- Workshops
- Counseling and technical assistance

¹ On December 11, 2018, the City Council extended the CLR work through June 30, 2019. Staff will be issuing a Request for Proposals (RFP) in April 2019 to ensure a competitive process in selecting the next legal services provider.

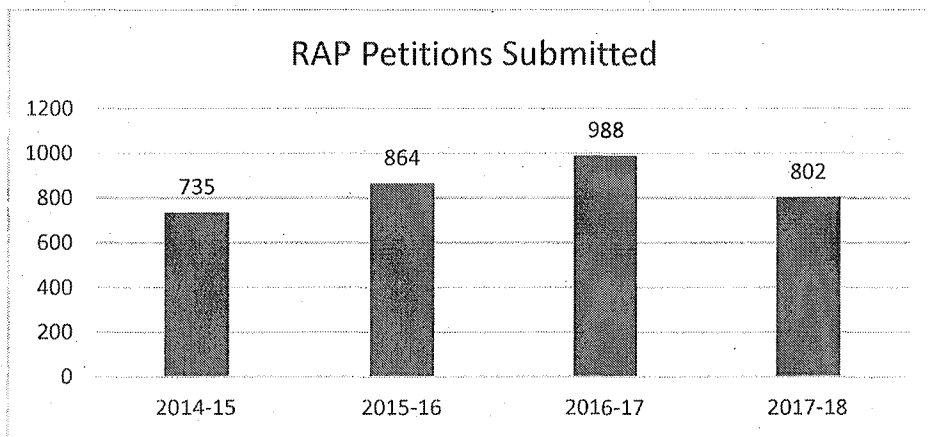
Item: _____
CED Committee
March 19, 2019

3. Filings: Petitions and Appeals

Number of Petitions

Table 2 below depicts the number of petitions and applications filed during the reporting period. In FY 2014-15, the number increased by 33.3% (from 551 to 735). The number of petitions and applications filed in FY 2015-16 increased by 18% (from 735 to 864) and then by 14% in FY 2016-17 (from 864 to 988). The number of petitions filed in 2017-18 reflects a downward trend of 19% (from 988 to 802).

Table 2. RAP Petitions Submitted 2014-15 through 2017-18



Grounds for Petitions

Table 3 presents the grounds identified by property owner and tenant petitioners during the reporting period. Often, more than one claim is made on a single petition, therefore the total number of specific grounds is greater than the number of petitions filed.

Table 3. Grounds for Petitions Filed

	2014-2015	2015-2016	2016-2017	2017-2018
Approval of Increase	11	17	43	93
Exemption	71	67	177	97
Costa Hawkins Violation	22	12	25	5
Decrease in Housing Services	349	373	377	252
Enhanced Notice Error	0	3	0	1
Exceeds 30% in 5 years	0	7	82	66
Exemption Based on Fraud or Mistake	0	4	62	26
Health, Safety, Code Violations			289	205
Incorrect Rent Increase			2	85
No Concurrent RAP Notice	185	291	289	204
No Ground Selected			0	4
No Pre-Approval of Increase			12	90
No RAP Notice at Inception or 6 months Prior	228	310	300	224
No Rent Reduction after Cap Improvement Increase	0	1	20	12
No Summary Provided	103	83	111	44
Rent Increase Exceeds CPI or more than 10%	455	552	517	303
Rent Increase Violates State Law			10	91
Second Increase in 12 months	81	133	92	72
Extension of Time	4	2		

The most common grounds for petitions throughout the four-year reporting period were for rent increases exceeding the CPI and decreased housing services. With the passage of Measure JJ in 2016, the burden was shifted to the property owner to request a rent increase greater than the annual CPI or banked increases. While the initial year following this requirement resulted in an uptick in petitions with this ground cited, the following year experienced a modest decrease.

Decreased housing services is based on a tenant's claim that there is a loss of services that the property owner is obligated to provide by law or by the terms of the lease. While RAP does not collect data at present on types of "lost" or "decreased" services, staff finds that the most common are: rodent and insect infestation, water intrusion from roof or windows; in operable appliances; deteriorated carpet or flooring; need for painting; and mold issues.

Item: _____
 CED Committee
 March 19, 2019

The most common ground for a property owner to petition RAP is the request for an exemption, with 2016-17 reflecting the height of this type of activity. The subsequent decrease is primarily a function of the moratorium on substantial rehab exemptions.

Processing Petitions

During FYs 2014-15 and 2015-16, the timeframe to process a petition was approximately four months. However, following three years of steady increase in petitions the entire lifecycle of a petition, including an appeal getting to the Rent Board, is presently averaging nine to 12 months, as follows:

- Three to four months before a petition is processed.
- Five to six months to have a case heard before a Hearing Officer.
- Rendering of hearing decisions are taking three months to complete; sometimes up to six months for more complicated cases.
- Appeals are waiting four to six months to get placed on a Rent Board meeting agenda, due to lack of quorum – some appeals are taking up to one year to resolve.
- Mailing delays of up to six months after a decision has been rendered on a case

Table 4 shows the number of cases resolved and as well as pending cases and appeals.

Table 4. Cases Resolved, Cases Pending, and Appeals Pending

Fiscal Year	Cases Resolved	Pending Cases	Pending Appeals
2014-15	606	129	39
2015-16	683	136	44
2016-17	860	128	84
2017-18	717	85	57

Tables 5 shows how the cases were resolved during the reporting period.

Table 5. Resolution of Cases

Final Decisions	Number			
	2014-15	2015-16	2016-17	2017-18
Hearing Decision	220	314	350	337
Administrative Decision	66	55	127	67
Appeal Decision	57	52	52	63
Involuntary Dismissal	73	88	111	93
Remand Decision	4	7	0	18
Settlement Agreement	56	63	32	15
Voluntary Dismissal	108	101	153	135
Admin Appeal Decision	22	3	73	23
TOTAL	606	683	860	717

Item: _____
CED Committee
March 19, 2019

Appeals to the Rent Board

Historically, only a small number of appeals remained pending at the end of the fiscal year. However, one of the consequences of the increase in petitions has been a backlog of appeal cases. The Rent Board has typically heard appeals on the second and fourth Thursday of each month, however this meeting schedule was not sufficient to address the backlog. As a result, Appeal Panels were formed in 2016² comprised of three Board members: one tenant, one property owner, and one neutral member. Initially, staffing constraints made it difficult to prepare the packets for the Appeal Panels, so few were held. Starting in 2017, after the RAP fee was increased from \$30 per unit to \$68 per unit, increased staff capacity facilitated the operation of the Appeal Panels. At present, there are typically four meetings held per month: two Regular Board meetings and two Panel meetings.

Another issue exacerbating the backlog of appeal cases being heard has been the cancellation of meetings due to lack of a quorum. This issue intensified throughout much of FY 2017-18 with six meetings cancelled in a six-month period due to lack of a quorum. With improvements made in the advance scheduling of meetings, Board member notifications, and ensuring that complete packets are received on time, the number of such cancellations has greatly diminished in the past six months.

Table 6 shows how appeals were resolved.

Table 6. How Appeals Resolved

	2014-2015	2015-2016	2016-2017	2017-2018
Appealable Decisions	363	464	588	515
# of Appeals	96	96	99	73
Appeals Resolved	57	52	52	63
Unresolved at end of FY	41	44	47	10
Appeal Rate	26%	21%	17%	14%

4. Evictions, Ellis Act, Tenant Move-Out Agreements, and Other Activities

The Just Cause for Eviction Ordinance requires that a copy of every eviction notice served to residents of a covered unit be filed with the RAP within 10 days of service. RAP has been receiving a decreasing number of notices, as depicted in Table 7 below.

² Appeal Panels were created by ordinance in June 2016. The first panel meeting was in September 2016.

Item: _____
CED Committee
March 19, 2019

Table 7. Total Eviction Notices

FY	Received	Increase/Decrease
2014-15	10,248	
2015-16	8,652	-18%
2016-17	7,861	-10%
2017-18	6,848	-15%

The Alameda County Superior Court provided the number of unlawful detainer filings for Alameda County and for the City of Oakland shown on **Table 8**.

Table 8. Unlawful Detainer Lawsuits

FY	Received	Increase/Decrease
2014-15*	2,826	
2015-16*	2,556	-11%
2016-17	2,171	-15%
2017-18	1,977	-9%

*These figures were estimates provided by the County; the figures from 2016-17 and 2017-18 are actual count

The decreased number of eviction notices received by RAP as well as the reduction in unlawful detainer lawsuits during the reporting period may be the result of an increase in rent increase notices causing tenants to move out prior to receiving an eviction notice for non-payment of rent.

RAP staff began collecting and tracking No-Fault Eviction (NFE) Notices for duplexes and triplexes pursuant to regulations adopted in 2017. Between July 1, 2017 and June 30, 2018, 67 NFE notices were received, of which two were for repairs and three were Ellis Act cases. These notices require owners to submit certifications annually to retain their exemption from the Rent Adjustment Ordinance and the Just Cause for Eviction Ordinance. The exemption from Just Cause for Eviction for owner-occupied duplexes and triplexes was recently eliminated pursuant to Measure Y, adopted by the voters in November 2018.

Item: _____
 CED Committee
 March 19, 2019

Applications Pursuant to the Ellis Act

Table 9 identifies the number of Ellis Act cases submitted to RAP.

Table 9. Ellis Act Cases

FY	Total	Increase/Decrease
2014-15	4	
2015-16	34	88%
2016-17	16	-113%
2017-18	17	6%

Tenant Move-Out Agreements

Adopted by the City Council in January 2018, this ordinance defines the requirements for owners if they wish to offer a tenant compensation to vacate their rental unit. RAP tracks owner filings and compliance requirements under the Tenant Move-Out Agreement Ordinance. Owners are required to provide a disclosure form to tenants prior to negotiating a move-out agreement. This disclosure informs the tenants of their rights, including that a tenant may refuse a move-out offer and that if the owner, once refused, re-opens the negotiations within six months it constitutes harassment under the City's Tenant Protection Ordinance. The owner must also provide a disclosure certification form to the City regarding their intent to negotiate a move-out agreement. Owners are not required to send the City a copy of their Move-Out Agreement, if successful, but some have.

Staff began receiving these in May 2018, and as of the close of the 2017-18 fiscal year, received 61 Disclosure Certification forms. RAP is also in receipt of 13 Agreements that provide for payments in amounts ranging from \$9,150 to \$30,000. While the Ordinance requires owners to send the City the actual agreements, many do not and the unit does not have staff capacity to conduct compliance monitoring.

Other Activities: Administrative Citations

Between 2014 and 2016 there were six administrative citation cases, with one citation penalty issued in the amount of \$100. The violation was remedied and the citation penalty was paid.

In FY 2016-17 there were 34 citations, and in FY 2017-18 there were 19 citations. Approximately 50 percent were for non-payment of fees. Currently RAP does not have

Item: _____
CED Committee
March 19, 2019

the staff capacity to support the enforcement and/or collection of penalties for citation violations.

Other Activities: Administrative Writs

During the reporting period, City Attorney staff handled the following administrative writs that were all appeals from Rent Board decisions:

- Murry v. Rent Board (landlord writ)
- Regan v. Rent Board (landlord writ)
- Michelsen v. Rent Board (landlord writ)
- Marker v. Rent Board (tenant writ)
- Hyde Street v. Rent Board (landlord writ)
- Sherman v. Rent Board (tenant writ)
- Turner v. Rent Board (tenant writ)
- Golden State Ventures v. Rent Board (landlord writ)
- Baragano v. Rent Board (tenant writ)

5. Rent Board Activities, Meetings, and Attendance

Board Activities

The Rent Board holds public meetings to hear appeal cases, discuss procedural and policy matters, and craft regulations. Below is a listing of Board policy and procedural discussions during the reporting period:

FY 2014 – 15:

- The Board discussed the definition of “deferred maintenance” followed by a recommendation to the City Council to define the capital improvements that could not be passed through due to delayed maintenance. The Council adopted the recommendation.
- The Board reviewed the RAP Annual Report; followed by the City Council receiving the report on an informational basis.

FY 2015 – 16:

- The Board discussed amendments made to the Ellis Act Ordinance, including increasing of relocation benefits.
- Discussion of a report to the City Council regarding an increase to the RAP fee took place.
- The Board discussed a proposal to establish an owner requirement to file petitions for rent increases based on capital improvements.

Item: _____
CED Committee
March 19, 2019

FY 2016-17:

- Proposed revisions to Rent Adjustment regulations, such as:
 - Process for landlords' filing for rent increases (per Measure JJ)
 - Deadlines for filing petitions
 - Amortization period for capital improvements
 - Provision of services/materials in multiple languages
 - Substantial rehabilitation exemption provisions
 - Owner occupancy requirements for duplexes and triplexes
- Proposed revisions to Just Cause regulations pursuant to Measure JJ
- Board trainings (December and May)
- Discussion of Ghost Ship fire
- Discussion related to reviving the Policy Committee

FY 2017-18 (including July 2018):

- Policy discussions were held on the following topics:
 - Developed regulations Just Cause for Eviction owner-occupancy exemptions for duplexes and triplexes
 - Discussed draft amendments to the substantial rehab exemption within Rent Adjustment Ordinance
 - Discussed regulations for the Tenant Protection Ordinance
 - Discussed Board procedures
- Election of the Board chair was conducted.
- **Board Training:** A Board training was held at the June 14, 2018 Board meeting. City Attorney staff led this training and covered the following areas:
 - Substantive law for rent increases
 - Types of petitions
 - Exemptions from Rent Ordinance
 - Requirement for owners to file petitions for rent increases
 - Processing of petitions, including time limitations for filing
 - Owner and tenant requirements for filing and responding to petitions
 - Just cause for eviction ordinance
 - Appeal procedures and process
 - Board procedures, including Robert's Rules
 - The role of the Board in determining if the Hearing Decision is supported by substantial evidence

Item: _____
CED Committee
March 19, 2019

- New Board Member Orientation:** Staff provided a New Board Member Orientation on July 20, 2018. This session focused on the administrative processes of RAP, the opportunity for mediation, the hearing process, and the role of the Board as an appeal board, but not a trial court. The orientation also described the various grounds for approval of a rent increase and the ability of tenants to claim restitution for habitability complaints.

Board Composition, Attendance, and Hearings Activity Overview: FY 2017-18

During FY 2017-18 and since, RAP staff has been monitoring the Rent Board meeting schedule and Board member attendance.

Table 10 depicts the current composition of the Board, including their terms, vacancies and upcoming appointments.

Table 10. Rent Board Roster

Position	# Per Ordinance	Name	Term
Tenant - Regular Member	2	T. Hall	2/12/17-2/11/20
		D. Mesaros*	2/12/16-2/11/19
Tenant - Alternate	2	Vacant**	
		Vacant	
Owner - Regular Member	2	K. Friedman	2/12/18-2/11/21
		T. Williams	2/12/17-2/11/20
Owner - Alternate	2	B. Scott*	2/12/16-2/11/19
		Vacant***	
Neutral - Regular Member	3	J. Warner	2/12/17-2/11/20
		R. Stone	2/12/18-2/11/21
		M. Cook****	2/12/16-2/11/19
Neutral - Alternate	2	K. Blackburn*****	2/12/16-2/11/19
		E. Lai	2/12/17-2/11/20
TOTAL	13		

* Position held-over at present. The "hold over" provision in the Rent Adjustment Ordinance states that a board member can serve for up to one year after their term expired or a replacement is appointed, whichever is earlier.

** There is an applicant pending for appointment to Tenant/Alternate position; City Council action will be scheduled for March 2019

*** There is an applicant pending for appointment to Owner/Alternate position; City Council action will be scheduled for March 2019

Item: _____
CED Committee
March 19, 2019

**** M. Cook is not seeking re-appointment

***** There is an applicant pending for appointment to replace K. Blackburn & City Council action will be scheduled for March 2019

Board Attendance: Eight meetings were cancelled between July 1, 2017 and June 30, 2018 due to a lack of a quorum. As noted above, cancellations became less frequent toward the end of FY 2017-18 and into FY 2018-19. Most Board members are attending

between one-third to one-half of all planned Board and Panel meetings. There were two Board members who had not been attending meetings for a period of twelve months between FYs 2016-17 and 2017-18; both resigned from the Board in Fall 2018.

Hearings Activity:

- **Board meetings:** There were 16 full Board meetings held between July 1, 2017 and June 30, 2018. The Board heard 39 cases.
- **Appeal Panel meetings:** There were 20 Appeal Panel meetings held between July 1, 2017 and June 30, 2018. The Appeal Panels heard 45 cases.

6. Program Audit Response

The City Auditor's Office conducted an audit of RAP during FY 2015-16 and a report was released on June 27, 2016. The audit was conducted to ensure that appropriate controls were in place so that the program meets its goal under the Rent Ordinance.

There were 10 findings with recommendations on immediate challenges faced by the Program:

- Increased hearing and petition filings
- Backlog of appeal cases
- Upgrade of outreach strategies
- Budget management
- Upgrade to database and use of other pertinent technology
- Increase the Program Service Fee

Since that time, RAP staff has been updating the Auditor's Office on progress in addressing the findings and implementing the recommendations. In the Fall of 2018, a follow-up audit was conducted and resulted in the closing of three of the findings. The Auditor's Office also presented an outline of the actions needed to address the remaining seven open findings, along with a timetable for completion.

Attachment D is an update on RAP's progress in addressing audit findings.

Item: _____
CED Committee
March 19, 2019

only other income to the program is from Ellis application fees and copying charges that have a minimal impact on the budget.

Table 12 shows the actual revenue and expenditures for each fiscal year during the reporting period.

Table 12. RAP Revenue and Expenditures 2014-15 Through 2017-18

	Actual	Actual	Actual	Actual
	2014-15	2015-16	2016-17	2017-18
Beginning Fund Balance	\$ 2,185,133	\$ 1,460,955	\$ 354,431	\$ 1,126,916
REVENUE				
Investment interest	\$ 6,770	\$ 2,952	\$ 156	\$ 10,631
RAP Fees	\$ 2,137,433	\$ 2,330,527	\$ 4,585,184	\$ 5,192,841
Transfer	\$ 165		\$ (252)	\$ 391
Total Revenues	\$ 2,144,369	\$ 2,333,479	\$ 4,585,088	\$ 5,203,863
Total Available Financing (revenue + fund balance)	\$ 4,329,502	\$ 3,794,434	\$ 4,939,519	\$ 6,330,779
EXPENDITURES				
Personnel				
CAO	\$ 17,866*	\$ -	\$ -	\$ 74,646
Revenue	\$ 497,983	\$ 525,393	\$ 520,201	\$ 516,115
Finance	\$ 220	\$ -	\$ -	\$ -
City Attorney	\$ 549,561	\$ 808,226	\$ 809,001	\$ 910,163
HCD	\$ 1,439,184	\$ 1,799,086	\$ 2,148,480	\$ 2,446,155
O&M	\$ 222,670	\$ 256,457	\$ 285,947	\$ 341,066
Facilities	\$ 176,795	\$ 50,841	\$ 48,974	\$ 97,753
Total Expenditures	\$ 2,868,547	\$ 3,440,003	\$ 3,812,603	\$ 4,385,898
FUND BALANCE CALCULATION				
Net Gain/(Loss)	\$ (724,178)	\$(1,106,524)	\$ 772,485	\$ 817,965
Beginning Fund Balance	\$ 2,185,133	\$ 1,460,955	\$ 354,431	\$ 1,126,916
Ending Fund Balance	1,460,955	354,431	1,126,916	1,944,881

Item: _____
CED Committee
March 19, 2019

The current fund balance for FY 2017-18 is largely a function of the following two features:

- Central Service Overhead (CSO) was budgeted and should have been charged for non-RAP positions, but wasn't. As opposed to drawing it down retroactively, the balance will be retained by the RAP unit for uses described below.
- Vacancies throughout the past two years, including the Program Manager.

The fund balance of \$1,927,015 as of June 30, 2018 has been utilized since then to pay for limited duration positions needed to address specific audit findings and to begin the process of instituting material improvements to the performance of the program. Staff's proposal for a fee increase would facilitate these positions converting to permanent status (as well as cover additional positions). The fund balance will also be used to cover a non-personnel audit finding related to RAP hearing space (an excerpt from the audit outlining this finding is provided as **Attachment E**) and to facilitate the creation of work space for existing and new RAP positions.

In terms of hearing space, hearings are now held in conference rooms on the fifth floor of 250 Frank Ogawa Plaza, immediately adjacent to areas where staff are working which is disruptive to the city workforce and inappropriate considering the sensitivity and confidential nature of these cases. It involves staff having to walk parties to a hearing through these work spaces.

In terms of RAP work space, RAP staff currently occupy a corner of the fifth floor of 250 Frank Ogawa Plaza, with a few positions scattered in other locations on the floor. Any new staff would be further scattered on the fifth floor as well as possibly on the sixth floor. Additionally, there is insufficient storage space, forcing staff to toggle between floors to obtain files. Further exacerbating the space issues was the build out of Department of Transportation (DOT) workstations in areas previously designated for RAP, though not yet occupied.

In 2017, an architect was engaged to create a design for new office space configurations throughout 250 Frank Ogawa Plaza which had all HCD offices, including RAP's hearing rooms, occupying the sixth floor. While the plan to move the DOT to the fifth floor moved forward in 2018, any reconfiguration of HCD's space has not transpired.

HCD staff estimate that approximately half of the fund balance will be expended on the limited duration positions, as well as additional technology upgrades. Staff further believe that with an investment of the remaining funds, existing HCD space on the sixth floor that is currently underutilized can be reconfigured to create the type of hearing space recommended in the audit, as well as ensure that there are work stations for all RAP staff positions and file storage space, which will facilitate high functioning program performance.

8. Initiatives for 2018/19 and Beyond

Item: _____
CED Committee
March 19, 2019

Staffing

The program is undergoing a transition from a passive complaint based model to an active enforcement model. RAP is growing its outreach capabilities and creating a mediation program and settlement conference procedures to assist with more efficient resolution of landlord-tenant conflicts. As such, HCD staff is looking to grow the program from 15 to 27 FTEs in an effort to more effectively deliver service to Oakland residents including ensuring timeliness and accuracy. The new staffing model will include the addition of administrative support for the hearings unit as well as the staff necessary to implement more robust outreach and enforcement activities.

Rent Board

We are currently devising a training curriculum for new and seasoned Board Members. Additionally, we will be exploring moving the Board to a paperless agenda and packet in the coming year.

Public Information and Outreach

Attachment F provides an overview of the planned public information and outreach plan.

Database

The program is set to launch a new client management system in 2019 which will allow for better case management, data collection, and quality control, enabling full and holistic delivery of client services and information. In addition, improvements to the current case file management system will also be embarked on.

Streamlining Procedures

A priority for the 2019-20 fiscal year will be on streamlining and revamping internal policies, processes, and procedures. This effort will examine the current regulatory structure to ensure that it promotes the most efficient adjudication of petitions and consistent application of the law.

PUBLIC OUTREACH/INTEREST

There was no public outreach conducted as part of the preparation of this report other than the Agenda posting on the City's website.

FISCAL IMPACT

This report is informational only and proposes no changes to the Rent Adjustment Program or its fees; notwithstanding that the City Council did approve a fee increase from \$30 per unit to \$68 per units during this reporting period. HCD staff are proposing

Item: _____
CED Committee
March 19, 2019

a new fee increase at the March 19, 2019 Finance and Management Committee meeting which will facilitate the City's ability to carry out the initiatives described above.

COORDINATION

Staff produced this report in coordination with the Budget Bureau and the City Attorney's office.

SUSTAINABLE OPPORTUNITIES

Economic: The provision of legal services related to Oakland's Rent Adjustment and Tenant Protection Ordinances will protect tenants from exorbitant rent increases while encouraging owners to invest in the housing stock of the City. Stable rents and housing stability improve low income tenants' economic well-being.

Environmental: Improving tenants' knowledge of the Rent Adjustment Ordinance can mitigate adverse environmental impacts resulting from existing rental housing and encourage cohesion and vested interest of owners and tenants in established neighborhoods.

Social Equity: The landscape and climate of Oakland's neighborhoods is improved by encouraging long-term tenancies in rental housing. Housing stability can assist low and moderate income families to save money to become homeowners.

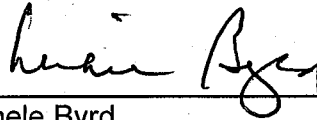
Item: _____
CED Committee
March 19, 2019

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council Receive the Rent Adjustment Annual Report for Fiscal Years 2014-15, 2015-16, 2016-17, and 2017-18.

For questions regarding this report, please contact Maryann Leshin, Deputy Director, Housing and Community Development Department at (510) 238-6225.

Respectfully submitted,



Michele Byrd
Director, Housing and Community Development
Department

Attachments (6):

- A: Section 8.22.050.A
- B: Outreach Activities
- C: Centro Legal de la Raza Performance 2014 - 2018
- D: Status of RAP Audit Findings
- E: Excerpt from Audit Regarding Hearing Space
- F: Public Information and Communication Plan

Item: _____
CED Committee
March 19, 2019

8.22.250 - Administration, Reports, and Notices to Owners and Tenants.

- A. The City Administrator shall report annually on the status of the Rent Adjustment Program to the City Council or to such City Council Committee as the City Council may designate. Such reports shall include, but shall not be limited to the following:
1. Rent Board vacancies.
 2. Rent Board meeting cancellations.
 3. Statistics on the number and type of petitions filed and outcomes, including rent increases granted.
 4. The timeliness of petition hearings and appeals,
 5. Statistics on numbers and types of eviction notices filed pursuant to the Just Cause for Eviction Ordinance (Chapter 8, Article II, O.M.C. 822:300, et seq.)
 6. Number and types of rental units covered by this Chapter.
 7. Any other information the City Council or Committee may request.
- B. The City Administrator shall develop searchable data bases for ready public access to information on hearing decisions, appeals, and notices filed. To the extent consistent with state and City public records and sunshine laws, names and personal information shall not be included in the database or otherwise shall be redacted from release of filed notices.
- C. The City shall make available translation services in languages other than English, where requested in advance, to interpret and translate documents and procedures as needed related to Board Hearings and Appeals.
- D. Notices to Tenants and Owners.
1. The City shall annually provide notification to all Covered Units information, including but not limited to, the amount of the annual CPI Rent Adjustment, Banking (as an allowable increase without landlord petitioning) and information on how to get information to challenge a rent increase, and other questions about rents and Rent Adjustment Program procedures.
 2. The City shall annually provide notification to all Owners with Covered Units, including but not limited to, the amount of the annual CPI Rent Adjustment, Banking (as an allowable increase without landlord petitioning), and information on how to get information to petition for a rent increase, and other questions about rents and Rent Adjustment Procedures.

Attachment B

RAP Staff Outreach Activities

2014 – 2015

- **July 2, 2014:** RAP staff did presentation to outreach workers for OCCUR and Martin Luther King Freedom Center.
 - **July 8, 2014:** RAP staff did presentation and distributed Rent Adjustment brochures at the Alameda County Law Library.
 - **July 16, 2014:** 1,500 RAP brochures and insert cards were given to outreach workers for OCCUR and Martin Luther King Freedom Center for door-to-door distribution.
 - **July 21, 2014:** 15,000 insert cards (announcing recent changes to the Rent Ordinance and Regulations) were mailed to all landlords listed in the Business Tax database.
 - **August 23 & 24, 2014:** RAP staff answered questions and distributed 500 Rent Adjustment brochures and insert cards at Chinatown Street Festival.
 - **October 22, 2014:** RAP staff answered regarding new Rent Adjustment Regulations on a panel at the annual East Bay Rental Housing Association Trade Expo.
 - **November 14, 2014:** Tenant Protection brochures were mailed to all landlords listed in the Business Tax Database (approximately 15,000).
 - **November 21, 2014:** 25,000 Tenant Protection Ordinance informational pamphlets distributed to approximately 350 outlets in Oakland (stores, laundromats, cafes, libraries, etc.).
 - **December 2, 2014:** RAP staff presented at the monthly Oakland PATH Rehousing Initiative meeting.
 - **March 21, 2015:** RAP staff attended the District One Town Hall meeting, "Oakland Working for You," to distribute RAP and Tenant Protection brochures and answer questions at a table station.
- March 26, 2015:** Rent Adjustment and Tenant Protection brochures were distributed at a presentation at the Red Cross office.
- **May 14, 2015:** RAP staff did presentation, answered questions, and distributed Rent Adjustment and Tenant Protection brochures at Housing Assistance Center open house.

RAP Staff Outreach Activities

2015-16

- **July 20 and 21, 2015:** Rent Adjustment brochures were distributed at Art and Soul Festival. by Housing Assistance Center Staff.
- **September 29 and 30, 2015:** RAP staff distributed Rent Adjustment, Tenant Protection Brochures, and General Packets at Chinatown Street Festival.
- **September 28, 2015:** RAP staff met with representatives from Nihonmachi Legal Services regarding greater outreach to Asian communities in Oakland.
- **October 1, 2015:** RAP staff attended the annual East Bay Rental Housing Expo.
- **October 6, 2015:** RAP attended the Fall Health Advocacy Decal at U.C. Berkeley for a presentation and question and answer session regarding the Rent Adjustment Program.
- **February 1, 2016:** RAP staff attended Plan Downtown event. Rent Adjustment Brochures and Tenant Protection Brochures were distributed.
- **May 2, 2016:** Direct mailing to 26,000 property owners of "Notice to Oakland Property Owners" regarding rent increase moratorium to all owners listed in Business Tax database.
- **May 11, 2016:** *One page advertisement in East Bay Times regarding rent moratorium and other rent protections.*
- **May 12, 2016:** One page advertisement in El Mundo regarding rent moratorium and other renter protections.
- **May 14, 2016:** One page advertisement in Sing Tao Daily regarding rent increase moratorium.
- **June 10, 2016:** Distribution of 25,000 "Know Your Rights" postcards to 350 outlets in Oakland, including stores, laundromats, libraries, cafes, and other Oakland business locations regarding rent moratorium and tenant rights.

RAP Staff Outreach Activities

2016-17

- August 20 - 21, 2016, Art and Soul: RAP shared a table with the Mayor's office and City Administrator's Office and distributed approximately 1,000 RAP brochures and answered questions. Approximately 40,000 attended the two day festival.
- August 27 - 28, 2016, Chinatown Street Festival: Staff distributed approximately 1000 RAP brochures and answered questions (approximately 50,000 to 75,000 attended the two-day festival).
- September 28, 2016, EBRHA 2016 Expo: Staff distributed RAP brochures, informational material on changes in Ordinance, and answered questions. (300-400 property owners attend the annual expo.)
- September 29, 2016: Staff distributed approximately 50 brochures and answered questions at the Family Resource Center sponsored by Futures and Community United Education Elementary School.
- November 10, 2016: RAP Staff answered questions on a panel of the Asian Real Estate Association of America Housing Forum. (Approximately 30 members attended the forum.)
- November 30, 2016: RAP Manager discussed Ordinance changes at Owner event sponsored by the Law Offices of Fried and Williams. (Approximately 30 property owners attended.)
- March 10, 2017: Completed a direct mailing (using Business Tax Database) of approximately 40,000 notices to landlord and tenants of the recent changes to the Rent Ordinance and Regulations.
- March 30, 2017: RAP Staff conducted an informational workshop on recent changes to Rent Ordinance and Regulations for nonprofit, private organizations, and Property Management Companies that advise Oakland residential property owners and tenants. (Approximately 60 attended.)
- April 18, 2017: RAP staff attended Women's Auxiliary luncheon to discuss recent changes to Oakland's Rent and Eviction Control Ordinances (approximately 30 property owners attended).

RAP Staff Outreach Activities

2017 - 18

- August 16 - 17, 2017- Art and Soul: Staff distributed brochures and answered questions. Festival was attended by approximately 40,000 people.
- August 25 and 26, 2017- Chinatown Street Fest- Staff distributed brochures and answered questions-festival was attended by approximately 50,000 people over two days
- August 23, 2017- RAP staff held a Landlord Workshop at City Hall in Hearing Room 1. This was a general plenary session with landlords.
- Sept. 27, 2017- RAP staff held a Landlord Workshop on Substantial Rehabilitation.
- October 25, 2017- RAP staff held a Landlord Workshop on Capital Improvements.
- September 17, 2017-Rockridge Stroll: Distributed brochures.
- October 2017- RAP staff attended the East Bay Rental Housing Association and distributed brochures and owner information guide; answered questions. This event was attended by approximately 500 people.
- October 29, 2017-Dia de Los Muertos: RAP staff distributed brochures and answered questions. This event was attended by over 20,000 people.

Attachment C

Centro Legal de la Raza Performance 2014 - 2018

2014 – 2015

Activity	Contract Goal	Performance	Percent of Goal
Outreach	15,000	15,505	103%
Assessment	800	967	120%
Limited Scope Services	400	470	113%
Extensive Scope Services	60	95	116%
Legal Representation	50	60	116%
Appear at hearings	25	56	224%

2015 - 2016

Activity	Contract Goal	Performance	Percent of Goal
Outreach	10,000	15,460	155%
Assessment	800	1,071	134%
Limited Scope Services (153 were for TPO)	600	709	118%
Legal Representation	50	52	101%
Pro Per ¹ Small Claims Assist. (all were for TPO)	10	6	60%

2016 - 2017

Activity	Contract Goal	Performance	Percent of Goal
Outreach	10,000	22,867	229%
Assessment	800	1,188	149%
Limited Scope Services	600	756	126%
Legal Representation	50	63	126%
RAP Petitions/Appeals Prepared	50	57	114%
Pro Per Small Claims Assist.	10	10	100%

¹ Small Claims assistance is provided on a "pro per" basis, meaning the legal services assist tenants in representing themselves.

2017 – 2018

Activity	Contract Goal	Performance	Percent of Goal
Outreach	10,000	10,003	100%
Assessment	800	13,394	1674%
Limited Scope Services	600	677	113%
Legal Representation	50	54	108%
RAP Petitions/Appeals Prepared	50	103	206%
Pro Per Smalls Claims Assist.	10	4	40%

Attachment D: Status of RAP Audit Findings

	Audit Findings	Current Audit Standing and Action Plan	Fee Increase Impact
1	<ul style="list-style-type: none"> • Increase the number of Rent Board alternates to provide sufficient volunteer Board members. • Attendance records should be provided to the Mayor on a semiannual basis. 	Closed.	N/A
2	<p>Board Training:</p> <ul style="list-style-type: none"> • Develop a training program that extends over the course of a year, with sessions held during Board meetings. • Track progress and send information on attendance to Mayor 	<p>Open.</p> <p>The following, should be completed by May/June 2019:</p> <ul style="list-style-type: none"> • Board manual • Training modules and schedule • Re-establishment of Board Policy Committee 	Fee increase would fund staff positions to carry out these activities on an ongoing basis.
3	<p>Develop a Communication Strategy for accessing Rent Board materials online for differing users.</p> <ul style="list-style-type: none"> • Packets should be scanned and uploaded to website. • Provide interested parties with information in advance of the meeting. 	<p>Open.</p> <p>The scaling back of mailed packets by May/June 2019.</p> <p>Explore use of new technology (ie: tablets).</p>	Can take place with current fee.
4	Case & Appeal Decisions should be posted on website and/or electronic portal.	Closed.	

Attachment D: Status of RAP Audit Findings

	Audit Findings	Current Audit Standing and Action Plan	Fee Increase Impact
5	<p>Address resource needs through temporary staffing and planning for new permanent positions.</p> <ul style="list-style-type: none"> • Review workflow processes for efficiencies; update policies and procedures • Determine appropriate staffing levels • Implement a formal and routine quality assurance program. • Hearing Officers should not conduct onsite inspections or properties. • Work with City Attorney's Office to propose changes to RAP Ordinance to create efficiencies. 	<p>Open.</p> <p>The following should be pursued:</p> <ul style="list-style-type: none"> • Improved case management system • Streamlining procedures • Increase use of mediation • Analyze staffing needs and propose fee increase accordingly 	<p>Fee increase will cover the cost of enhanced case management system, staff to revise/update procedures, implement a robust mediation program.</p> <p>This Agenda Report presents the results of staff's analysis of staffing needs.</p>
6	<p>Improve case management system; track cases, store records electronically (to reduce paperwork), produce performance metrics and trend analysis, and facilitate regular reporting on RAP activities.</p>	<p>Open.</p> <p>Database improvements needed, including rent tracking.</p>	<p>Fee increase would cover ongoing database maintenance along with the staff time to set up and manage the systems that will facilitate smoother operations, reduction of paperwork, generation of performance metrics data/policy analyses, and regular and timely reporting.</p>

Attachment D: Status of RAP Audit Findings

	Audit Findings	Current Audit Standing and Action Plan	Fee Increase Impact
7	Formulate a public outreach and communication plan.	Open. Initiation of Communication and Outreach Plan and preparation of public information materials by March 2019.	Fee increase would cover staff time to create these materials, update them on an ongoing basis, and implement the Communication and Outreach Plan. It would also cover cost of printing and mailings.
8	Design dedicated, professional space for hearing and other public RAP business	Open. Implementation has been held up by lack of budget authority to carry out. Timing for addressing TBD.	Staff propose to use RAP fund balance of approximately \$1,000,000 to fund the implementation of space improvements called for in this audit funding.
9	Validate that all covered properties are being assessed.	Closed.	
10	Develop and monitor the RAP budget	Open. Preparation of Annual Report and RAP budget analysis by March 2019.	This is being carried out with current fee.

Attachment E

Excerpt from Performance Audit of the City of Oakland Rent Adjustment Program

June 27, 2016

Finding 8: The meeting facilities for the Public Hearings are inadequate

RAP hearings are public meetings as defined by the Brown Act,¹⁶ which allow for public attendance. However, there are few city dedicated spaces set aside for these meetings, unlike other City Board and community gatherings.

Many RAP hearings are arranged to take place in conference rooms as they are available on various floors of city offices. Some of these rooms are located within staff work areas so that attendees must be directed through office workspace to the hearing meeting.

Recommendations:

- Design a dedicated professional office space for hearings and other public business of RAP that is appropriate for the seriousness of the matters discussed. These spaces should be separate from staff work areas.
- Confirm that standard security measures for city offices used for public meetings are applied, including security cameras and locking doors to secure areas.

¹⁶ Brown Act - Government Code 54950-54963.



ATTACHMENT F

STAFF COMMUNICATION AND OUTREACH WORK PLAN 2019

GOAL: DEVELOP SOCIAL MEDIA STRATEGY, ENHANCE PUBLIC FACING MATERIALS, AND EXPONENTIALLY INCREASE OUTREACH

MEDIA	PURPOSE/DETAIL	DRAFT PRODUCTION PREPARATION START DATE	FINAL DUE DATE	PUBLICATION OR EVENT DATE
PRINT MEDIA				
Annual Report	Fiscal Year (FY) Budget and RAP Outcomes, mission, policy, services, standard format	Nov	March	April
Newsletter	Trends and policy, changes, services	July	September	October
Informational Postcards	Rent Increases (Landlords)	March	April	May
	Habitability (Tenants)	August	September	October
	Seismic Retrofit Ord (Landlords)			
Guide to Rent Control	Rent Control and Eviction Protection Information	October	March	April
New Tenant Checklist	Checklist for New Tenants	March		May
Tenant Packet	Tenant Rights and Responsibilities	March		May
Landlord Packet	Landlord Rights and Responsibilities	March		May
Magnet	RAP Information	March		May
ELECTRONIC MEDIA				
Social Media	Create Program Facebook Page	July		September
CPI Posted	Post CPI on website	July		July
Press Releases	Issue Specific			
Info Sheets	Security Deposits	Jan		May
	Eviction Flowchart	Jan		May
	Just Cause for Evictions	Jan		May
	Subletting	Jan		May
	Guide to the Ellis Act	Jan		May
	Owner Move-In Evictions	Jan		May

MEDIA	PURPOSE/DETAIL	DRAFT PRODUCTION PREPARATION START DATE	FINAL DUE DATE	PUBLICATION OR EVENT DATE
	Uniform Relocation Ordinance	Jan		May
	Tenants Rights and Responsibilities	Jan		May
	Landlord Rights and Responsibilities	Jan		May
	Costa-Hawkins State Law	Jan		May
	Move-In/Move Out Checklist for Tenants and Landlords	Jan		May
	Measure Y	Feb		March
	Notice of Rent Increase Template	Jan		May
	RAP Fee Pass (Through Information)	Jan		May
	Lease Breaking	Jan		May
	Landlord and Tenant Resources:	Jan		May
	Small Property Owners Seminar Occupied Duplex/Triplex	Feb		March
	Landlord 101	March		April
	Tenants Rights	May		June
	Landlord and Tenant Rights and Responsibilities - Security Deposits	September		October
	Tenants Rights Workshop	April		May
	Small Property Owners Workshop	May		June
	Evictions in Oakland: A Workshop for Oakland Property Owners	June		July
	Tenants Rights Workshop	August		September
	Small Property Owners Workshop	August		September
	Tenants Rights Workshop (Spanish)	September		October
	Chinatown Lunar New Year Bazaar			1/26/2019
	Bike to Work Day			5/10/2019
	Temescal Street Fair			6/9/2019
	Juneteenth Celebration			6/23/2019
	Oakland Art and Soul Festival			7/27/2019
	National Night Out			8/6/2019
	Outreach Events			
	Workshops			
	In House Seminars			

MEDIA	PURPOSE/DETAIL	DRAFT PRODUCTION PREPARATION START DATE	FINAL DUE DATE	PUBLICATION OR EVENT DATE
	Laurel Street Fair			8/10/2019
	Chinatown Street Festival			8/24/2019
	Oakland Pride Festival			9/8/2019
	Rockridge Out and About			9/15/2019
	OaktoberFest in the Dimond			9/29/2019
	East Bay Rental Housing Ass. Fair			TBD
	Dia de Los Muertos Festival			11/3/2019
Peralta Colleges Outreach	Information Table at Laney College	TBD		TBD
	Information Table at Merrit College	TBD		TBD