



Rent Stabilization Board
Office of the Executive Director

DATE: March 20, 2025

TO: Honorable Members of the Rent Stabilization Board

FROM: By: DéSeana Williams, Executive Director

SUBJECT: Modifying Staffing Model – Converting the Policy Director to a Principal Program Manager

Background

The Berkeley Rent Stabilization Board continues to serve as a leader in rent control administration while simultaneously adapting to the growing demands of rental regulation, compliance enforcement, and public service delivery. With the recent implementation of the Measure BB Ordinance, the agency now oversees approximately 3,000 additional rental units, which may significantly increase the volume of service requests, compliance monitoring, and landlord-tenant interactions.

As part of a comprehensive effort to improve operational efficiency, enhance program oversight, and meet increasing service demands, this proposal recommends converting the Policy Director position with a Principal Program Manager (PPM).

The agency currently operates with 28 Full-Time Equivalent (FTE) career positions across seven functional units. Two of these—the Public Information Unit (PIU) and the Registration Unit—are among the most public-facing and are directly impacted by the Measure BB expansion.

- The Public Information Unit (PIU) provides direct tenant-landlord counseling, outreach, and education.
- The Registration Unit maintains rental unit registration, information data, fee collection, and compliance enforcement.

The intention of the Policy Director was to be responsible for high-level policy research and program strategic planning. However, as the agency's workload increases with expanded compliance responsibilities and direct service provision, the agency requires a role that supports policy development and ensures coordinated oversight of our public-facing program implementation and operational coordination.

Restructuring of the Executive Office

Current Structure:

- Policy Director (to be eliminated) – Requires new classification- Previously slated to oversee policy research, program initiatives, and high-level strategy.
- Registration Manager – Oversees all rental unit registration and fee collection efforts.
- CSS III/Public Information Unit Manager – Manages tenant and landlord counseling, outreach, and education.

Proposed Structure:

- **Principal Program Manager (Existing Classification-New Position) – Replaces Policy Director**
 - **Supervises:**
 - Registration Unit Manager
 - CSS III/Public Information Unit Manager
 - **Primary Functions:**
 - Oversees Rent Board Program compliance, data system function and integrity, and public information functions.
 - Manages program initiatives, housing data analytics, and regulatory compliance efforts.
 - Provides increased leadership capacity for registration compliance and public information functions.
 - Ensures a coordinated response to the increased volume of Measure BB-related service requests.
 - Strengthens alignment between fee collection, compliance monitoring, and public outreach.
 - Oversees research and data analysis related to rent control policies, including registration trends, enforcement activities, and public engagement metrics.
 - Develops policy recommendations based on service data and agency research to support Board decision-making.
 - Drafts reports, memoranda, and policy documents related to program operations, tenant and landlord compliance, and legislative changes impacting rent control.
 - Monitors and analyzes proposed state and local housing legislation, assessing its impact on agency operations and regulatory authority.
 - Supervises program initiatives related to compliance enforcement, data-driven policy evaluation, and developing best practices in rent stabilization.
 - Implements performance monitoring and service efficiency improvements.
 - Strengthens cross-unit coordination for policy implementation.
 - Implements performance monitoring to improve service delivery.

Rationale for Staffing Model Change

1. Enhanced Operational Oversight:

- With an expanded rental unit portfolio of over 25,000 units, the Rent Board must ensure that registration compliance and public education efforts are tightly coordinated. A unified management structure will enhance enforcement efforts, ensuring consistency in messaging and transparency in compliance expectations for landlords.

2. Improved Compliance & Program Alignment:

- Registration fee collection and tenant-landlord counseling are interconnected functions in enforcing rent stabilization regulations.
- A unified leadership approach ensures that both teams align their efforts in increasing landlord compliance and educating the public.

3. Strategic Workforce Optimization:

- Eliminating the Policy Director position reduces redundancy.
- The Principal Program Manager brings direct program oversight, regulatory compliance experience, and operational management skills, ensuring a stronger focus on program execution and service delivery.

4. Financial Efficiency:

- The Principal Program Manager's position is an already established position that integrates operational leadership with policy execution, allowing for a seamless transition without creating a new role. This change does not require additional funding beyond existing salary allocations, making it a fiscally responsible solution that enhances service delivery without requiring an additional FTE.

5. Strengthened Policy Development, Research, and Compliance Oversight:

- The Principal Program Manager will assume key policy functions previously proposed to be handled by the Policy Director, ensuring that the agency remains at the forefront of housing regulations, compliance trends, and legislative updates.
- Responsibilities will include analyzing policy impacts, drafting and reviewing policy documents, and providing recommendations for regulatory changes to align with state and local housing laws.
- The Principal Program Manager will conduct ongoing research on rent stabilization trends, eviction protections, and housing affordability, translating findings into data-driven policy proposals for the Board's consideration.
- In collaboration with the Registration and Public Information Units, the PPM will integrate policy research with outreach efforts, ensuring that landlords and tenants receive updated guidance on rental laws and compliance requirements.
- This role will also oversee the review of registration compliance data, using findings to shape enforcement strategies and proactively identify gaps in current policies.

Financial Impact

Revising the current staffing model to include a Principal Program Manager position has an annual salary and benefits cost of \$324,598 and will be fully absorbed within the existing FY24 - 25 budget allocation due to salary savings from existing vacancies.

These significant salary savings from current vacancies have created an opportunity to amend our current staffing model to include the Principal Program Manager position. This position will provide much-needed leadership and administrative capacity to the registration process, data integrity, compliance, and policy work, and additional oversight to the Public Information and Registration Units. Funding in the amount of \$113,864 is currently available in the FY24 -25 budget to fund this position. The Board will review anticipated salary savings and expected revenue to sustain this position in FY25 -26 and beyond.

Recommendation

The Budget and Personnel Committee recommends that the Board authorizes the conversion of the Policy Director position to the Principal Program Manager, who will oversee both the Registration and Public Information Units as outlined in this proposal.

Contact Information

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CITY OF BERKELEY
Established Date: Jul 30, 2017
Revision Date: Dec 7, 2018

Principal Program Manager

Class Code 9021

SALARY RANGE

\$162,537.65 - \$196,697.49 Annually

Description

DEFINITION

Plans, organizes, directs, and supervises one or more major City programs or projects that are highly visible and have a substantial impact, including the development and implementation of program goals and elements; performs a variety of technical tasks relative to the assigned program or project; and develops procedures, programs, and methodologies.

CLASS CHARACTERISTICS

This management level classification may be populated with multiple incumbents who mission. The Principal Program Manager is a supervisory level responsible for directing one or more complex City programs or projects. Incumbents are expected to demonstrate skills and knowledge particular to their assignment. Under general direction, the Principal Program Manager organizes, coordinates and directs various staff and activities associated with the development and implementation for programs and projects.

Principal Program Manager is distinguished from the Program Manager II in that it has full supervisory responsibilities, including completing performance evaluations and counseling for performance improvement.

Examples of Duties

The following list of duties is intended only to describe the various types of work that may be performed and the level of technical complexity of the assignment(s) and is not intended to be an all-inclusive list of duties. The omission of a specific duty statement does not exclude it from the position if the work is consistent with the concept of the classification, or is similar or closely related to another duty statement.

1. Recommends and assists in the implementation of goals and objectives; establishes schedules and methods for the performance of project or program implementation; implements policies and procedures;
2. Plans, prioritizes, assigns, supervises and reviews the work of staff involved in the performance of project or program implementation as well as the activities of professional, paraprofessional and support staff;

3. Evaluates operations and activities of assigned responsibilities; recommends improvements and modifications; prepares various reports on operations and activities;
4. Participates in budget preparation and administration; prepares cost estimates for budget recommendations; submits justifications for staff, equipment, and supplies; monitors and controls expenditures;
5. Participates in the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures;
6. Organizes, coordinates, and manages one or more major programs or projects with high visibility and impact;
7. Supervises administrative functions associated with program management including budget preparation, financial management, and grant application preparation and administration; manages the procurement process including the development of RFP/RFQs; negotiates terms, conditions and administers contracts;
8. Represents the department in a variety of meetings and forums involving program coordination and implementation;
9. Conducts complex analyses and makes technical investigations and research on a variety of issues impacting the City;
10. Plans, develops and supervises complex studies and prepares and presents findings and recommendations;
11. Serves as liaison with representatives from federal, state, local, private and community organizations in the implementation of assigned program(s);
12. Reviews the effectiveness of service delivery and work flow; develops and supervises the implementation of recommendations regarding program elements;
13. Analyzes laws and regulations and their impact to assigned program(s);
14. Develops and maintains informational and statistical reports regarding program performance, goal attainment, and service levels;
15. Maintains regular contact with public, including internal and external meetings and/or site visits to ensure compliance with program requirements;
16. Performs related duties as assigned.

Knowledge and Abilities

Note: The level and scope of the knowledges and skills listed below are related to job duties as defined under Class Characteristics.

Knowledge of:

1. Advanced principles and practices of project/program development, management and administration in the assigned program area;
2. Management and administrative principles and practices;
3. Principles of budget development and administration;
4. Principles and practices of supervision, training, and performance evaluations;

5. Advanced principles and practices of research, analysis, and report writing;
6. Principles and practices of effective employee supervision, including selection, training, work evaluation and discipline;
7. Pertinent Federal, State, and local statutes, ordinances, and regulations, as needed for area of assignment;
8. Regulatory and programmatic requirements and services as they relate to assigned program;
9. Principles and practices of grant administration, public procurement, contract law, and negotiations.

Ability to:

1. Organize, implement, and direct program or project operations and activities;
2. Effectively plan, develop, implement, and supervise comprehensive programs and policies with a broad impact and high degree of complexity;
3. Assist in the development and monitoring of an assigned program budget;
4. Collect and analyze large volumes of data and reach a sound conclusion;
5. Supervise, train, and evaluate assigned staff;
6. Use, at a highly proficient level, computers, computer applications, and software including Word, Excel, and other software relevant to the assigned program area;
7. Prepare and present clear and concise technical or analytical reports and visually engaging presentations for City Council and community;
8. Interpret and apply program requirements and/or regulatory practices, rules, and policies to actual situations;
9. Meet deadlines in a highly political environment;
10. Communicate effectively, both orally and in writing;
11. Effectively analyze legislation and/or regulatory changes and their impact to City services;
12. Establish and maintain productive working relationships with those contacted in the course of the work;
13. Use English effectively to communicate in person, over the telephone, and in writing;
14. Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines; and 15. Manage and supervise support staff.

Minimum Qualifications

A TYPICAL WAY OF GAINING THE KNOWLEDGE AND SKILLS OUTLINED ABOVE IS:

Equivalent to graduation from a four (4) year college or university with major coursework in business or public administration or a related field and five (5) years in the development and implementation of programs, including two (2) years in a lead capacity. Experience in a public agency setting is desirable. Additional professional-level

experience as outlined above may be substituted for the college education on a year-for-year basis.

OTHER REQUIREMENTS:

Must be able to travel to various locations within and outside the City of Berkeley to meet program needs and to fulfill the job responsibilities. When driving on City business, the incumbent is required to maintain a valid California driver's license as well as a satisfactory driving record. Must be able to attend evening and weekend meetings.

RESOLUTION 25-07

ADJUSTING THE FISCAL YEAR 2024-2025 STAFFING MODEL POSITION DETAIL TO CONVERT THE POLICY DIRECTOR POSITION TO A PRINCIPAL PROGRAM MANAGER POSITION

BE IT RESOLVED by the Rent Stabilization Board of the City of Berkeley as follows:

WHEREAS, the Berkeley Rent Stabilization Board (“Rent Board”) is responsible for administering and enforcing the Rent Stabilization and Eviction for Good Cause Ordinance to ensure stability, equity, and accessibility within Berkeley’s rental housing market; and

WHEREAS, the Rent Board has identified the need to enhance operational oversight, strengthen compliance enforcement, and improve programmatic alignment within the agency; and

WHEREAS, the agency currently operates with 28.0 Full-Time Equivalent (FTE) career positions across eight functional units, two of which, the Public Information Unit (PIU) and the Registration Unit are predominately public-facing and central to the administration of the Rent Ordinance; and

WHEREAS, as part of an ongoing effort to improve efficiency and organizational structure, the Executive Director proposes modifying the staffing model by replacing the Policy Director position with a Principal Program Manager (PPM); and

WHEREAS, the Principal Program Manager position already exists within the City’s job classifications; and

WHEREAS, the new Principal Program Manager (PPM) will assume many of the responsibilities previously assigned to proposed Policy Director position while also taking on direct supervisory authority over the Registration Manager and the Public Information Unit Manager, strengthening coordination between rental unit registration compliance and public outreach efforts; and

WHEREAS, the Principal Program Manager will play a pivotal role in integrating policy research and development with regulatory enforcement, ensuring that both landlords and tenants receive clear, accurate, and timely information regarding rental laws and compliance requirements; and

RESOLUTION 25-07

ADJUSTING THE FISCAL YEAR 2024-2025 STAFFING MODEL POSITION DETAIL TO CONVERT THE POLICY DIRECTOR POSITION TO A PRINCIPAL PROGRAM MANAGER POSITION (Page 2)

WHEREAS, consolidating operational oversight under the Principal Program Manager will allow for more effective coordination of rental registration fee collection, tenant-landlord counseling, and public education efforts, ensuring streamlined and efficient service delivery; and

WHEREAS, eliminating the Policy Director position in favor of a Principal Program Manager will reduce redundancy in policy oversight, align with the agency's evolving operational needs, and enhance programmatic efficiency without adding additional FTEs; and

WHEREAS, after performing the mid-fiscal year budget review in February and examining the current workload and filled positions, the Executive Director and the Budget & Personnel Committee recommended that the Board convert the Policy Director Position to a Principal Program Manager Position; and

WHEREAS, the total annual financial impact of adding a Principal Program Manager (\$324,598) will be absorbed within the agency's existing FY24-25 budget allocation due to salary savings from existing vacancies;

NOW, THEREFORE, BE IT RESOLVED that the Rent Stabilization Board formally approves the modification of the staffing model by replacing the Policy Director position with a Principal Program Manager (PPM), who will oversee both the Registration and Public Information Units and take on the responsibilities as outlined; and

BE IT FURTHER RESOLVED that staff is directed to ensure that this modification is implemented in a manner that maintains fiscal responsibility and operational efficiency while enhancing program oversight, policy coordination, and compliance enforcement.

RESOLUTION 25-07

**ADJUSTING THE FISCAL YEAR 2024-2025 STAFFING MODEL POSITION DETAIL TO
CONVERT THE POLICY DIRECTOR POSITION TO A PRINCIPAL PROGRAM MANAGER
POSITION (Page 3)**

Dated: March 20, 2025

Adopted by the Rent Stabilization Board of the City of Berkeley by the following vote:

YES:

NO:

ABSTAIN:

ABSENT:

Soli Alpert, Chairperson
Rent Stabilization Board

Attest: _____
DéSeana Williams, Executive Director