Feasibility Study: Implementation of a Rental Licensing Program with Minimum Efficiency Standards for Residential Rental Properties in Denver

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Study: In an effort to meet some of the residential energy efficiency goals in Denver's 80x50 Climate Action plan, Denver staff had the opportunity to gain a deeper understanding of the policies, processes, barriers, and tools necessary to implement a long-term rental licensing program with minimum efficiency standards through the Urban Sustainability Director's Network Peer Learning Exchange ("The Residential Energy Efficiency Standards Exchange") in March of 2019.

Statement of Purpose

Homes are responsible for 12% of Denver's greenhouse gas emissions and multifamily buildings are responsible for 10%. Together, housing is responsible for 22% of Denver's greenhouse gas emissions. Denver's 80x50 Climate Action plan calls for a 10% energy reduction in residential single-family buildings by 2025 and a 20% reduction by 2035. The plan also has goals to reduce energy use in all commercial and multi-family buildings 10% by 2020, 30% by 2030 and 50% by 2050. Finally, the plan has a goal to reduce heating emissions in buildings 50% by 2040. In addition, the City requires that all commercial and multi-family buildings greater than 25,000 square feet benchmark their building. When designing strategies to meet climate goals, the City considers a variety of levers like voluntary programs, incentives, and sometimes policies if there is confidence the policy will have impact and is necessary to achieve the goal.

Given that 49.9% of homes and multi-family units in Denver are rentals according to U.S. Census data found at the American Fact Finder, we wanted to understand the benefits and barriers of a rental policy with efficiency standards. As of 2017, the American Fact Finder estimates that out of 306,714 total housing units in Denver, 143,388 homes are renter-occupied with 143,874 being owner-occupied (93.7% occupancy rate). To help inform high-impact strategies under the 80x50 Climate Action Plan the feasibility study aims to examine how increasing energy efficiency in rental properties can help to meet Denver's climate and equity goals.

Background

Following participation in the 2018 Rocky Mountain Institute "Energy Efficiency Standards for Residential Rentals" cohort through the Urban Sustainability Director's Network (USDN), Denver, Colorado and Somerville, Massachusetts chose to take advantage of a peer learning exchange offered through USDN ("The Residential Energy Efficiency Standards Exchange") that provided financial support allowing cities the ability to meet in person to share ideas on the topic of long-term rental licensing programs and efficiency standards. The following cities attended the exchange:

Peer Learning Exchange, Participating Cities

City	Contact	Role	Rental Program in Place?
Ann Arbor, MI (Host City)	Emily Drennen Lisha Turner-Tolbert	Community Sustainability Analyst Building and Rental Services Manager	Yes
Cambridge, MA	Megan Shaw	Energy Alliance Outreach Director	No
Columbia, MO	Brandon Renaud Leigh Britt Eric Hempel	Utility Services Manager Office of Neighborhood Services Manager Energy Educator	Yes
Dearborn, MI	Ken Foley Tim Hawkins Dave Norwood	Building Official Manager of Housing Inspections Sustainability Coordinator	Yes
Denver, CO	Julie Saporito	Residential Energy Program Administrator	No
Seattle, WA	Jenna Ormson	Compliance Process Specialist	Yes
Somerville, MI	Christine Andrews Kevin Klein	Housing Environmental Programs Coordinator Chief Plumbing & Gas Fitting Inspector	No
Rocky Mountain Institute (non-City expert on rental policies)	Jacob Corvidae	Principal Buildings	n/a

The City and County of Denver does not currently have a rental registry or licensing program in place for long term rentals. However, in 2016 a short-term rental ordinance (STR) was passed requiring all short-term rental properties be owner-occupied, licensed and display a license number in all advertisements of the property. A physical inspection of the property is not required. Denver defines a short-term rental as "a primary residence used for lodging accommodations to transients for a period of less than thirty (30) consecutive days." This policy was developed in response to a few concerns in Denver:

1. Concern with commercial encroachment into residential areas
2. Preservation of affordable housing stock for long-term residents
3. Consistency with existing regulations that apply to home-based businesses today (accounting firms, etc.)

As of August 2019, the City reported having a 75% compliance rate with licenses for 2,700 short-term rental properties. This would indicate that there were approximately 3,375 available short-term rentals during that month, which is approximately 1% of Denver's total housing supply. An interesting nuance to this type of licensing program is the inconsistency of units from month to month based on demand and owner interest to make their home available for a short-term rental. Registration for short-term rental properties requires that the property owner obtain a business license, pay appropriate taxes, have insurance and an operable smoke detector, carbon monoxide detector and fire extinguisher. The Denver Office of Excise and License enforces these requirements through complaint-based investigations and primary residence audits. A 2019 study completed by the Denver Economic Development and Opportunity Office found that some of the more desirable areas of the City have higher concentrations of rentals and while these homes show increased property values, they do not show increased rent. This is attributed to the fact that a short-term rental must be the host's primary residence to prevent investors from buying up properties, which would then decrease the supply of homes and inflate prices.

Additionally, the Department of Public Health and Environment's Public Health Investigations Division manages complaints made to the City by responding and, when necessary, inspecting residential buildings through their Residential Health Program (RHP). Inspectors enforce the Denver housing code while verifying that the home has elements like functioning toilets, sinks, tubs, showers, lighting, ventilation, heating equipment and connected services for water, electricity and natural gas. As of September 2019, RHP has responded to over 800 complaints citywide. In 2018 RHP responded to 1,198 complaints and 1,006 in 2017. Some of the most common housing complaints inspectors respond to are tied to mold, pests, heating, electrical and plumbing.

Rental vs Licensing Program

For this report it is important to clarify the differences between a registration and licensing program. According to the Center for Community Progress (CCP), a non-profit focused on reducing vacant, abandoned and deteriorated properties, a rental registration is defined as "a local regulation that requires landlords to register with the City and provide the City with essential information about properties owned for rental purposes." CCP also defines a rental licensing program as "a local regulation that requires an inspection or other substantive steps as a condition of renting properties." Due to current volume of short-term rentals, Denver would be unable to meet the demand with the current level of resources should inspections be required for all short-term rentals. Ideally, registration programs would be combined with licensing to ensure all rental units meet the desired health and safety standards, though having both can be challenging to manage when it comes to necessary staffing or the coordination with the timing of a lease. As an example, RHP has 7 inspectors on staff. However, inspectors also investigate pools, shelters, boarding homes and body art establishments, which would make it difficult to meet the demands of an in-person inspection for all long-term rentals in Denver. To combat these barriers Denver could consider overseeing licensed private inspectors or allow inspection reports from other third-party housing programs to meet licensing requirements if existing staff cannot accommodate the volume. Careful planning and stakeholder input are necessary regardless of the path a City chooses to ensure success.

The group did not spend time discussing the differences between registration and licensing mainly because cities involved in the peer learning exchange with existing programs utilize a licensing mechanism with varying levels of inspections rather than a stand-alone registration program.

Efficiency Standards for Rentals

Setting efficiency standards for rental properties has the intention of making an impact in the following areas:

1. Reducing energy burdens for renters
2. Improving existing building stock
3. Creating local jobs as the result of energy improvements at the property
4. Increasing the value of rental properties
5. Helping to achieve climate goals

As part of the feasibility study we learned that a City can implement a licensing program either through a prescriptive or performance path when considering energy efficiency requirements. A prescriptive path utilizes a custom checklist that allows properties to choose which upgrades they want to implement as long as they can achieve a certain score once all measures are completed. The performance path utilizes the Home Energy Rating Index (HERS) which is performed by a certified energy rater. The HERS score has a higher cost to inspect but has the potential to demonstrate bigger savings because the assessment is more comprehensive and tailored to the individual property.

Boulder is one of the first cities to adopt a basic standard for energy efficiency in long-term rental properties, known as SmartRegs. While SmartRegs was adopted in 2010, it allowed an eight-year compliance timeline, which accounts for two rental license cycles (a rental license is good for four years). Additionally, the City provided benefits of offering energy advisor services and financial rebates to property owners that helped incentivize upgrades before the compliance deadline. Boulder's rental properties account for more than half of its residential building stock.
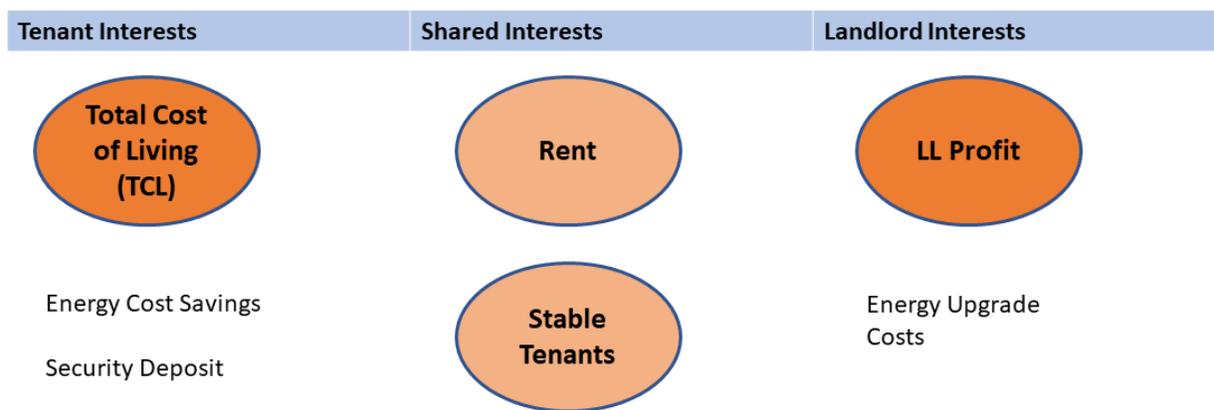
The energy efficiency measures a City requires will vary based on the home's structure, year built and existing equipment, but in general upgrades could include the following:

- Insulation level in the attic, walls, crawlspace, roof
- Heating/cooling equipment
- Ducts
- Lighting

- Faucet aerators
- Air leakage
- Water heater efficiency
- Appliances
- Solar

One of the biggest barriers for investments in a rental is known as the "split incentive" between a landlord and tenant. The Australian government describes the split incentive occurrence "when those responsible for paying energy bills (the tenant) are not the same entity as those making the capital investment decisions (the landlord or building owner)." This occurs in leased office space as well as residential and multi-family rentals. In cases where the landlord pays for utilities based on how the building is metered, average utility bills are typically factored into the overall rent the landlord needs to charge to cover costs. Meanwhile, the tenant has no understanding of their monthly usage. Therefore, neither are incentivized to make changes so long as rent is being paid. Indoor comfort and air quality could rise as a motivator for tenants if the building itself is not well insulated or health issues develop because of an unhealthy home such as the presence of mold. The City can work to overcome these barriers by improving tenant and landlord communication and education through a rental program.

Without a rental registry as a bare minimum, communication about indoor health, safety, efficiency and affordability will continue to remain inconsistent and ineffective. The Rocky Mountain Institute facilitated a working group in 2018 with cities across the U.S. through the Urban Sustainabilty Director's Network focused on Energy Efficiency Standards for Rentals. Figure 1 below outlines shared interests that exist between tenants and landlords when factoring in the split-incentive.

How to design a solution that meets both landlord and tenant interests

Tenant Interests	Shared Interests	Landlord Interests
Total Cost of Living (TCL)	Rent	LL Profit
Energy Cost Savings	Stable Tenants	Energy Upgrade Costs
Security Deposit		

Solutions that meet both party's interests:
1. Value of stable tenants is greater than value of raising rent, maintaining both profit and TCL improvements without increasing rent.
2. Energy upgrade costs are spread over multiple years so that value of stable tenants and/or low rent increases retain or improve profits while TCL goes down.

Figure 1: Rocky Mountain Institute, Energy Efficiency Standards for Rentals cohort through the Urban Sustainability Director's Network 2018.

It is common in Denver that new high-rise apartment buildings be individually metered for electricity, though due to data privacy rules between the City and the utility, it is difficult to know how each rental (existing or new) is metered. The 2015 International Energy Conservation Code (IECC) section C405.5 requires that each dwelling unit within a Group R-2 building have a separate electrical meter. The IECC does not require the meter to be a utility meter, so project architects or engineers must check with the utility to see if a meter is required at each unit. If it is not required, a non-utility rated electrical meter meets the code requirement. Depending on utility costs for an entire building, property owners can choose to incur costs so that each unit can be metered but this is not required for existing buildings in Denver which is why there are multiple scenarios for how rentals are metered and paid. For example, in neighborhoods like Capitol Hill, several mansions have been converted to apartments. Because the property was originally zoned as a single-family building, many still operate with one utility meter. With better data to understand the breakout of rental properties and how they are metered, the City can be more successful designing programs to engage tenants and landlords on the economic benefits of energy efficiency. The visual below, Figure 2, attempts to lay out the various ways that utilities are paid either by the landlord or tenant. This visual is meant to demonstrate why it can be complicated to

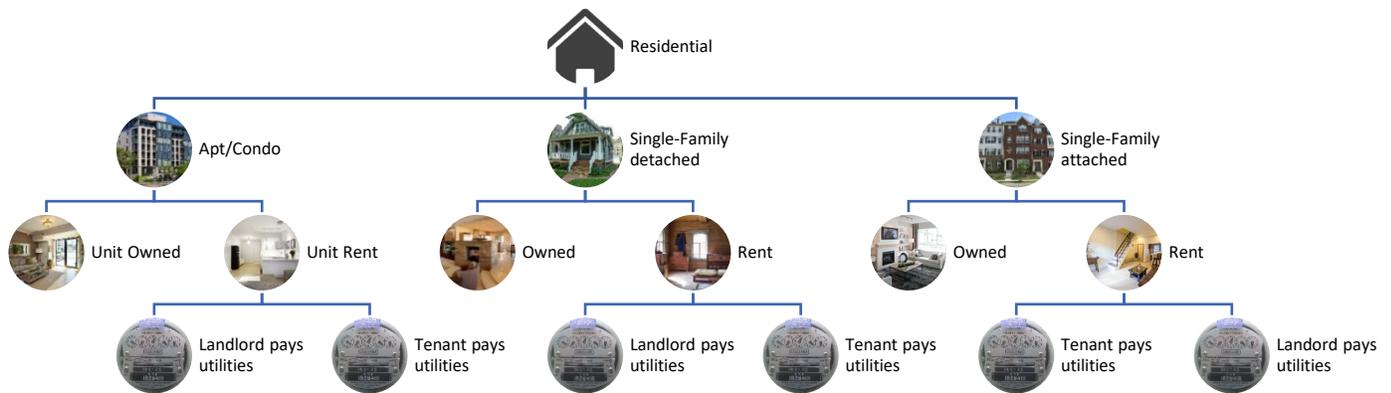motivate either the tenant or landlord depending on how utilities are paid.

Figure 2

Value Proposition

A value proposition for efficiency exists for landlords when it comes to increased rent, higher tenant retention or higher resale value. If a high performing rental results in a more comfortable space, reduced/no pest problems or lower utility bills for the tenant, it should result in longer leases, saving the landlord time and money to repeatedly post a vacancy. In cases where the tenant pays the utilities, finding ways to highlight high performing rentals can be meaningful so that prospective tenants are able to determine if they can better afford a rental property when factoring in estimated energy costs. This scenario is ideal, though it is important to note that the current Denver rental housing market may make it difficult to factor in utility costs if there are already few rentals to choose from in the tenant's price range. This is precisely where the City can play a role in advocating for a rental program to better understand the varying perspectives and needs of the landlord and tenant. With virtually half of the housing stock rented in Denver, there is a great need to establish a rental program focused on affordability, safety and maintenance of our existing housing stock in a rapidly growing City.

Mandatory Residential Rental Licensing Programs

Table 1 below outlines a few licensing programs around the country that require registration and inspections for long-term rentals. It is estimated that approximately 60% of all U.S. cities have rental programs of some degree in place. Cities like Dearborn, Columbia and Ann Arbor have had programs in place for more than 30 years and originated with health, safety and existing building maintenance as the main driver of the requirement. These cities are fortunate because they can now consider whether energy efficiency standards should be included in existing programs if the requirement will help meet their respective climate goals. Given that these programs are embedded into the way each City does business, there is a good argument to help with community support when outlining the co-benefits of requiring efficiency standards in a licensing program.

Seattle, Washington passed an ordinance for a rental licensing program in 2014, known as the Rental Registration and Inspection Ordinance (RRIO). Based on the City's population, Seattle is seen as a peer

City to Denver making it essential to factor in the successes and challenges with implementation compared to smaller towns/cities like Dearborn or Ann Arbor. Two of the biggest successes from RRIO are 1) Required inspections by the program have contributed to significant improvements made to rental housing across the City and 2) the City has established better communication with landlords. One of the biggest challenges for Seattle has been related to adequate software to efficiently track and manage the quantity of rentals and associated records for each rental like inspections and enforcement. The City recently launched Accela, which is also used for permitting, though the design and implementation of the software has presented challenges for Seattle.

While not yet common practice, cities like Minneapolis and Boulder have garnered enough support on the topic of climate to implement both a licensing program with efficiency standards at the same time.

In 2019 a "Time of Rent Energy Disclosure" policy was passed in Minneapolis which will require landlords to share average annual energy costs when properties are rented. The City of Denver is currently pilot testing a home energy label, known as the Home Energy Score, focused on the transaction of a home. The voluntary effort is exploring how sharing energy information when homes are bought and/or sold can raise awareness about energy costs and highlight opportunities for improved comfort and energy savings through cost-effective upgrades. Many cities across the U.S. are exploring how this information can inform consumers about the hidden costs of home ownership to support long-term affordability while working to meet aggressive climate goals. An energy label can also be used at Time of Lease to give prospective renters valuable information and transparency in what can't be seen when seeking habitable and affordable dwelling units.

Cities	Mandatory or Voluntary?	How long in place?	What is required	Rental-Occupied Housing	Target Audience	Population*	Municipal Owned Utility?	Focus/Notes
Dearborn, Michigan	Mandatory	1960's	Rental License & Inspection	33%	Tenants, Property Owners	98,153	No	Safety of community
Columbia, Missouri	Mandatory	1970's	Rental License & Inspection	53%	Tenants, Property Owners	123,180	Yes – electric	
Ann Arbor, Michigan	Mandatory	1987	Rental License & Inspection	54%	Housing & Apartments. Every 30 months with option for 12-month deferral	121,890	No	Health, Safety, Maintenance
Burlington, Vermont	Mandatory	1998	Rental License and Inspection	61%	Sellers/Buyers	42,899	Yes – electric	City also requires inspection of properties at Time of Sale
Evanston, Illinois	Mandatory	2008	Rental License & Inspection	43%	Tenant, Property Owners	75,557	No	
Seattle, Washington *(Peer City)*	Mandatory	2014	Rental License & Inspection	53%	Tenants, Property Owners	744,955	No	Inspect 10% of units citywide each year

| Boulder, Colorado | Mandatory | 2019 (2011 approved and phased in 8yrs) | Rental License & Inspection with efficiency standards (prescriptive path) | 51% | Tenants, Property Owners | 107,353 | No | Utilized local rebates to get landlords into compliance early on |
| **Minneapolis, Minnesota** *(Peer City)* | Mandatory | Coming in 2021 | Time of Lease – disclosure to include average energy costs/sq ft | 52% | Renters | 425,403 | No | Part of a 3-prong approach to score all building types |

*Population data obtained through the U.S. Census American Fact Finder:
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Discussion Highlights

Table 2 below captures some highlights from the peer learning exchange in Ann Arbor. Notably, all cities adhere to guiding regulations, either from the International Property Maintenance Code (IPMC) or in Seattle their Housing Building & Maintenance Code. The IPMC is part of the International Code Council (ICC) with requirements for existing buildings and is intended to "establish minimum maintenance standards for basic equipment, light, ventilation, heating, sanitation and fire safety." Each City tracks rental properties in a dedicated database, though as the programs have evolved, some systems currently in place do not fully support program needs based on how they were originally designed.

If a registry and/or licensing program were to be implemented in Denver, it would be valuable to factor in possible integrations with platforms like Accela (also used by Denver's short-term rental program) should efficiency measures be considered in the future. The Department of Community Planning and Development tracks permits through Accela and integrations with this platform could help inform whether upgrades like heating/cooling or water heating have been completed when it comes to compliance.

City	Historical Background	Challenges & Unique Outcomes	Guiding Regulations	Exemptions	Efficiency Measures?
Ann Arbor, Michigan	Ordinance in place since 80's making it easy for City to enforce Share data with Assessor's Office, Building Dept, Fire Dept Schedule inspections with all inspectors at one time	To combat low compliance rate offered incentive if passed 1st inspection, which gave the property one additional year before re-inspection High-rise developments forcing existing rentals to stay competitive resulting in renovations before inspection	International Property Maintenance Code (IPMC) Tracking database	None	Nothing formal but currently collecting data for attic insulation and heating equipment

City	Historical Background	Challenges & Unique Outcomes	Guiding Regulations	Exemptions	Efficiency Measures?
	High turnover rate with students which is hard for tenant engagement	For complaints, work directly with landlord before inspection to save time and money Have highlighted metrics on reduced fires through inspections completed			
City	**Historical Background**	**Challenges & Unique Outcomes**	**Guiding Regulations**	**Exemptions**	**Efficiency Measures?**
Columbia, Missouri	Ordinance in place since 1970's – "it's how we do business" Community sees value in inspection services Police officer embedded in the team	Inspections are on rotation, can't request same inspector to avoid special treatment	International Property Maintenance Code (IPMC) EnerGov (Tyler product) for licensing Hancock amendment – can't collect more money than it costs to run	Buildings with 30+ units can request an inspection of 30% of all units	Considering. EnergGov tracking program can integrate easily for efficiency tracking
City	**Historical Background**	**Challenges & Unique Outcomes**	**Guiding Regulations**	**Exemptions**	**Efficiency Measures?**
Dearborn, Michigan	Compliance (1% non-compliance) due to frequency of communication Fire dept gives out free smoke detectors Schedule all inspections at once (6-7 agencies) which is more efficient and cost-effective	Point of Sale inspection required	International Property Maintenance Code (IPMC) TrakIt (tablet collection) database	None	Nothing formal but requires heating certification
City	**Historical Background**	**Challenges & Unique Outcomes**	**Guiding Regulations**	**Exemptions**	**Efficiency Measures?**
Seattle, Washington	In 2010 Council had a placeholder ordinance before stakeholder engagement began	Hot housing market, Council receives many complaints, inspectors found horrible housing conditions and did not have a way to deal with it	Housing Building & Maintenance Code	Nursing homes, assisted living, university dorms, room for rent in owner-occupied	No. Office of Sustainability has a benchmarking requirement

which helped pave the way

Enacted in 2012 as ordinance and registration was required starting in 2014 | Tenant engagement is challenging, numerous languages and it's difficult to enforce notice for compliance after the lease is signed

Dynamic housing market makes it difficult for City to stay on top of the continuously changing ownership of homes

Private inspectors have about 60% of rentals and reporting is a big challenge amongst different inspectors

Required landlord trainings are held each quarter and they sell out within 24 hours

Homelessness is huge issue in the City. If given notice to vacate they also have a tenant relocation program to support and prevent homelessness | City has inspectors are on staff and City allows 3rd party inspections by hosting trainings and requiring credentials

Random selection and inspection of 10% of rentals each year

Landlord, tenant or representative can be present for inspection | home, short-term rentals | and is beginning to do large building tune-ups

60% of rental housing is not included in benchmarking |
| | | | | |

Insights

After learning from each City and conducting research on other cities with rental programs, a rental registry and licensing program would benefit Denver tenants and landlords with a focus on affordability, safety and an improved housing stock while incorporating climate impacts and energy burden. As referenced in the 80x50 Climate Action plan, reducing energy use and energy costs in the residential sector (rented or owned) is a driver of the City's climate goals, and a co-benefit to a rental program. However, it would take a long time to see energy savings through a rental program if energy efficiency standards were to be required at this stage in a city the size of Denver.

Seattle has been working to stand up their rental licensing program for 5 years and while reduction of residential energy use is defined in Seattle's Climate Action Plan, efficiency standards in a rental program are not clearly defined. Additionally, efficiency standards for large multi-family and commercial buildings are addressed in Seattle's Climate Action Plan through the Office of Sustainability and Environment. Understanding the time and oversight it takes to implement a rental registry and licensing program validates that while it does not make sense to have climate as the leading driver of why the City should implement a rental program, it is still recommended that climate impacts and energy burden be factored in from the beginning so that the requirement is met with realistic and achievable goals and community support.

The 2019 "Housing an Inclusive Denver" affordable housing plan under Recommendation 4 calls to: "Enhance protections and assistance for renters, including exploring a rental registry. The City and its partners should support the safety and well-being of all renters in Denver by exploring a rental registry that would require landlords to register their rental properties and participate in regular inspections for health and safety standards." The plan further details the need to enhance tenant rights and assess capacity required to oversee a rental registry program at the City. Like Seattle, Denver already offers temporary rental and utility assistance for renters in crisis to reduce renter eviction, in addition to services that help keep tenants in their homes.

Key Takeaways

1. **Registry at bare minimum is necessary:** A rental registry can provide the City with the ability to communicate directly with all landlords and tenants which is currently not possible. Not only can a registry help the City better understand landlord and tenant needs, it also gives the City better insight into the rental housing stock which is currently unknown.
2. **Successful programs in large cities take time:** Standing up a licensing program takes time, and the population of the town/city is indicative of the ease/difficulty to implement and manage one successfully.
3. **Climate is an absolute co-benefit to a rental program:** While most rental programs, particularly in the peer learning exchange, did not originate with climate goals in mind, keeping climate impacts and energy burden in mind while standing up a rental registry or licensing program is vital for the City to meet its climate and housing goals.

Conclusion

Denver is considered a leading city in many ways, and climate action is one area that is viewed as a top priority, more so than when many of these rental policies were first enacted. The way that cities view efforts like a rental policy is evolving, and collective co-benefits will continue to rise to the top when evaluating drivers of policies or programs to effectively meet multiple goals faster than siloed efforts. If the City were to pursue a rental program as part of its housing goals, climate impacts and energy burden should be considered as part of the program design from the beginning. Interagency coordination is vital, and the climate team would best serve the process in a supporting role to help inform strategies and planning for how to phase in climate impacts and energy burden when the timing makes sense. It is recommended that the Housing Stability Office, in collaboration with City Council and the Department of Excise and License, investigate best practices for implementation and pursue efforts to require registration and, if possible, licensing for all long-term rental properties in Denver.

References

Relevant Links

- **Petersen, Alisa and Radhika Lalit. Better Rentals, Better City: Policies to Improve Your City's Rental Housing Energy Performance. Rocky Mountain Institute, 2018: www.info.rmi.org/better_rentals_report**
- **Seattle, Washington Rental Registration & Inspection Ordinance: https://www.seattle.gov/sdci/codes/licensing-and-registration/rental-registration-and-inspection-ordinance**

- **Dearborn, MI Inspection Guide:** http://www.cityofdearborn.org/documents/city-departments/residential-services/2272-rental-inspection-guidebook/file
- **Columbia, MI Landlord and Tenant Resource:** https://www.como.gov/community-development/neighborhoods/landlord-and-tenant-resources/
- **Burlington, VT Residential Time of Sale Inspection:** https://www.burlingtonvt.gov/Fire/Residential-Time-of-Sale-Inspection
- **Burlington, VT Minimum Housing Inspections:** https://www.burlingtonvt.gov/btvstat/minimum-housing-inspections
- **Evanston, IL Rental Registration:** https://www.cityofevanston.org/government/departments/health-human-services/protect/rental-registration
- **Boulder, CO SmartRegs Program:** https://bouldercolorado.gov/plan-develop/smartregs
- **Ann Arbor, MI Rental Housing Services:** https://www.a2gov.org/departments/build-rent-inspect/housing/Pages/default.aspx
- **Low-Income Energy Affordability Data (LEAD) Tool:** https://www.energy.gov/eere/slsc/maps/lead-tool

Agenda Presented in USDN Peer Learning Exchange Application

The following agenda items best showcase what the participating cities wanted to learn about rental programs and considerations for efficiency standards. While attendees followed a general guideline of topics it was also necessary to allow discussions to evolve as necessary over the course of the meeting and so all agenda items were not able to be discussed.

Presentation: Rental Licensing - Goal: Gain a deeper understanding of the conditions under which the policy was developed, and the implementation tools utilized.

- Development process: Implementation timeline, expectations vs. reality
- Cost evaluation, funding sources, and necessary staff resources
- Key staff, stakeholders
- Stakeholder engagement techniques and strategies
- Equity considerations and strategies to mitigate housing stability and affordability concerns
- Process and methodology for choosing between permitting and licensing and different enforcement mechanisms
- Barriers and limitations caused by state law, political pushback, etc.
- Choosing the language for ordinance and program documents
- Process map: Staff involved, their titles, and their roles
- Non-compliance mitigation process
- Reporting: Data collection, systems, access, and evaluation
- Evaluation of the program so far and planned modifications (if any)
- Lessons learned and best practices

Efficiency standards - Goal: Gain a better understanding of existing policies.

- How to set weatherization standards and institute a heating system certification requirement and pre-sale inspection
- Ordinance language for increasing efficiency standards
- Engagement with landlords; What's next?

Discussion: How existing policies could be enhanced. Speakers: All

- Setting standards beyond health, fire, and safety codes; choosing prescriptive or performance-based efficiency standards; phase-in approach; discuss RMI tools

Activity: Apply What We Learned - Goal: Cities apply best practices to their communities.

- Who are the main stakeholders and staff to be involved, perceived barriers?

Discussion: Action Items and Goal Setting. - Goal: Set actionable items and create opportunities to follow up with attendees. Speakers: All

- Set short-term goals