

System Wide Landlord Management

2019 Federal Permanent Housing Conference

Welcome and Introductions

- **Meet your facilitators**
- **Attendees:**
 - Which type of housing program do you work for?
 - Rapid Re-housing
 - Transitional Housing
 - Permanent Supportive Housing
 - Other
 - Does your program(s) have a dedicated Housing Specialist or Landlord Liaison?



Ending Homelessness

What are the primary reasons people are homeless?



Ending Homelessness

There is a single, common situation that all people experiencing homelessness are in.



Ending Homelessness

They don't have a permanent **home**.



Landlords in Context

- ↓ To end homelessness we need to find people homes
- ↓ Most of those homes will be rental units (at least to start)
- ↓ Access to rental properties are incredibly valuable
- ↓ Therefore, the people who own or manage those rental properties are incredibly valuable
- So, Landlords are a **key System Asset**



Where are many now? Silos

- Each program (or staff) has their own landlord pool
- Coordinated Entry relies on providers to pair with housing
- Inconsistency in landlord management protocol (or non-existent)
- Smaller pool means less choice for Veteran
- Fewer creative opportunities (linking to Tax Credit buildings, shared housing etc.)
- We all work in silos – difficult to respond in a coordinated, support way



Where we could be. Connected

- Landlord “Master List” used to track entire community/state landlord pool
- Coordinated Entry supports providers with housing opportunity options
- Single outreach and engagement communication strategy
- Single, streamlined landlord management protocol
- Housing Specialists to work across programs
- We work together, not in silos



Do we know our landlord pool?



Where would these words pop up?

Eligibility

Assessment

Name

Location

SSN

Date of Birth

Veteran Status

DV Status

Service Provider

Enrollment Status

Housing Plan

HMIS ID

Date Review

PH Offer

Chronic Status

Notes

A By Name or Master List!



Landlord/Housing Master List Elements

- Tracks all housing opportunities/partners in a given geography
- Used for case conferencing, housing matches, roommate matching, etc.
- Documents landlord information, such as
 - Risk aversion to previous evictions or criminal records
 - Types of units and availability
 - Units make up (tax credits, subsidized, etc.)
 - Location/Geography
 - Willingness to waive fees, etc
 - Pets
 - Preferences for tenants or number of units committed
 - Types of subsidies or service programs preferred
 - Notes and other highlights of partnership



Service and Support Standards



Reasonable Fears

“I built this relationship. What if the other provider burns the landlord and we lose the opportunity?”

“If I give up my landlord list then I won’t have housing units to access.”

“What is a landlord only wants to work with me and now we’re adding other providers?!”



Landlord Pool Access

- Commitment via MOU or in written protocol to access landlord pool
- Incentives/disincentives to participation or lack of
- Warning or system to respond when providers do not meet expectations
- Incorporate housing relationships and landlord feedback (via survey etc) into project ranking
- Participation in case conferencing and referral protocol required



Service Standards and Support

- Use of a Single Landlord Management List Requires Providers Agree
- A standard messaging protocol to describe programs (advantages and limitations)
- Standard protocol for landlord responsiveness (all must respond within 24 hours to landlord complaint)
- May be used to fund single Housing Specialist role that works across projects
- Case Management and support services meet minimum standards
- Ability for ongoing, near real time updates to units and/or partners

Don't burn each others' relationships... Leverage them!



Example Standards (MOU!)

All Providers will...

- respond to landlord complaints within two business days, or one business day in emergency situations
- communicate with landlords as needed to ensure tenant share of rent paid and other lease violations not apparent
- consider and promote periodic (at least quarterly but recommended monthly) home visits for tenants with tenant approval
- communicate any evictions or threat of housing loss to housing specialists within one business day of being made aware
- provide basic tenant/landlord law training to all/any staff interacting with landlords



Centralized Landlord Management Standards

1. Outreach and Communication
2. Unit Referral and Linkage Protocol
3. Service Standards and Support
4. Public and Special Recognition



Outreach and Communication



Programs Fighting for Partners

- Provide full rental payment usually for 12 months, as well as security deposit
- Weekly case management with home visits
- Guaranteed tenant mediation if troubles arise
- Focus on increasing tenant income as quickly as possible
- Never have to evict again!
- Call us anytime 24/7!
- 97% program success rate!



False Advertising = Bad

As advertised...



...in reality



System Developing Partners

- Security deposit and limited financial assistance to tenant based on need
- Ongoing supportive services including opportunity for home visits as needed
- Landlord/ Tenant Mediation and, as needs arise, including rent payment issues or other lease violations
- Issues or grievances respond to landlord within 2 business days
- Housing partner case conferencing, annual gatherings and direct program points of contact
- Ability to fill new units without cost of advertising or other turnover issues
- Our tenants have support while others do not!



Mantra...

SAY  DO



Uniform Marketing and Communication

- Use of single marketing language for program types or even system as whole
- Manage expectations – we're not begging – this partnership is a business opportunity for landlord too
- Don't over sell your support; market the middle then perform higher
- Tie expectations into CoC Written Standards and other protocol
- Tie use of Landlord Master List/Pool into using consistent marketing in the community
- Not about providers/programs, about systems



Referral and Linkages



Referral Linkages and Protocol

- Combine use of Landlord List with case conferencing and referral process
- Create timelines and expectations for how communication unfolds with landlord when referral is made
- Use of management protocol – timeliness of phone call return, minimum service expectations, ongoing check ins, other communication
- Feedback loop to housing specialists or list manager



Special Recognition and Events



Idea to Recognize Landlords

- Annual or quarterly breakfast or event – partnership with Chamber of Commerce to Host
- PSA or other public acknowledgement by Mayor or local officials
- “Housing Partner Highlight” section of agency bulletin or newsletter
- Shout outs on Social Media
- Incentive fund for participating landlords
- Presentations or highlights at meetings of interest (ex: local Landlord Association)
- Landlord testimonials used to recruit new housing partners

What else do you do in your organization/community?



Group Activity

- Each table assigned either Rapid Rehousing or Permanent Supportive Housing
- In 10 minutes, together come up with the best landlord pitch you can
 - Make sure pitch is universal as a system and not just your organization
 - Focus on being realistic and presenting this as an opportunity, not a gift from the landlord
 - Pitch can either be written or verbal

Oh And By The Way ... We will call on some to present their pitch!

