

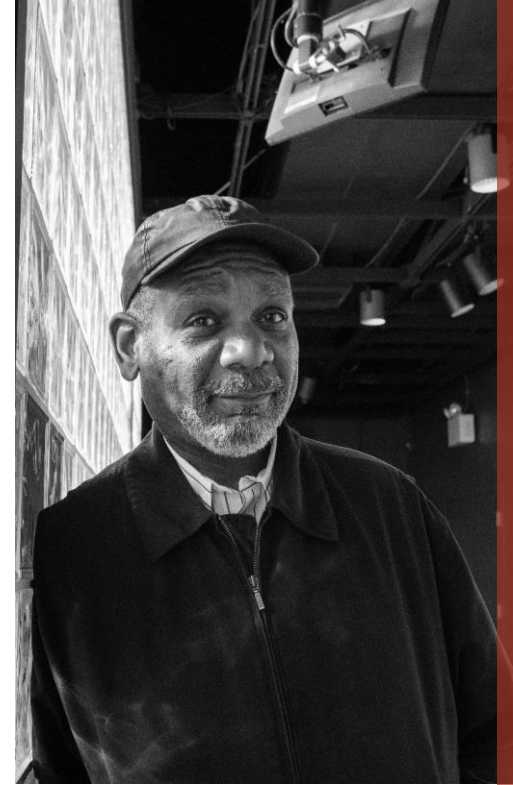


A program of Pathways to Housing PA

Welcome!

We'll get started in a few minutes.

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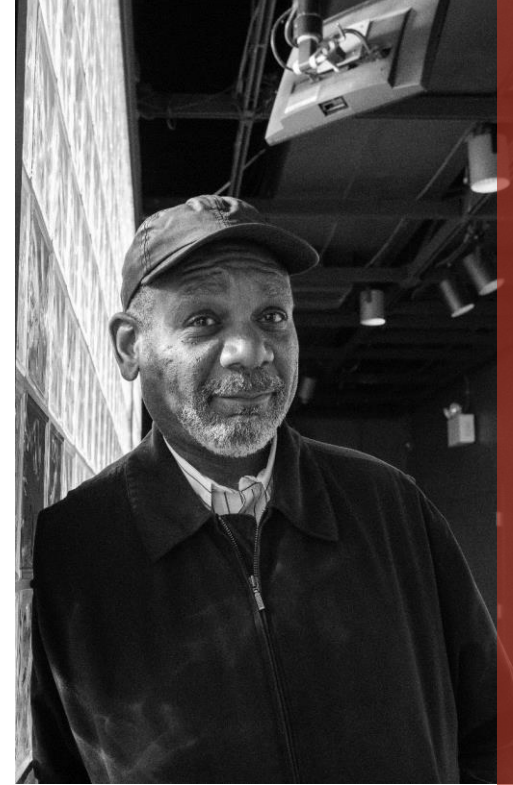


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Landlord Engagement Strategies

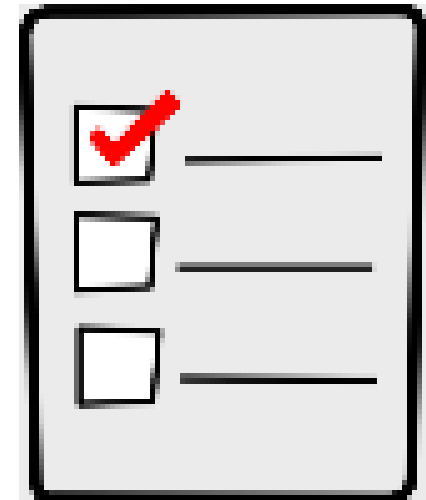
John Lambert, MA & Andrew Spiers, LSW

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Today's Agenda

- ✓ Welcome & introductions
- ✓ History of the PTHPA housing program
- ✓ Master-leasing & scattered-site
- ✓ Communication
- ✓ Recruit, Support, Maintain, Build
- ✓ Q & A



Housekeeping

- We invite you to be present with us!
- If you are seeking CEUs...
 - Stay for the duration of the training
 - Participate in discussion
 - Turn your camera on for the duration of the training
- Questions and comments welcome throughout
 - Chat can be utilized for comments/discussion
 - Feel free to use the raise hand function to speak
 - Questions may also be sent privately via chat
- Course evaluation is required to receive a certificate
- Closed captioning is available, or send a private chat to request any other disability accommodations



Learning Objectives

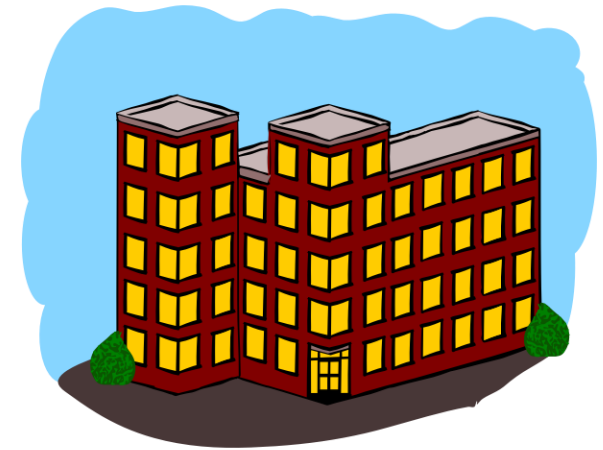
- Understand the intention of supporting continued tenancy in relation to high fidelity Housing First practice.
- Identify strategies that will assist your program in recruiting landlords.
- Gain skills to support landlords in maintaining long-term, collaborative relationships.



Your setting

Using the poll feature, tell us about your housing program...

- Our housing is scattered site
- Our housing is congregate site
- We utilize master-leasing
- Our participants sign leases directly with landlords



Challenges

Using the poll feature, tell us about what challenges you're currently facing in procuring housing... [select all that apply]

- We can't find any affordable housing
- Landlords don't want to rent to our program participants
- We don't have time for landlord engagement
- Our participants keep damaging units



History of our Housing Dept.



Then & Now

2008

- One clinical team
- Initial group of 15 landlords
- 50 apartments

2023

- Eight clinical teams
- ~100 landlords
- 500 leased apartments
 - Balancing vacant apartments needed for quick move-in/relocation vs. overhead costs

Team 1

- **2008**
- Primary SPMI
- Chronic inebriate
- MH as reason for homelessness
- Reintegrate into community
- Part of mission
- Give us a chance
- Month-to-month

Team 2

- **2009**
- Primary SPMI
- Harbor Project
- MH as reason for homelessness
- Start leaning on referrals
- A core group of really reliable and invested landlords

Team 3

- **2010**
- Primary SPMI
- Medically fragile
- Needed more handicap accessible units
- First floor units
- Private entrances
- Still straightforward about SPMI issues

Team 4

- **2011-2014**
- Veterans
- Leases between PHA and the client
- Not master-leasing
- “Housing Liaison” would connect with PHA, coordinate re-certifications, etc.
- Apartments weren’t in our database, but we kept some files, info.

Team 5

- **2012-2014**
- Veterans
- Leases between PHA and the client
- Not master-leasing
- “Housing Liaison” would connect with PHA, coordinate re-certifications, etc.
- Apartments weren’t in our database, but we kept some files, info.

Team 6

- **2014**
- Step-down team
- Most participants were already housed because they transferred from Teams 1-5
- Occasional relocations, but landlords were already on-board
- Participants were more self-sufficient and capable of managing independently

Team 7

- **2017**
- Opioid use disorder
- Tried the original “pitch” at first since participants also have SPMI
- Let landlords know about substance use issues, but careful with details
- Focused on Frankford, Kensington area
- Branched out eventually, as participants wanted to get away from the area
- Educated landlords at networking events

Team 8

- **2019**
- Opioid use disorder
- Relocations from the Kensington encampments
- Obviously there were concerns, but we had enough success from Team 7 to expand
- Master-leasing is particularly helpful with this population
- Budget for cleaning
- More calls/complaints means more work into supporting and maintaining these landlord relationships

Team 9

- **2020**
- Polysubstance use disorder
- We housed everyone very quickly during the height of the pandemic
- Most participants housed between March & September 2020
- Addressing substance use, but seeing more SPMI emerge
- Building on success of teams 7 & 8, this team yielded more landlords

New challenges emerge

Team 10

- **2022**
- Primary SPMI
- MH as reason for homelessness

- Participant needs exacerbated by pandemic
- Gentrification causing challenges with affordable housing supply
- Ability to acquire apartments has slowed down
- Many landlords burned by eviction moratoriums, raising rents to make up for lost income

How it Works



Master-leasing

- **What it is**
 - Pathways is the lease holder
 - Client signs “Use & Occupancy Agreement”
- **Benefits**
 - Stability for landlords, agency, and participants
 - Landlord is assured rent will be paid on time
 - Fewer barriers for folks with criminal histories
- **Alternatives**
 - Participants signing the lease directly

Address _____

RESIDENTIAL LEASE AGREEMENT

1. **IDENTIFICATION OF PARTIES AND PREMISES.** This agreement is made and entered into this _____ day of _____, 20____, between the following named persons:

(herein called “Tenants”) and _____ (herein called “Landlord”). Subject to the terms and conditions set forth in this Agreement, Landlord rents to Tenants, and Tenants rent from Landlord, the premises located at _____ (herein called “the premises”). The premises shall be occupied only by the above mentioned Tenants. Tenants shall use the premises for residential purposes only and for no other purpose without landlord’s prior written consent. Occupancy by guest for more than ten days in any six-month period is prohibited without Landlord’s written consent and shall be considered a breach of this Agreement.

2. **INDIVIDUAL LIABILITY.** Each tenant who signs this agreement, whether or not said person is or remains in possession, shall be jointly and severally liable for the full performance of each and every obligation of this Agreement, but not limited to, the payment of all rent due and the payment of costs to remedy damages to the premises regardless of whether such damages were caused by a Tenant or invitee of a Tenant.

3. **TERM OF THE TENANCY.** The term of this Agreement shall commence on _____, 20____ and shall continue from that date

a. on a month-to-month basis. This Agreement will continue for successive terms of one month each until either Landlord or Tenants terminate the tenancy by giving the other thirty (30) days written notice of an intention to terminate the premises. In the event such notice is given, Tenants agree to pay all rent up to and including the notice period.

b. for a period of _____ months expiring on _____, 20____. Should Tenants vacate before the expiration of the term, Tenants shall be liable for the balance of the rent for the remainder of the term, less any rent Landlord collects or could have collected from a replacement tenant by reasonably attempting to re-rent. Tenants who vacate before expiration of the term are also responsible for Landlord’s costs of advertising for a replacement tenant. In the event Tenants fail to give written notice of an intention to vacate the premises at the end of the term, the tenancy shall become one month-to-month on all terms specified in section (a) of this clause.

4. **PAYMENT OF RENT.** Tenants shall pay Landlord rent of \$ _____ per month, payable in advance on the _____ day of each month. If that day falls on a weekend or legal holiday, the rent is due on the next business day. Rent shall be paid by personal check, money order or cashier’s check only, to _____, or at such other place as Landlord shall designate from time to time.

5. **LATE CHARGES AND RETURNED CHECKS.** If rent is paid after the _____ day of the month, there will be a late charge of \$ _____ assessed. If any check is given by Tenants to Landlord for the

Scattered-site Model



- ***Benefits***
 - Promotes choice
 - Promotes community integration
 - Prevents NIMBY
 - Saves on upfront capital costs for building/development
- ***Challenges***
 - Finding affordable housing in desirable neighborhoods
 - Can be isolating
 - Costs for travel and maintenance to various sites
- ***Alternatives***
 - Congregate living with services on-site
 - Residential programs

Staffing

Similar to how our ACT teams share a caseload of 70-80 participants—

The housing department shares responsibility for managing our 550+ apartments, and all of the landlords.



Day-to-day functions

- Responding to complaints (landlord, tenant, or team)
- Landlord relationships
- Communicating with clinical teams
- Work orders
- Paying rent
- Inspecting units
- Keys
- Furniture



What We Do

- Provide & maintain housing according to HQS regulations
- Liaise between the landlord, property management, & participant
- Hold landlords accountable
- Ensure landlords receive payment on time
- Renew or terminate leases
- Weatherize apartments & AC installs
- Schedule cleanings with (trauma-informed) vendors
- Schedule initial and annual inspections with the OHS
- Light maintenance & minor appliance repairs
- Vehicle fleet management

What We Don't Do

- Move participants into a unit without an approved inspection
- Enter participant apartments without prior notification
 - *Except* in cases of an emergency maintenance issue, i.e. water, fire etc.
- Share mental health/substance abuse diagnosis & private info with the landlord or other tenants

Collaboration



A common goal



Landlords

- Rent paid
- Unit in good condition
- **Participant successfully housed**

Program

- Provide good service
- Retain landlords
- **Participant successfully housed**

Participant

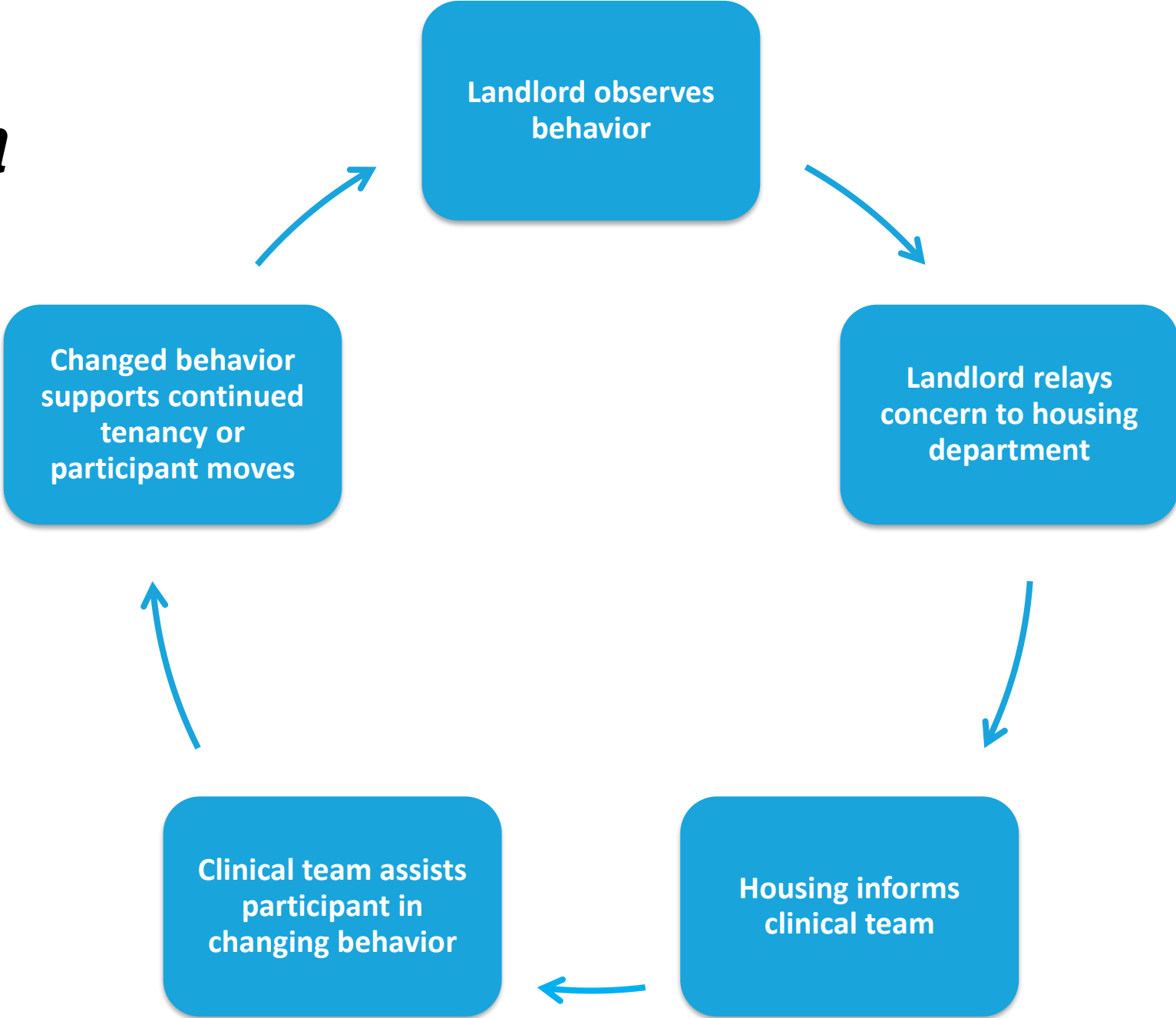
- Address needs
- Pursue life goals
- **Maintain housing**

Clinical & Housing

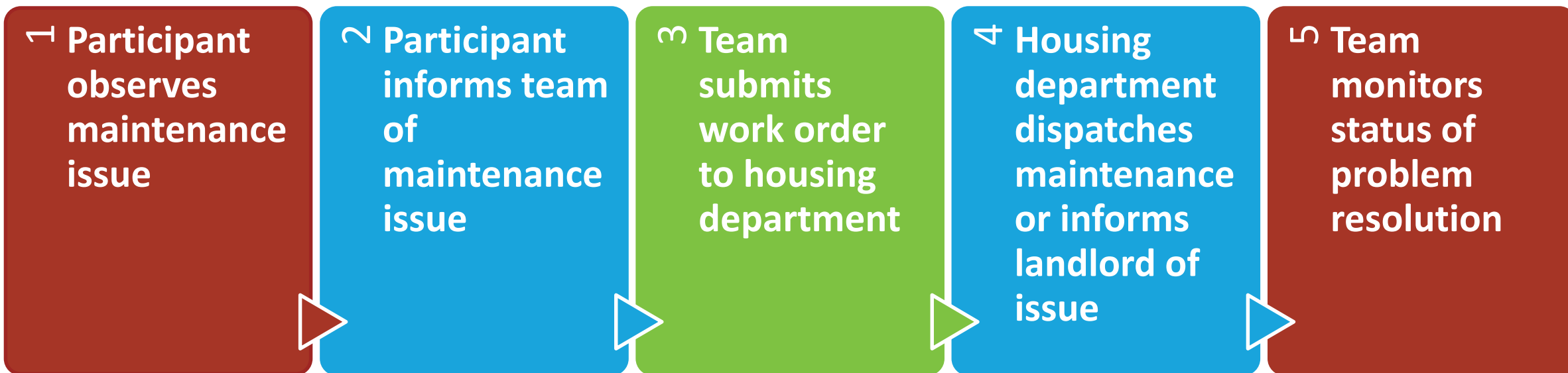
- Clinical and housing teams work distinctly but collaboratively
- Weekly housing meetings
- Vacancy meetings
- Move requests
- Case conferences
- Lease renewals



Housing individuals with behavioral health challenges



Accountability processes



- Housing department fixes issues whenever possible to keep participant damages off the landlord's radar
- Some landlords are more responsive to maintenance concerns than others
- Sometimes "fixing it" doesn't really *fix it*
- TAKE PHOTOS, document, and follow up!

Recruit, Support, Maintain, Build



Landlord Recruitment

- Word of mouth and PR are everything
 - Most referrals come from existing landlords
- Incentives
 - Sign on bonus, referral bonus
- How & where to find apartments
 - Take a walk!
 - Craigslist, newspaper classifieds
 - Builders supply, Home Depot, Lowes, etc.
 - Eviction court
 - Local realtor associations
 - Obituaries (*be respectful!!*)

Mission Buy-In

Landlords have an invaluable resource. We can't do this work without them.



Supporting Landlords

- Be known & available
- Be proactive
- Be accountable & dependable
 - Rent will get paid
 - Behaviors will be addressed
 - Repairs will get done
- Be responsive to community complaints
 - Empathetic but realistic
 - Impact of COVID-19

Participant Privacy

- Get releases when appropriate
- “Need to know” basis
- Be firm in your boundaries



Maintaining Relationships

- Genuine relationships based on partnership
- Landlords are making a valuable contribution to ending homelessness
- Understanding harm reduction
- Buy-in for Pathways' mission
- Set realistic expectations and assure around responsiveness
- Offer incentives for difficult participants
- Sometimes just letting them vent



Building Long-Term Investment

- Especially important in scattered site models
- Encouragement in the value of their contribution
- Provide professional development opportunities
 - Networking events
 - Trainings
- Share vendors
- Empower partners with generalizable tools
- Retention/anniversary bonuses
- Landlord recognition & appreciation



Sample Landlord Meeting

- Open networking time & refreshments
- Review of shared values and discussion guidelines
 - Affirmation of value as partners
- Introductions
 - Names; How long have you worked with our Housing First Program? How many Properties? Name one thing you like working with the HF program.
- Professional development training
 - Community resource supports; Mental health first aid; Overdose reversal/Naloxone training; Person-centered communication & de-escalation; Supporting people with hoarding issues; etc.
- Discussion
- Announcements
 - Any landlord resource sharing? Upcoming events. Next meeting date.
- Close with appreciation & acknowledgement of contribution

FAQ & Review



Frequently Asked Questions

- What is your average vacancy rate for apartments?
- What is the percentage of participants who contribute to their apartments?
- What to do if a landlord is asking for a background check on our clients?
- How do you preserve the relationship with a landlord when the unit has been destroyed?
- What to do if all of the apartments cost more than the local FMR?

Review

- High fidelity Housing First practice means supporting tenancy in every way possible.
- Recruiting landlords takes a lot of hard work to start, but this pays off over time.
- Landlords are your greatest asset— keep them happy!
- It is vital that your landlords buy into your mission and understand your philosophies.







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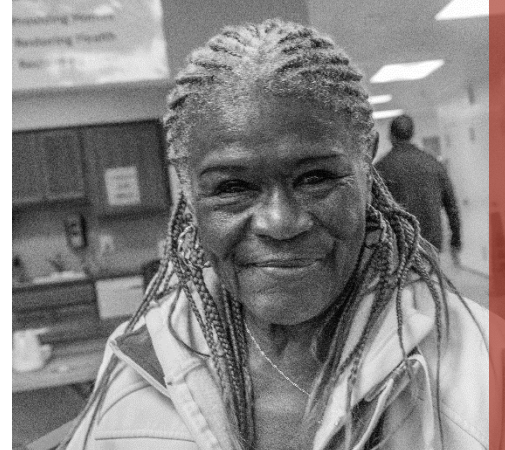
To learn more visit
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