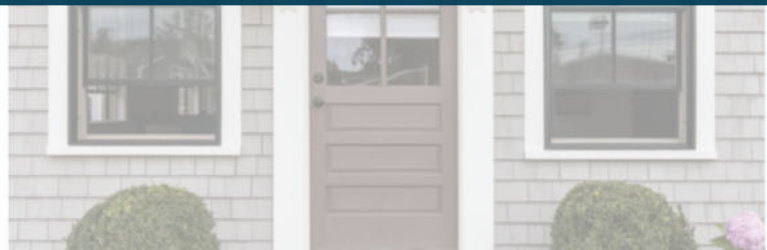
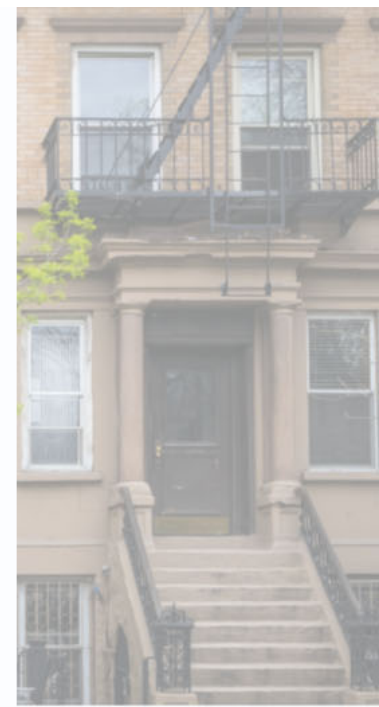


U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT PRESENTS

HCV Landlord Webinar 5: Partnerships and Monetary Incentives Strategies

June 22, 2021



Welcome

Lea Anderson, HUD HCV Task Force

HCV Landlord Participation Webinar Series

- Webinar 1: Background and Introduction:
Challenges Landlords Experience
- Webinar 2: Education and Outreach Strategies
- Webinar 3: Technology Strategies
- Webinar 4: Inspections and Matching Local Rental Markets
- **Webinar 5: Partnerships and Monetary Incentives and Reimbursements Strategies**

Today's Webinar

WHAT TO EXPECT

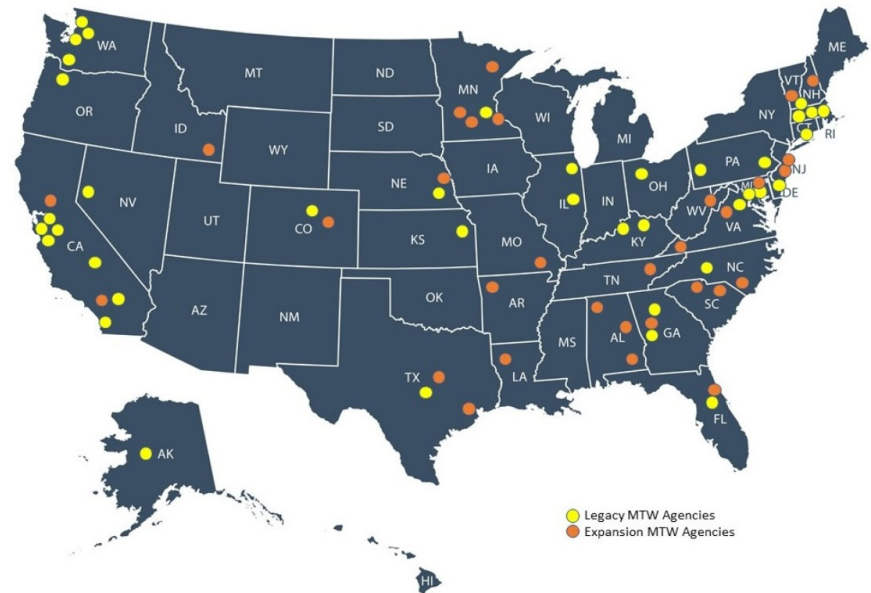
- Overview of the Moving to Work (MTW) Demonstration Program Expansion
- Overview of Landlord Strategies Guidebook for Public Housing Agencies
- Partnerships Strategies
- Monetary Incentives and Reimbursements Strategies
- Additional HUD Efforts
- Conclusion/Q&A

Questions: Submit through the webinar chat function throughout the presentation.

The Moving to Work (MTW) Demonstration Program Expansion

- MTW offers public housing agencies (PHAs) the opportunity to design and test innovative, locally-designed *housing and self-sufficiency strategies*
- MTW gives PHAs and HUD the flexibility to design and test approaches for providing and administering housing assistance in a more cost-effective way
- MTW allows PHAs exceptions to certain Public Housing and Housing Choice Voucher (HCV) Program regulations
- MTW enables PHAs to use Public Housing and HCV funds flexibly

Current MTW Agencies



The Moving to Work (MTW) Demonstration Program Expansion – Landlord Incentives Cohort

Designed to evaluate landlord incentives and their effect on landlord participation in the HCV program

PHAs in this cohort of the MTW Expansion must implement two MTW landlord activities from the following:

- Payment Standards (Small Area Fair Market Rents)
- Payment Standards (Fair Market Rents)
- Vacancy Loss
- Damage Claims
- Other Landlord Incentives
- Pre-qualifying Unit Inspections
- Alternative Inspection Schedules
- Waiver of Mandatory Initial Inspection
- Front-End Vacancy Loss Payment

For more information about the MTW Landlord Incentives Cohort and the MTW Program, please visit our website:

https://www.hud.gov/program_offices/public_indian_housing/programs/ph/mtw/expansion/cohort4

Applications to join the MTW Program Landlord Cohort due **Fall 2021!**



OVERVIEW

Housing Choice Voucher Landlord Strategies Guidebook for Public Housing Agencies

Guidebook: Purpose

To support PHAs in improving landlord participation in the HCV Program by:

- Increasing Recruitment
- Increasing Retention
- Improving Responsiveness
- Improving Tenant-Landlord Relationship
- Improving Inspections Process
- Minimizing Bureaucracy

Guidebook: How to Use

- Publishing Guidebook chapters on HUD's website as they are completed.
- Guidebook will be updated in its entirety once all chapters are published.
- Encouraged to read the entire chapter as many strategies in a chapter are related information that is transferrable.

Guidebook: Where to Find

- HUD HCV Landlord Resources
 - https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/landlord
- Housing Choice Voucher (HCV) Landlord Strategies Guidebook for Public Housing Agencies

Partnerships

- PHAs may be familiar with partnerships that involve referrals to the PHA (such as Family Unification Program), but less familiar with partnerships that help PHAs bring additional services or opportunities to HCV families and landlords.
- Strategies include
 - Relationships and Resources
 - PHA Collaboration



PARTNERSHIPS

INTRODUCTION

Through partnerships, public housing agencies (PHAs) and other organizations collaborate for the betterment of their own organizations, their constituents and partners, and their communities. These partners may share or augment services, bring attention to mutual goals or underserved populations, access funding, and coordinate to create policy change. Partnerships between PHAs can additionally support administrative and policy efficiencies that improve services and landlord satisfaction. Keys to any partnership are shared values or mission and a commitment to making the partnership productive for all parties.

The following strategies are included in this section:

- Relationships and Resources
- PHA Collaboration

Related strategies:

- Monetary Incentives and Reimbursement Funds

The strategies in this partnerships chapter address the following areas:

Partnerships Process Improvements

PHA Process Improvement	Relationships and Resources	PHA Collaboration
Increase Recruitment	X	X
Increase Retention	X	X
Improve Responsiveness		
Improve Tenant-Landlord Relationship	X	X
Improve Inspections Process		
Minimize Bureaucracy	X	X

The contents of this document, except when based on statutory or regulatory law or as incorporated into a contract, do not have the force and effect of law and are not meant to bind the public in any way. This document is intended only to provide clarity to the public regarding existing legal or contractual requirements or agency policies.



Would My PHA Benefit from Partnerships?

Benefits:

- Expand offerings and services
- Maximize resources
- Minimize differences between operations of neighboring PHAs
- Raise awareness of PHA and partner organizations

Partnership Examples:

- CoC: Partner to fund landlord liaison position with a common goal of prioritizing the homeless and most vulnerable populations
- City government: Provide security deposits or a damage fund for HCV families
- Local officials: Raise awareness of a specific issue, such as a Veteran's Day campaign to promote the HUD-VASH Program
- Local board: Join a board to increase interaction with other organizations with a similar mission and learn about opportunities and resources

Examples of Partners

- Other PHAs
- Continuum of Care (CoC)
- Local governments (state, city, or county)
- Local nonprofit organizations
- Community-based organizations
- For-profit developers
- Apartment associations
- Community Development Corporations
- Federally qualified health center

How Do I Get Started?

- Identify gaps within the PHA's own landlord program
- Get to know agencies serving the PHA's service area
- Coordinate efforts with other organizations that share the PHA's mission and values
- Be alert to opportunities to raise the visibility of the PHA's mission and the HCV Program within the community or region
- Maintain relationships

STRATEGY: RELATIONSHIPS AND RESOURCES

Identifying resources outside the PHA and building relationships that create avenues for connecting landlords to opportunities the PHA does not offer.

Who: All PHAs regardless of size and/or location.

Cost: \$ \$\$ \$\$\$ Minimal to moderate.

Implementation Considerations: ● LOW ● MEDIUM ○ DIFFICULT

- Discusses ways that PHAs can create informal relationships with organizations that provide services that may benefit HCV landlords and tenants
- This strategy outlines:
 - Ways in which PHAs can identify landlord- or tenant-related resources provided by outside organizations
 - Examples of different types of resources that address areas of concern commonly identified by landlords
 - Suggestions for ways PHAs can identify and promote mutually beneficial outcomes

Implementation

- Identify needs or desires of landlords that the PHA is not currently able to address as well as it would like
- Research organizations
- Initiate contact
- Maintain list of partners/referrals

Note: Outside organizations may have more flexibility to offer services that PHAs cannot due to lack of funding or regulatory restrictions, so think creatively!

Relationships and Resources

- Examples highlight ways that PHAs can address landlord-identified issues
- Referral examples do not come at a financial cost to the PHA
- Section is divided into two categories:
 - Resources for landlords
 - Resources for tenants

Resources that Directly Support Landlords

OPPORTUNITY	POTENTIAL PARTNER(S)	IMPLEMENTATION CONSIDERATIONS
Offer landlords education on newly implemented law	Apartment associations, housing rights organizations, community development corporations, local government civil rights offices	PHAs might consider sending staff to trainings geared toward landlords, so staff can answer questions. This would need to be coordinated with the organization providing the training to ensure appropriateness.
EXAMPLE: A local housing rights organization provides monitoring to ensure landlords are in compliance with the newly passed SOI law. They also provide training to landlords.		

Resources that Directly Support Landlords

OPPORTUNITY	POTENTIAL PARTNER(S)	IMPLEMENTATION CONSIDERATIONS
Address landlords' concern about paying for tenant damages	State programs	Requirements differ. Some programs may require claims to be verified or processed through the PHA which would require staff time. The PHA should consider marketing this program to landlords.
<p>EXAMPLE: A state commerce department runs a statewide mitigation program for clients receiving a housing subsidy of any type, not just HCV participants. The program allows landlords to recover damages as a strategy to encourage them to rent to subsidized tenants. The program, which is funded through recording fees on real estate transactions, has distributed nearly \$1 million across the state. The PHA's limited involvement in the program entails offering family subsidy verification to the landlord upon request.</p> <p>NOTE: Additional information about damage claim funds will be provided in the Monetary Incentives and Reimbursements chapter.</p>		

Resources Benefiting Tenants

Resources that directly benefit tenants may also directly benefit landlords by decreasing landlord risk. These resources may indirectly benefit landlords by increasing tenant household stability.

- Emergency funding such as back rent, eviction prevention, security deposits
- Dispute resolution services
- Tenant education
- Tenant supportive services such as job training and education

OPPORTUNITY	POTENTIAL PARTNER(S)	IMPLEMENTATION CONSIDERATIONS
Offer emergency funding to support housing stability for tenants with limited budgets	State and local organizations	PHAs may need to research organizations that provide these services or funds. Each organization may have different requirements to access assistance. PHAs should maintain a current list and ensure the programs and funds are still available.
EXAMPLE: One PHA is located in a community with several organizations that offer financial resources for back rent, eviction prevention, and security deposits. When the PHA receives notifications per the Housing Assistance Payments (HAP) contract from the landlord of threatened evictions and non-payments, for example, the PHA will work to connect tenants with organizations with financial resources to stabilize the family's housing. The tenants and landlords work to avoid the eviction process.		

STRATEGY: PHA COLLABORATION

Relationships that PHAs form with outside organizations (including other PHAs) to share resources, promote the HCV program, and collaborate on strategies that aim to increase opportunities for landlords and/or streamline PHA policies.

Who: All PHAs regardless of size and/or location.

Cost: \$ \$\$ \$\$\$ Minimal to moderate.

Implementation Considerations: ● LOW ● MEDIUM ○ DIFFICULT

- PHA relationships can benefit landlords without provision of additional direct services to landlords or tenants.
- Goals of collaborations
 - Improvements to program administration
 - Improvements to PHA and program perception and promotion in the community

Improvements to Program Administration

- Goal: To increase housing opportunities and decrease bureaucracy that might lead a landlord to leave the program
- Two different types of relationships:
 - Partnering with another PHA
 - Partnering with another agency or locality

Partnering with Another PHA

- Best fit for
 - PHAs in close proximity with other PHAs
 - PHAs with landlords who rent across multiple jurisdictions (metropolitan areas/counties)
- Sharing responsibilities/functions/staff
- Creating a shared landlord experience

OPPORTUNITY	POTENTIAL PARTNER(S)	IMPLEMENTATION CONSIDERATIONS
Creating a consistent PHA experience for landlords	PHAs in the same geographic area	Where PHAs may share the same pool of landlords in a similar geographic area, landlords may find it difficult to determine why boundaries, payment standards, policies, and paperwork may differ between PHAs. PHAs will actively increase their knowledge of each other's programs and identify operations and messaging they can align to improve landlord understanding and retention.
EXAMPLES: <ul style="list-style-type: none">• When a community enacted an SOI law that landlords cannot refuse to rent to HCV program participants solely because of their participation in the HCV program, landlords had many questions and there was concern they might leave the HCV program. Two PHAs in one region that work with the same landlords began to meet to discuss ways to increase landlord engagement and address landlord questions with one voice.• When two nearby PHAs found that landlords mistook one PHA for the other PHA, they began working together to provide similar customer experiences. They meet every other week. They adopted similar paperwork and each accepts requests for tenancy approval forms from the other. They are developing an interjurisdictional agreement to allow tenants to lease up in both jurisdictions. Because they know each other's programs, they can answer questions, provide information, and correct misinformation to landlords for either PHA. They are considering sharing costs for a landlord locator position.		

Partnering with Another Agency or Locality

Might be a good fit for PHAs that have a small service area, limited housing stock, or are located in close proximity to other PHAs



PHA HIGHLIGHT:

A PHA facing challenges with low housing stock in their city identified a nearby property owned by the US Department of Agriculture that was eligible as PHA-assisted housing under 24 CFR § 982.352 and was having trouble filling all of its rental units. Unfortunately, the property was outside the PHA service area. The PHA obtained authority to expand its jurisdiction so voucher families could lease-up at this high-quality property. This policy solution helped the PHA, USDA, landlord, and HCV families.

Improvements to PHA and Program Promotion

- Increasing awareness of the HCV program among current or prospective landlords by participating in partner events, as well as learning and sharing information with other organizations through networking
- See also: Expanding Your Network strategy in the Education and Outreach chapter

OPPORTUNITY	POTENTIAL PARTNER(S)	IMPLEMENTATION CONSIDERATIONS
Learning about new resources that can benefit landlords and tenants and information sharing with other organizations	Local government agencies, apartment associations, nonprofits, housing organizations	PHAs should consider forging an ongoing partnership with other organizations to exchange information, promote current resources, or advocate for new support from outside entities. This partnership could take the form of a task force, board, or informal meetings. While the PHA may not be able to attend all partner meetings, they should commit to some form of continuous engagement.
EXAMPLES: <ul style="list-style-type: none">• One PHA partners with other agencies within the city and attends joint meetings where topics include available funding for needs like security deposits.• A PHA with staff assigned to landlord engagement hosts quarterly meetings with other organizations that are client-focused and assist veterans and families in crisis situations. During these meetings, the PHA shares information about their programs and the availability of units. This exposure helps quickly connect at-risk families to landlords with vacant units.		

Questions or Comments?
Submit using the chat feature.

Monetary Incentives and Reimbursements

- Can be used encourage participation as well as retention in the HCV program by offering monetary incentives
- Targeted at two primary concerns voiced by landlords with financial impacts:
 - Unit vacancy/financial loss
 - Damages to units
- Can be viewed by landlords as a symbol of support for landlords and an investment in the PHA-landlord relationship



MONETARY INCENTIVES AND REIMBURSEMENTS

STRATEGY: MONETARY INCENTIVES AND REIMBURSEMENTS

Payments, usually one-time, that may encourage participation in the HCV program, or may mitigate perceived risk of being an HCV landlord.

Who: All PHAs regardless of size and/or location. This strategy tends to be particularly effective in competitive rental markets.

Cost: \$ \$ \$ \$ \$ Minimal to high, depending on source of funding.

Implementation Considerations: ● LOW ● MEDIUM ○ DIFFICULT

Monetary Incentives and Reimbursements PHA Process Improvements

PHA Process Improvement	Monetary Incentives and Reimbursements
Increase Recruitment	X
Increase Retention	X
Improve Responsiveness	
Improve Tenant-Landlord Relationship	
Improve Inspections Process	
Minimize Bureaucracy	

Related strategies:

- Partnerships

WHAT THIS IS AND WHY IT WORKS: Monetary incentives and reimbursements for landlords can be used to respond to reluctance to join the HCV program by addressing delays in leasing and costs for repairs.

While there are many tools a PHA can use to encourage program participation, monetary incentives and reimbursements are often more visible to landlords.

The contents of this document, except when based on statutory or regulatory law or as incorporated into a contract, do not have the force and effect of law and are not meant to bind the public in any way. This document is intended only to provide clarity to the public regarding existing legal or contractual requirements or agency policies.



Overview

Targeted Issue	Sample Incentive or Reimbursement
UNIT VACANCY/FINANCIAL LOSS	<p>Signing Bonus: Offers a financial reward to the landlord for joining the program or for adding more units to the program.</p> <p>Vacancy Fund: Can offset the financial burden of a unit sitting vacant and awaiting initial inspection.</p>
DAMAGES TO UNITS	<p>Security Deposit: Assistance with a security deposit, while provided to a voucher family, also serves as a way to reduce landlord concerns about damage and repairs above and beyond normal wear and tear.</p> <p>Damage or Mitigation Fund: Vacancy and damage mitigation funds can be used in certain circumstances to repay a landlord for losses incurred as a result of a program-related delay or damage to a unit above and beyond normal wear and tear.</p> <p>Rehabilitation: While not targeted to address damages, funds to improve units can help landlords maintain and improve their housing stock.</p>

Are These Right for My PHA?

- Might be a good fit for PHAs that want to:
 - Increase the number of landlords
 - Expand into new neighborhoods
 - Address specific landlord issues
- Funding Source: PHAs may wish to fund and administer directly or partner with other organizations.

Implementation

- Identify areas of concern
- Ask partners or organizations with shared issues
- Inventory local organizations and programs
- Engage with the community to secure funding

Addressing Unit Vacancy/Financial Loss

Signing Bonus: Typically a one-time payment that the PHA will make to a landlord who has rented a unit to a voucher family.

Considerations:

- Who qualifies
- When during the tenancy does a landlord receive funds
- Would a landlord be eligible for an additional bonus

Targeted Issue	Sample Incentive or Reimbursement
UNIT VACANCY/FINANCIAL LOSS	Signing Bonus: Offers a financial reward to the landlord for joining the program or for adding more units to the program. Vacancy Fund: Can offset the financial burden of a unit sitting vacant and awaiting initial inspection.
DAMAGES TO UNITS	Security Deposit: Assistance with a security deposit, while provided to a voucher family, also serves as a way to reduce landlord concerns about damage and repairs above and beyond normal wear and tear. Damage or Mitigation Fund: Vacancy and damage mitigation funds can be used in certain circumstances to repay a landlord for losses incurred as a result of a program-related delay or damage to a unit above and beyond normal wear and tear. Rehabilitation: While not targeted to address damages, funds to improve units can help landlords maintain and improve their housing stock.

Addressing Unit Vacancy/Financial Loss

Vacancy Funds: Compensate a landlord for missed days of rental income

Considerations:

- Amount
- When would a landlord qualify

Addressing Unit Vacancy/Financial Loss

Vacancy Fund Examples

Example 1:

- Eligible to receive money for the time it takes for move-in
- Up to 1 month's rent per vacant unit held
- Landlords receive the incentive even if a tenant does not move in
- Part of a larger initiative

Example 2:

- Up to \$500 (for a pro-ration of 7 days rent)
- Eligible landlords:
 - Lease to another voucher family upon move-out of another voucher family
 - Not been active before and have a voucher family ready to move in
- Funded through a local grant

Addressing Damage to Units



Tip: There are HUD funds that a PHA may use for security deposit initiatives:

- PHAs or partnering agencies who receive HUD Continuum of Care Rapid Rehousing funds may use those funds to pay for security deposits, first and last month rent payments, utility deposits and payments, and help with moving costs. PHAs must ensure that no rent or utility payments are paid as a duplicative subsidy to HCV HAP.
- HUD HOME funds may be used for security deposits.
- HUD Emergency Shelter Grants, available to PHAs and other organizations through local government entities to prevent homelessness, can provide financial assistance including rental application fees, security and utility deposits, utility payments, last month rent, and moving costs.
- A PHA could use reserve funds for security deposits.

Security deposits: Provide a benefit to the voucher family, but also for the landlord

- Typically returned to the incentive fund if not needed

Addressing Damage to Units

Damage claim or mitigation funds: Can pay the landlord for excessive tenant-caused damages beyond normal wear and tear when the landlord has been unable to collect payment from the tenant

Considerations:

- Timeframe
- What is needed to make a claim

Municipal or local government funding sources have included:

- Sales tax increase
- Recording fees on real estate transactions
- State general funds
- Municipal bonds

Addressing Damage to Units

Damage Mitigation Fund Example

- One month's rent or \$1,000 set aside for 1 year
- At the end of the year, the option to access funds is closed
- Remaining funds are returned to the program
- Funded through national nonprofit

No Mitigation Fund? Other Ways to Help:

If there is no damage mitigation fund in your state, there are some other ways that PHAs can help to alleviate concerns about tenant damages.

- **Landlord-Tenant Mediation:** This is a way to resolve a complaint between landlords and tenants outside a court setting. Landlord-tenant mediation services may be available through government departments, nonprofit organizations such as fair housing or tenants' organizations, and local bar associations. PHAs typically do not provide these services because of their connection to both parties. See the Partnerships chapter for additional information.
- **First and Last Month Rent Assistance (sometimes called Down Payment Assistance):** Many landlords require first and/or last month rent payments before renting a unit. Typically, these funds can be used to cover the cost of damages above and beyond normal wear and tear upon move-out. If there are no damages, the funds are returned to the tenant. Low-income families, including voucher families, may not have access to two extra months' worth of rent when they are moving into a new unit. A program that offers this money reduces the landlord's financial risk and this may increase the landlord's willingness to rent to a voucher family. Note: These funds would be used for a deposit and cannot provide rent for months that the PHA pays HAP.
- **Tenant Education:** Tenant education efforts may provide information on how voucher families might increase their housing stability and meet landlord expectations regarding maintenance and condition of the rental unit.

Addressing Rehabilitation

- PHAs can offer support directly, or help landlords access outside funds or assistance, to rehabilitate or improve the energy efficiency and longevity of their housing.

Questions or Comments?
Submit using the chat feature.

Additional Questions: hcv@firstpic.org

Other HUD Efforts for HCV Landlords

- Symposiums
- Newsletter
- HUD's landlord mailing list
 - Sign up now, regular updates coming soon
 - landlordtaskforce@hud.gov

Conclusion

- Join us this summer for the next Guidebook chapter webinar
- HUD HCV Landlord Resources
 - https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/landlord
- Housing Choice Voucher (HCV) Landlord Strategies Guidebook for Public Housing Agencies