

**SUBMITTAL COVER**

*Response to request for scope for Charlotte-  
Mecklenburg Continuum of Care:*

**LANDLORD ENGAGEMENT  
SYSTEM CONSULTING**



**Prepared by:**

**Erica Snyder Consulting, LLC**

Erica Snyder, Founder  
3700 Highland Dr.  
Carlsbad, CA 92008  
206.818.5244  
[esnuderconsulting@gmail.com](mailto:esnuderconsulting@gmail.com)

**ERICA SNYDER**  
CONSULTING, LLC

## PROPOSAL

### PROJECT OVERVIEW

The Charlotte-Mecklenburg Continuum of Care (CoC) is seeking an experienced landlord engagement system consultant to assess and evaluate its current system. This process should result in recommendations for systemwide changes to increase/scale the existing strategy to allow for a steady pipeline of available housing units for to lease to those experiencing homelessness. Additionally, the CoC would to use this process to deepen the trust between all partners, ranging from service providers to the operator of the landlord engagement system, to ensure the community is moving forward with a collective vision and clarity over roles in the housing search and landlord engagement system.

The CoC has requested strategic consulting services to support the evaluation and partnership development for its existing landlord engagement system.

### ERICA SNYDER CONSULTING, LLC EXPERIENCE

Erica Snyder Consulting was founded by Erica Snyder to provide innovative, strategic solutions to facilitate the growth of thriving, inclusive, and vibrant communities. Erica Snyder is a results-driven strategist with the ability to identify the big picture and create building blocks to achieve the vision. She has successfully guided organizational strategy, helping state and local governments identify their vision, to build consensus, to add value, and to inspire actions that move strategic priorities forward. Her specialties include: strategic planning, change management, community engagement, program development, contract monitoring, training, and research. Her broad experience spans the public and nonprofit sectors, including local, state, and federal governments, national networks of nonprofits, and philanthropy.

Erica has been involved at the inception of new ventures and instrumental in creating infrastructure and policy for entities impacting complex social issues, such as homelessness, housing, and community development. Her work includes the development and administration of San Diego's centralized landlord engagement program, [Housing Our Heroes](#), on behalf of the San Diego Housing Commission. This landlord engagement effort was designed to provide 1,000 housing placements to veterans experiencing homelessness. The program was designed to serve Veterans with a housing subsidy (rapid rehousing or a housing choice voucher). Housing Our Heroes used a combination of financial incentives and benefits, as well as a team of dedicated staff focused on landlord recruitment and retention. The incentive package was developed based on extensive research of similar communities, feedback from landlords and area apartment associations, service providers, and focus groups of Veterans experiencing homelessness. Below outlines the primary incentives and benefits offered through the program:

<b>Landlord Incentives</b>	<b>Benefits</b>
\$500 for first unit rented to a homeless Veteran	24-hour landlord assistance
\$250 for each additional unit	Security deposit & utility assistance
Holding Fees	Contingency Fund
	Supportive services
	Credit check & application fee assistance
	Pre-inspections
	Online listing service

San Diego historically has a tight rental market; at the launch of Housing Our Heroes the community had a 3.4% rental vacancy rate. The success of the landlord engagement program was contingent of extensive partnerships with the CoC, property owner industry partners, public partners (including electeds) and people searching for housing.

Housing Our Heroes used data from San Diego Housing Commission’s HUD VASH program (Veterans Affairs Supportive Housing) as a baseline for length of time Veterans were searching for housing. Prior to Housing Our Heroes, the average search time (as determined by the number of days from voucher issuance to lease up) for VASH voucher holders was 133 days. The median is 125 days. Housing Our Heroes tracked data from voucher issuance to lease-up to determine progress. Housing Our Heroes did not have initial data on rapid rehousing lease-up times, but used data from its first year to establish a baseline. Below provides the data for each subsidy type.

<b>Subsidy Type</b>	<b>Mean</b>	<b>Median</b>
<b>VASH</b>	80 days	69 days
<b>RRH</b>	48 days	34 days
<b>Both Populations</b>	72 days	57 days

Housing Our Heroes tracked multiple data points/outcomes, including landlord recruitment as measured by the number of new and existing landlords who advertised units through the program.

	<b>Number (#)</b>	<b>Percentage (%)</b>
<b>New Landlords</b>	180	41%
<b>Existing Landlords</b>	255	59%
<b>Total Unique Landlords</b>	435	100%

Housing Our Heroes used a collaborative approach to identify and implement landlord engagement strategies, ranging from media buys to having individual meetings with landlords. Through all these efforts, over 1,000 veterans were housed

over a period of 18-months. Based on the [success of the program](#), it was expanded to be offered to all populations experiencing homelessness and transitioned to [LEAP](#) (Landlord Engagement and Assistance Program) and grew the program's budget from an initial budget of \$3.4 million annually to over \$5 million, serving a minimum of 1,000 households a year.

Erica was also hired by HOM, Inc. to develop and launch Maricopa County's first-ever centralized landlord engagement program, [Threshold](#). Maricopa County's rapid population growth has caused the housing market to see unprecedented rent increases. Threshold was designed to provide landlord engagement services, including financial incentives and dedicated staff, to increase the available housing inventory for people experiencing homelessness. Lastly, Erica has facilitated strategic planning efforts for public entities such as the UC Davis Health System, the Bay Area Metropolitan Transportation Commission, and the Sonoma County Community Development Commission to support the creation of large-scale goals and strengthening relationships between teams.

Erica is currently providing federal technical assistance on behalf of the U.S. Department of Housing and Urban Development (HUD) related to the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding, specifically the Emergency Solutions Grants (ESG-CV) funding. This work includes guiding state and local governments to strategically invest and monitor their ESG-CV funding to effectively redesign the homeless service system, with an emphasis on rehousing people experiencing homelessness, while adhering to federal regulations. Erica is also providing HUD technical assistance to public housing authorities for the Emergency Housing Voucher program, focusing specifically on landlord engagement and retention. Erica holds a Masters in Social Work from the University of North Carolina-Chapel Hill, focusing on community, management, and policy, and a Bachelor of Arts in Justice from American University, Washington, DC.

## SCOPE OF WORK

Erica Snyder Consulting has expertise related to developing and administering landlord engagement programs, specifically for those experiencing homelessness. Erica Snyder will work with the CoC and relevant partners to review existing centralized landlord engagement materials, strategies, and local initiatives, and support the development of strategy needed for the landlord engagement system to achieve the needed community impact and deliverables.

Our proposed strategy for this scope of work includes:

1. Strategic thought partner with project leadership
2. Assessing & Scaling Existing Landlord Engagement Efforts
3. Stakeholder engagement and facilitation
4. Ongoing technical assistance

### **TASK 1, STRATEGIC THOUGHT PARTNER WITH PROJECT LEADERSHIP.**

Erica Snyder Consulting will conduct initial information gathering, planning, and schedule a kick-off meeting with the Landlord Engagement Workgroup and

identified key partners. The purpose of this meeting will be to introduce the staff and project team, review the contract, confirm and revise the workplan, confirm roles and responsibilities, and coordinate start-up. Erica Snyder will coordinate and convene check-in meetings with the Landlord Engagement System Contract Project Manager virtually a minimum of once a month and will maintain regular communication throughout the contract. Lastly, Erica Snyder Consulting will create and adhere to a timeline for producing deliverables as agreed upon by the CoC, but prior to the end of the contract.

Timeframe: Contract execution to contract completion

## TASK 2, ASSESSING & SCALING EXISTING LANDLORD ENGAGEMENT EFFORTS

Erica Snyder Consulting will work in partnership with landlord engagement working group to gather information regarding historical and current landlord engagement efforts within the CoC. Additionally, Erica Snyder Consulting will gather best and promising practices for landlord engagement in our post-COVID housing market, acknowledging the new challenges due to tight rental markets and increased hesitancy from landlords to rent to households with barriers. The CoC will be presented with a summary of existing efforts, overview of best practices in landlord engagement, and recommendations for areas to scale and/or consider implementing to increase landlord recruitment and retention relevant to the Charlotte-Mecklenburg community. Additionally, the CoC will receive recommended metrics to regularly review and track to demonstrate progress.

This process will also include mechanisms to receive feedback from key stakeholders, including landlords, to allow for ongoing process improvement. Methods used may include key informant interviews, focus groups, literature review, local data review, etc.

Timeframe: ~6-8 weeks from contract execution

**TASK 3, STAKEHOLDER ENGAGEMENT AND FACILITATION.** In partnership with Landlord Engagement Workgroup staff, Erica Snyder Consulting will engage stakeholders throughout the CoC to increase buy-in on a community landlord engagement strategy. Stakeholders may include public and private funders, homeless service providers, the local Continuum of Care, as well as other community and industry partners. It is recommended that this process includes an onsite travel to facilitate in-person meeting(s). The focus of this task will be to bring partners together to assess engagement strategies, identifies areas of strength/challenges in partnership, and work towards a collective vision for roles and responsibility in housing search and landlord engagement efforts within the homelessness service system. The ultimate goal of this task will be to increase trust amongst partners and align landlord engagement efforts with local initiatives. Examples of stakeholder engagement may include facilitating stakeholder engagement sessions, participation in relevant community meetings, presentations on behalf of the CoC, individual interviews.

Timeframe: ~3-4 months from contract execution. This task may be completed in parallel with Task 2

**TASK 4, ONGOING TECHNICAL ASSISTANCE.** Given the unprecedented times we are living in due to the COVID-19 pandemic and the subsequent impacts to funding, staffing, and capacity, Erica Snyder Consulting will be available to capture the knowledge and potential pathways to package centralized landlord engagement services. This portion of the scope of work will be further refined based upon the CoC's emerging needs and throughout the life of the contract within the schedule of deliverables described in Task 1, Strategic thought partner with project leadership.

Timeframe: Contract execution to contract completion

## BUDGET

The budget for this proposal is not to exceed \$30,000, with up to \$5,000 available to travel for two site visits to Charlotte. Cost estimates include airfare, local transportation, lodging, and meals from San Diego.

Erica Snyder Consulting agrees to use an hourly-based billing structure and to bill at the rate of \$165/hour for work completed within this scope of work.

## REFERENCES

### CURRENT CLIENTS

Michael Shore  
CEO & President  
HOM, Inc.  
[MikeShore@hominc.com](mailto:MikeShore@hominc.com)

Chris Pitcher  
Lead Homeless Service Specialist  
ICF  
[Chris.pitcher@icf.com](mailto:Chris.pitcher@icf.com)

### COMMUNITY LEADER

Melissa Peterman\*  
Former Vice President Homeless Housing Innovations  
San Diego Housing Commission  
[Melissa@townspeople.org](mailto:Melissa@townspeople.org)

\*Melissa is currently the Executive Director of Townspeople, but previously oversaw Erica Snyder's work while employed by the San Diego Housing Commission