



# City of Austin

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# MEMO

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To: Mayor and Council

From: Betsy Spencer, Director, Neighborhood Housing and Community Development

Date: April 12, 2016

Subject: Response to Resolution No. 20141002-044 directing staff to develop a Good Landlord Program

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This memorandum serves to address Council Resolution No. 20141002-044, which directed the City Manager to develop a voluntary Good Landlord Program for private sector landlords that meet high standards or help assist with housing efforts for difficult-to-house individuals. The resolution also stipulated that the program should include target goals and standards along with appropriate recognition and incentives.

To assist the City Council in its consideration of initiatives that can incentivize landlords to house individuals with housing barriers, staff offers the following response paper that can inform future concepts of a good landlord program. This paper is staff's recommendation in response to the resolution. It is noteworthy that, should Council authorize funding for a good landlord program, it is recommended that the program design and implementation be in concert with the Austin Code Department, due to the central focus to provide avenues for landlords to maintain safe and decent housing in Austin.

The attached response paper discusses the typical objectives of good landlord programs, case studies of programs employed in other cities, a summary of stakeholder input regarding basic components of an Austin good landlord program, and recent activities and information acquired by the community through the Mayors Challenge to End Veterans' Homelessness initiative, locally called Housing Heroes. The Housing Heroes effort, which brought together multiple governmental, non-profit, and private sector entities to house homeless veterans, could be viewed as a model for an expanded good landlord program in Austin. Out of this initiative, several components needed for a successful good landlord program can be identified, including:

- A mitigation fund to provide liability coverage to private landlords, helping to alleviate landlord concerns
- Strong landlord outreach characterized by a champion who recruits participation from a variety of sectors, skilled outreach staff who work to secure large numbers of units for residents in need, and a system-wide focus on matching residents with appropriate housing
- Education and information for landlords and property owners to enable them to adhere to high property management and maintenance standards
- Incentives like fee waivers, expedited review of permit applications, or access to streamlined services/technical assistance

This paper represents the latest response to Council regarding Resolution No. 20141002-044. Previous efforts responsive to this resolution include a memorandum sent by the Neighborhood Housing and Community Development Office (NHCD) to Mayor and Council on December 3, 2014, which described the stakeholder process convened in 2014 by NHCD to consider elements

and attributes of a good landlord program and discuss potential goals and incentives for participation. The memo can be accessed [here](#). A presentation was also made to the Community Development Commission on December 9, 2014, on the outcomes of these stakeholder meetings. The presentation can be accessed [here](#).

It is important to note that should additional components of a good landlord program be funded and implemented by the City of Austin, further stakeholder discussions will be critical to design and implement program elements responsive to a broad range of stakeholder interests. These stakeholders would include community members with keen interest in code enforcement initiatives; homeless community members as well as housing advocates; landlords; and agencies active in landlord outreach as well as overall impacted residents, departments, and organizations.

Should you have questions regarding this item, please contact Erica Leak, NHCD Policy & Planning Manager, at 512-974-9375.

cc: Marc A. Ott, City Manager  
Bert Lumbreras, Assistance City Manager  
Carl Smart, Director of Austin Code Department

## **Good Landlord Report**

The following responds to Council Resolution 20141002-044, which directed staff to develop a voluntary good landlord program for private sector landlords that meet high standards or help assist with housing efforts for difficult-to-house individuals. To assist the City Council in its consideration of initiatives that can incentivize landlords to house individuals with housing barriers, staff offers the following information to inform future concepts of a good landlord program. It is noteworthy that, should Council authorize funding for a good landlord program, it is recommended that the program design and implementation be in concert with the Austin Code Department, due to the central focus to provide avenues for landlords to maintain safe and decent housing in Austin.

This report includes the (1) objectives of typical good landlord programs; (2) descriptions of typical program components employed in other cities in the United States; (3) a summary of previous ideas about basic components of a good landlord program in Austin informed by discussions with housing advocates and stakeholders; and (4) recent activities and information acquired through the Mayors Challenge to End Veterans' Homelessness initiative, locally called Housing Heroes.

The Housing Heroes initiative has been effective in finding permanent housing for homeless veterans, and could be the model for an expanded good landlord program. That initiative, led by the Austin Mayor's Office, brought together the Austin Apartment Association; the Real Estate Council of Austin; the Austin Board of Realtors; the Veterans Administration; local social service agencies such as Caritas of Austin, Front Steps, and the Salvation Army; and the Ending Community Homelessness Coalition (ECHO) (which organized the effort) to pair landlords with residents who need low-barrier housing options. The initiative created a risk mitigation fund to provide security to landlords willing to accept new tenants who have high barriers to housing. For the purpose of this report, high barriers to housing can include criminal history, chronic homelessness, poor or no credit, low income, prior evictions, behavioral health issues, and/or other issues that make it difficult for them to obtain and remain in stable housing.

It is important to note that should additional components of a good landlord program be funded and implemented by the City of Austin, further stakeholder discussions will be critical to design and implement program elements responsive to a broad range of stakeholder interests. These stakeholders would include community members with keen interest in code enforcement initiatives; homeless community members as well as housing advocates; landlords; and agencies active in landlord outreach as well as overall impacted residents, departments, and organizations.

### **Section 1: Typical Objectives and Components of a Good Landlord Program**

Often, good landlord programs are created to foster a community of property owners and landlords who adhere to high standards of property management and code compliance. These programs' goals include addressing concerns of improper property management, eliminating code violations and public nuisances, improving the conditions of rental properties and encouraging proper maintenance, and improving quality of life in neighborhoods.

Another feature of several good landlord programs reviewed for this report addresses housing the

hardest to serve or most vulnerable residents in a community. Good landlord programs with this objective seek to foster connections between landlords and vulnerable residents who are in need of housing. Council Resolution 20141002-044 directs staff to explore program guidelines or concepts that would respond to both the need for fostering a community of excellent property owners and managers as well as the need to house the city's hardest to serve residents.

A survey of good landlord programs in place in cities across the United States reveals four basic components typically included in a good landlord program. These components are:

- 1) a mitigation or incentive fund for landlords,
- 2) licensing and registration requirements,
- 3) landlord education, and
- 4) supervision by the municipal code compliance department.

A **mitigation fund** can be seeded to incentivize landlords to rent to residents with low incomes, bad credit, or who have experienced homelessness or other barriers to housing. Typically, the fund is designed to cover the costs of vacancies, damages, or repairs to units that are rented to vulnerable residents. It is important to note that for the purpose of this report, Neighborhood Housing and Community Development staff does not recommend that this fund be limited to landlords servicing any one subpopulation. This report also is not intended to indicate that any one particular subpopulation would put forward a risk to a landlord.

A review of good landlord programs highlights that the programs can be linked with a **licensing or registration** component. Such a registry enables city governments to create a system that proactively addresses property management and maintenance issues. The system can also facilitate communication with and education of property owners and landlords regarding rental standards or incentives. When fees are associated with these registries, fee reductions or fast-track options can function as additional incentives to landlords willing to house vulnerable residents or those with barriers to housing. Fees collected through a rental registration process can be used to finance a mitigation fund or help cover the costs of implementing the good landlord program (i.e. education, technical assistance, monitoring) as well.

Good landlord programs provide **education** to property owners and landlords to help them achieve high standards in property maintenance, tenant protections, and rental property management. Landlords can also learn about existing programs and incentives that foster the creation of affordable, energy-efficient, or accessible units through these educational initiatives. Education on reasonable criminal background screening criteria and rental vouchers and subsidies can also increase opportunities for landlords to rent to difficult-to-house individuals and families.

Because good landlord programs are often created to address issues with code compliance and property maintenance and management, these activities are most often well-situated in **code compliance departments**. Rental registries are usually housed within code or inspection departments as well.

## **Section 2: Examples of Existing Good Landlord Programs**

The following examples of good landlord programs employed by other cities highlight the typical components described above. Estimates of annual operating costs and Full-Time Equivalents are attached at the end of this report.

### **Section 2.1: New Jersey's Landlord Incentive Program<sup>1</sup>**

This state-wide program is designed to house low- to moderate-income residents by providing incentive payments to landlords for two years, ensuring the landlords receive fair market rents even while housing lower income tenants. Tenants pay thirty percent of their monthly incomes in rent, and the incentive payments make up the difference between the amount paid by tenants and the federal fair market rent. The program is funded with federal Community Development Block Grant – Disaster Recovery (CDBG-DR funds) and is administered by the Department of Community Affairs. The program applies exclusively to market-rate rental housing. All units must pass a Housing Quality Standards (HQS) inspection annually.

### **Section 2.2: Seattle's Rental Registration & Inspection Ordinance<sup>2</sup> and King County's Landlord Liaison Project<sup>3</sup>**

The Rental Registration and Inspection Ordinance (RRIO) was created to address the city's problems with the physical condition of rental housing units. This rental registry implemented in Seattle complements a program administered at the county level that incentivizes landlords to house vulnerable residents.

The RRIO system allows rental housing maintenance issues to be proactively addressed and contains educational components for property owners and renters on proper maintenance. The ordinance went into effect in July 2014 and is being established in phases through December 2016. Rental units are required to pass inspections, which are to occur randomly at least once every 10 years for each property in the program. The registration and inspection program is overseen by the Department of Construction and Inspections.

The Landlord Liaison Project (LLP) was instituted in 2009 to house vulnerable residents, including those who have experienced homelessness. The program connects landlords, property managers, case workers, and social service providers in a network that helps alleviate landlord concerns and provides case management to tenants to help them be successful renters. Participating landlords use relaxed screening criteria to screen prospective tenants and can access a mitigation fund for damages, unpaid rent, or broken leases. The typical limit on the amount of funds landlords can access is \$3,000 for a 2-bedroom apartment. Landlords can also utilize a 24-hour hotline for help with tenant issues. Tenants receive monthly home visits from a case manager.

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<sup>1</sup> <http://www.renewjerseystronger.org/landlords-developers/landlord-incentive-program/about-landlord-incentive-program/>

<sup>2</sup> <http://www.seattle.gov/dpd/codesrules/licensingregistration/RRIO/aboutrrio/default.htm>

<sup>3</sup> <http://www.landlordliaisonproject.org/>

The program receives funding from the City of Seattle, King County, and United Way and is administered by the Seattle, King, Snohomish branch of the YWCA.

### **Section 2.3: Metro Denver's Regional Landlord Incentive Program<sup>4</sup>**

The Metro Mayors Caucus in the Denver region of Colorado established a regional Landlord Incentive Program in 2015 that supports the Colorado Housing Connects Landlord Recruitment Campaign, seeking to house vulnerable residents and end homelessness. The Mayors Caucus seeded a mitigation fund with \$10,000 and nine cities in the region pledged additional funds as well. The fund, which exceeded \$50,000 as of August 2015, is designed for landlords and property owners in the Denver metro area who rent to tenants in the regional Coordinated Assessment system (focused on people at risk of homelessness) with rental housing vouchers. Landlords can access the fund to cover the costs of vacancies, damages, or repairs that occur as a result of housing these tenants. The fund is administered by Colorado Housing Connects, while the money is held by the area's Continuum of Care organization.

### **Section 3: Good Landlord Program Components for Austin**

During the stakeholder input process held in 2014, stakeholders who weighed in on the issue pointed out several potential attributes of an Austin good landlord program. This section outlines the stakeholder input process and discusses those components of an Austin program that were identified through this process.

#### **Section 3.1: Stakeholder Input Process**

Several meetings were held with various stakeholder groups to obtain input on the development of a good landlord program. The following meetings were conducted as part of this process:

- **October 21, 2014:** informational meeting with HousingWorks Austin and Ending Community Homelessness Coalition (ECHO);
- **November 4, 2014:** stakeholder meeting on initial brainstorming of good landlord attributes, existing tools, and incentives;
- **December 9, 2014:** Community Development Commission meeting and public comments;
- **May 1, 2015:** meeting with Austin Code Department and Neighborhood Housing & Community Development Office leadership.

Stakeholder participants included the following:

- Austin Apartment Association
- Austin Board of Realtors
- Community Development Commission
- Ending Community Homelessness Coalition
- Housing Authority of the City of Austin
- HousingWorks Austin

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<sup>4</sup> <https://www.denvergov.org/sirepub/cache/2/q0r44555iyenuw55rznph155/84430403282016111513525.PDF>

- Private Landlords
- Austin Tenants' Council
- Austin/Travis County Reentry Roundtable
- City of Austin Departments: Austin Code, Neighborhood Housing & Community Development, Planning & Development Review, Health & Human Services, Austin Energy

### **Section 3.2: Components of an Austin Good Landlord Program**

The following components were identified during the policy development process as being central to a good landlord program for Austin.

#### ***Mitigation Fund***

A mitigation fund created to provide liability coverage to landlords could help alleviate landlord concerns. A precedent for such a fund can be seen in the Housing Heroes Fund administered by the Austin Community Foundation. The fund was spearheaded by the Austin Mayor's Office to help house homeless veterans in Austin as part of the national Mayors Challenge to End Veteran Homelessness. The Housing Heroes fund set a goal of \$200,000 and has reached more than \$393,000 as of February 2016. Money is distributed through a Memorandum of Understanding with the Ending Community Homelessness Organization (ECHO).

The Austin-specific fund is designed to reduce financial loss due to potential damages or rent loss, often in exchange for lower tenant screening criteria. (Damages are limited based on size of the unit and rental loss is limited up to 60 days.) The Housing Heroes fund may also facilitate strategies proven to expedite housing homeless veterans, including the use of motel vouchers to provide temporary shelter or to make rents available to homeless veterans at an affordable rate.

This strategy of making rents affordable for veterans is referred to as rental "buy-downs" to achieve affordability for higher rent properties and to lower eligibility criteria by incentivizing use of alternative screening criteria. The strategy includes contributing a percentage of annual rent to lower the per month cost to the veteran and align with payment standards for the U.S. Department of Housing and Urban Development (HUD) funded subsidies (e.g. HUD Veterans Affairs Supportive Housing, Housing Choice Voucher). The buy-down funds are distributed through Memorandums of Understanding between ECHO and the properties willing to accept the buy-down funds.

A good landlord program mitigation fund administered by the City of Austin would require specific program objectives and program funding responsive to guidelines and identified outcomes. Program objectives should consider a sustained revenue source as well as objectives that meet place-based outcomes identified by policy leaders, stakeholders and the administering department.

#### ***Landlord Outreach***

Austin's work under the Mayors Challenge to End Veteran Homelessness brought together partnerships from the Austin City Council, support service providers, housing providers, the private sector, and others to engage landlords in providing housing for homeless veterans. Many of the landlord outreach

strategies that are currently utilized in Austin have come out of this effort, and this initiative provides a model that could inform additional elements of a good landlord program.

Strategies that align with property owner and landlord outreach are discussed below.

**Strategy: Align with a Champion**

Elected leadership can be instrumental to harness broad support across a 3-point plan that involved: (1) business leaders, (2) landlords and (3) service providers. The following offers a case study for the Austin’s fund, which is currently administered by the Austin Community Foundation. The details below provide specific attributes of Mayor Steve Adler’s approach to develop the fund with community partnerships at a broad level:

1. Recruit participation of business leaders
  - a. Mitigation Fund: Raised \$393,000 to provide risk mitigation fund and “have the back” of the landlords. The mere presence of the fund did not result in landlords offering housing, but when mixed with phone calls, Memorandums of Understanding, and other strategies, it influenced landlords to participate.
  - b. Direct outreach to property owners, mortgage companies, etc. to influence people with large portfolios of housing to maximize opportunities for housing units dedicated for veterans. These calls were made in conjunction with ECHO Housing Liaison who could explain how vouchers, case management, support services, etc. worked, and to describe the lower screening criteria needed.
2. Engage landlords/property owners to access their housing
  - a. Both the Austin Apartment Association and the Texas Apartment Association used their communication channels to inform landlords of the need and initiative.
  - b. Weekly meetings with Austin Apartment Association, Austin Board of Realtors, Housing Authority of the City of Austin, ECHO, Veterans Affairs and service providers to ensure that the housing needed was the housing being offered.
  - c. Created social media messaging to engage landlords.
  - d. Hosted phone banks with realty companies and Austin Apartment Association.
3. Maintain positive pressure on the social service agencies and local Veterans Administration actually housing veterans
  - a. Target goals were set by the Champion with dates for reaching Functional Zero: first Veteran’s Day and then Dec. 31, 2015 and then continued his leadership when both dates were missed.
  - b. As the designated Champion for the fund development, the Mayor made a surprise visit to a meeting of the Austin Homeless Veterans Initiative staff.
  - c. The Mayor, in his role as Champion, partnered with media outlets (including paid radio advertisements targeted at property owners), landlords and veteran families, property managers and others to build a coalition to support the Housing Heroes Fund.

The Mayor continues to convene meetings and partners continue to assist veterans’ in meeting their needs.



### **Strategy: Coordinate Landlord Outreach by Skilled Landlord Outreach Staff**

The ECHO Community Housing Liaison worked closely with program staff (Support Services for Veteran Families (SSVF) and Housing Authority of the City of Austin Landlord Outreach) to develop a landlord outreach workflow including:

1. Staff experienced in private housing market industry led landlord recruitment and notified program staff when units became available via the GroupMe application, ECHO Listings, emails and phone calls
2. Staff educated landlords on program procedures and paperwork
3. Staff made “warm-handoffs” to case managers who continue to work with households after move-in
4. Staff is the point of contact for any issues related to certain properties
5. ECHO can assist with backfilling a unit if a veteran household leaves the property unexpectedly to maintain a positive relationship and maximize the housing opportunity

A key highlight in the outcomes Austin has realized is its partnership with a nonprofit that has a specialized focus and subject matter expertise with landlord outcomes. ECHO’s role in landlord outreach initiatives and the work with the business and real estate community and agencies serve a crucial role and feature in the good landlord initiative that currently exists and that is supportive of the Housing Heroes initiative today.

### **Strategy: Secure large number of units via a single management company/owner**

In partnership with the Housing Heroes initiative, ECHO developed relationships with companies with larger portfolios to execute agreements with property managers that could yield multiple units

1. Three companies signed Memorandums of Understanding to allow “rent buy-downs” in exchange for lower screening criteria for tenants
2. The Memorandum of Understanding builds a relationship that can free up affordable units that don’t require the “buy-down”
3. An example Memorandum of Understanding for 60 units includes the following:
  - a. Fill units with households prioritized through Coordinated Assessment
  - b. Agreement includes alternative screening criteria to provide a lower barrier housing option
  - c. Agreement calls for on-site service coordination, adequate security, regular meetings, etc.

### **Strategy: System-wide preparation to match veterans with available housing**

ECHO hosted weekly meetings with program staff to track and troubleshoot veteran cases

1. On a weekly basis, ECHO provides a “real time” master list from data entered through the

Homeless Management Information System for all veterans who have completed the Coordinated Assessment to members of the initiative. The members review all veteran cases and provide housing updates and staff hard-to-house cases. In addition, ECHO uses this list to provide programmatic referrals to Supportive Services for Veteran Families (SSVF) and Veterans Affairs Supportive Housing (VASH) programs. SSVF, VASH, and transitional housing providers provide input and guidance on each veteran case.

2. ECHO staff run reports on all veterans to determine rental and debt history and may also run criminal histories to best determine where veterans are eligible for housing. ECHO performing this service saves the program staff time when they begin to work with a veteran and clarifies which units match veteran housing needs (rent amounts, screening criteria, location, etc.).
3. Housing Authority of the City of Austin, Veterans Administration, and ECHO have organized large group sessions for homeless veterans to streamline voucher-related processes.

Recommendations from ECHO landlord outreach staff, based on lessons learned from the ending veteran homelessness initiative are the following:

- Scale up skilled Landlord Outreach Specialists for Housing Voucher and Rapid rehousing programs (Case Management should be focused on the client, the landlord outreach specialist should be focused on the landlord relationship)
- Create a position for an on-call point person to triage landlord/property owner questions or concerns in a timely manner
- Streamline intake and financial processes (Housing Authority, Veterans Affairs Supportive Housing, Housing Choice Voucher, and Supportive Services for Veteran Families)
- Establish risk mitigation pool for non-veterans so strategies can continue (see **Mitigation Fund** section above)

Program funding to sustain a robust landlord outreach program is a key consideration in a good landlord program. A program estimate obtained from ECHO is \$325,000, which provides for 4 additional Full-time Equivalents and an on-call point person to triage landlord concerns.

### ***Educational Component***

Education and information for landlords and property owners that enable them to adhere to high standards of property management and maintenance would address the objectives of creating a strong community of excellent landlords, reducing code violations, and improving neighborhood quality of life.

Landlords could also receive information on programs and incentives available for creating energy-efficient units, affordable units (by accepting vouchers or other subsidies), or accessible units. The ability to access resources and learn about regulations and guidelines could create opportunities for landlords to take advantage of existing programs designed to increase the supply of these types of units, leading to better outcomes for both tenants and property owners.

As previously stated, educational opportunities like these are often housed in code departments, especially as programmatic elements address building and inspection issues. In Austin, the Austin Code Department does not currently administer such an educational program. As was noted in stakeholder discussions with departmental representatives, a good landlord program is currently not funded.

Funding and program outcomes guidance from Council and the community are key considerations in implementation factors.

Stakeholders indicated that the process for developing a good landlord program will require the administration and support of the Austin Code Department, suggesting the appropriateness for such a program to be housed within Austin Code.

### ***Fee Waivers/Expedited Review***

Additional feedback acquired from stakeholders indicated the desire for increased incentives for good landlord program participants that would be supported by departments overseeing review and issuance of permits. For landlords enrolled in a good landlord program, expedited review of permit applications or waivers of fees associated with these applications could provide incentives for housing vulnerable residents. These incentives do not currently exist. If created, program implementation should embrace applicable departments, including the Development Services Department. Additional analysis will be required to identify a fiscal impact to provide this type of assistance and incentives.

As landlord outreach staff noted in their recommendations based on the veterans' homelessness initiative, a Program Specialist for technical assistance would provide an additional streamlined service incentive, as this staff person would be a single point of contact for landlords in the program to navigate available services. As in the case of fee waivers and expedited review, this dedicated specialist position does not currently exist, and a more detailed analysis would be required to determine fiscal impact to the applicable department and staff.

### **Section 3.3: Housing the Most Vulnerable**

A central objective of a good landlord program in Austin would be to house the city's most vulnerable residents – those residents who are low-income, experiencing homelessness, at risk of homelessness, or have other barriers that make housing difficult to obtain. Currently, the City of Austin's Roof Over Austin initiative focuses on housing this resident population through the permanent supportive housing (PSH) framework which combines supportive services and case management with housing to ensure that people who have experienced homelessness are able to remain housed. The Roof Over Austin approach links players from across the public and non-profit sectors and focuses funds from a variety of sources on the creation of Permanent Supportive Housing units and provision of rental subsidies and supportive services. An Austin good landlord program should be designed to complement this existing initiative and employ similar principles of collaborating within a strong community network and using a Housing First approach (where screening criteria is minimal so that clients can be placed in housing first and seek treatment for various health, substance abuse, or other needs second).

Austin's work on the Mayors Challenge to End Veteran Homelessness is a strong example of a framework for housing vulnerable residents. The constant collaboration of case managers, landlord outreach specialists, property owners, and other housing and supportive service agencies was key to the success of the effort. Agreements with property managers to relax screening criteria; relationships between landlords and case managers who understood their clients' needs; and a variety of funding

sources focused on liability coverage, rental subsidies, buy-downs, and supportive services were important components of the effort that could be incorporated into a good landlord program designed to house the hardest to serve in Austin.

#### **Section 4: Conclusion**

Responding to Council Resolution 20141002-044, which directed staff to develop a voluntary good landlord program for private sector landlords that meet high standards or help assist with difficult-to-house individuals, this paper has discussed the typical objectives and components of a good landlord program, as well as the specific objectives and components that should be included in a good landlord program in Austin. These objectives include both housing the hardest to serve and creating a community of landlords and property owners that meet high standards for property management and maintenance. Components of Austin's Good Landlord Program could include a mitigation fund, education for landlords, landlord outreach efforts, and fee waivers or expedited review. Several of these components are already being employed in other initiatives in Austin and can be integrated into a good landlord program should one be funded by City Council.

Attachment: Estimates of Program Costs for Selected Existing Good Landlord Programs

City/State	Population*	Lead Department	Program Budget/ Full-Time Equivalents	Mitigation Fund	Other Funding Sources for Program
City of Seattle and King County, WA	Seattle: 637,850 (Rental Registration & Inspection Ordinance [RRIO] jurisdiction)  King County (includes Seattle): 2,008,997 (Landlord Liaison Project [LLP] jurisdiction)	Seattle RRIO Program: Dept. of Construction & Inspections  King County LLP administered by Landlord Liaison Project nonprofit	Seattle RRIO Program: \$1.8M – operating budget 14 FTEs (temps and regular)  King County LLP: \$700,000 – operating budget 7 FTEs	King County LLP fund: started with one-time infusion of \$1M (half for veterans)	Seattle RRIO Program: Fee-supported program (registration and inspection fees)
New Jersey	8,874,374	Dept. of Community Affairs	Funded through federal Community Development Block Grant-Disaster Recovery grants (\$18M)	N/A	None
Colorado (7-county Denver metro area: Denver, Arapahoe, Jefferson, Adams, Douglas, Broomfield, Elbert, Park, Clear Creek, Gilpin Counties)	2,651,392	administered by Colorado Housing Connects (CHC) nonprofit	\$40,000 grant from State  0.5-0.75 FTE with ~0.25 management support	Denver Metro Mayors Caucus Landlord Incentive Fund: \$57,500 (as of 1/12/16)	< \$5,000 taken from elsewhere in CHC's budget to fill holes as needed
<b>Austin, TX</b>	864,218		<b>Estimated Costs:</b> \$325,000 for 4 additional FTEs at ECHO and an on-call point person to triage landlord concerns	<b>Estimated based on Housing Heroes fund: \$200,000</b>	

\*US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates