

Global Leasing Toolkit

Literature Review

Learn More
Visit our website



<https://www.hca.wa.gov/billers-providers-partners/program-information-providers/global-leasing>



Citation: C4 Innovations. (2023). *Global leasing literature review*. Washington State Health Care Authority.

Keywords: Equity • Equitable Housing • Homelessness • Housing Equity • Housing Solutions • Parent Leasing • Permanent Supportive Housing • Sponsor-Based Rental • Sub Leasing • Three-Way Leasing • Transitional Housing • Triple Net Leasing

The U.S. Department of Housing and Urban Development (HUD) reported that homelessness continues to be a significant issue in the State of Washington with 25,211 individuals experiencing homelessness counted during the 2022 Point-in-Time (PIT) count, representing a 7.8 percent increase over the 2007 PIT count (de Sousa et al., 2022). Furthermore, the report highlighted the fact that 6,486 people in Washington were homeless alongside their families and children; 1,802 were unaccompanied youth; and 1,569 were veterans (de Sousa et al., 2022). The most concerning statistic reported by HUD is that 7,376 individuals experienced chronic homelessness on a single night in 2022, indicating a 24.1 percent increase since 2020 and a 183.4 percent increase since 2007 (de Sousa et al., 2022). The severity of this issue requires immediate attention and action to address the root causes and provide support to those in need.

Global leasing may be effective in creating more housing opportunities and options for those who are often left out of the traditional rental market and addressing rising housing costs and affordable housing shortages (Freed, 2022). Despite the growing popularity of global leasing programs, however, there is limited research that explores their effectiveness and impact on addressing housing challenges. This literature review aims to assess the current research on global leasing and highlights the need for a centralized knowledge base to ensure the accessibility of accurate information for individuals and global leasing providers involved in the practice. By developing a better understanding of global leasing programs, we can improve their effectiveness and create a more accessible, equitable, and stable housing system for all.

Achieving equity in housing solutions is paramount to addressing the persistent inequities faced by individuals and families who are systemically and structurally marginalized.

What Is Global Leasing?¹

Achieving equity in housing solutions is paramount to addressing the persistent inequities faced by individuals and families who are systemically and structurally marginalized (Swope & Hernández, 2019). It is important to explore the critical role of equity in housing practices and how global leasing programs can effectively address these inequities. By examining the principles of equity, analyzing the challenges faced by groups that have been systemically marginalized, and evaluating the impact of global leasing, a critical review of the literature sheds light on the potential of this innovative approach to promoting fair and inclusive housing solutions.

Global leasing is sometimes known as *master leasing*, *sponsor-based rental assistance*, or *parent leasing*. It is a promising strategy that a global leasing provider can use to support individuals experiencing homelessness. Typically made

¹ HCA uses the term *global leasing* rather than *master leasing*, as the word “master” reflects a power differential between groups and has a violent connotation for many Black, Indigenous, and people of color communities.

available through a partnership between a property owner and a global leasing provider, such as a nonprofit organization or government agency, this approach offers an alternative to traditional rental agreements by providing a triple net agreement where the global leasing provider assumes all responsibilities for rent payment, repairs, taxes, insurance, filling of units, eviction management, and reasonable maintenance needs (Clark County Community Services, n.d.; Coalition Homes & Corporation for Supportive Housing [CSH], 2009; Coalition on Homelessness, 2020; Corporation for Supportive Housing [CSH], n.d.-b; JOIN, n.d.; National Center on Addiction and Substance Abuse at Columbia University [CASA Columbia] & Corporation for Supportive Housing [CSH], n.d.; Paquette et al., 2013; U.S. Department of Housing and Urban Development [HUD], 2021). In this agreement, the global leasing provider holds the leases on a building or set of rooms and subleases them to tenants/subtenants. The program may operate within one building or multiple locations — often known as scattered sites — and may involve single room occupancies (SROs), individual apartments, or houses (Clark County Community Services, n.d.; Coalition Homes & CSH, 2009; CSH, n.d.-b; JOIN, n.d.; Paquette et al., 2013; HUD, 2021).

Such arrangements may provide greater flexibility and options for individuals who may be excluded from traditional rental markets due to various factors like low income, poor credit, poor rental history (including evictions or property damage), or a history of homelessness.

Equity in housing solutions refers to the fair and just distribution of resources and opportunities to ensure that everyone has access to safe, affordable, and suitable housing (Mehdipanah, 2023). Equity acknowledges that different individuals and communities have specific needs and historical disadvantages that must be considered when evaluating for changes (Swope & Hernández, 2019). Recognizing the barriers that populations who have been systemically marginalized face, equity focuses on addressing disparities and creating inclusive housing practices that address the most vulnerable-making and exclusionary practices (Swope & Hernández, 2019).

Effective global leasing programs require strong collaboration between property owners and global leasing providers to ensure that agreements are met (CASA Columbia & CSH, n.d.). The program acting as the lessee is often responsible for collecting and paying rent, offering supportive services to tenants/subtenants (typically with the tenant/subtenant having a choice of whether to accept services), and resolving conflicts between tenants/subtenants or between tenants/subtenants and the property owner (CASA Columbia & CSH, n.d.). The goal is to create a sustainable and supportive living environment that empowers tenants/subtenants to possibly take over the lease themselves eventually (Burt et al., 2016; HUD, 2021) and to prepare for future independent leasing ability.

Global leasing can be used with various housing models, including permanent supportive housing or rapid rehousing (HUD, 2021), as well as recovery housing and other congregate living models for people with substance use or mental health conditions. These models aim to provide individuals and households experiencing homelessness or housing instability not only with housing but also with essential supportive services. Such services might include mental health or substance use treatment, assistance with building life skills and recovery capital, supported employment, and access to primary care and other needed health care or social services. Having access to these types of services and supports is often important to help people address underlying issues that contribute to their housing instability and risk of future homelessness. You'll find more information on this topic, and on global leasing in general, at <https://www.hca.wa.gov/billers-providers-partners/program-information-providers/global-leasing>.



Housing Models

Permanent supportive housing offers both rental assistance and supportive services for as long as people meet the conditions of their tenancy (National Alliance to End Homelessness, 2022). Services are offered, but they are not required (Substance Abuse and Mental Health Services Administration [SAMHSA], 2010). Tenants may remain as long as they meet basic tenancy requirements, but they have the choice to leave. It helps connect people to the community (National Alliance to End Homelessness, 2021; SAMHSA, 2010). Key elements include choice, separation of housing and services, tenancy rights, affordability, integrated housing, and recovery services (Rog et al., 2014; SAMHSA, 2010).

Rapid rehousing is a vital program that provides short-term (up to 90 days) and medium-term (up to 2 years) housing assistance along with supportive services to individuals who are experiencing homelessness (National Alliance to End Homelessness, 2022). This program can be particularly effective in getting people into safe, secure housing as quickly as possible, enabling them to focus on other issues that may have contributed to their homelessness. One of the key benefits of rapid rehousing is that housing is not conditional upon meeting certain criteria,

such as sobriety or employment status (National Alliance to End Homelessness, n.d.-a; U.S. Interagency Council on Homelessness [USICH], 2018). Instead, rapid rehousing programs typically offer a range of services including housing assistance, moving assistance, and individualized case management to help individuals overcome the challenges that led to their homelessness (National Alliance to End Homelessness, n.d.-b; USICH, 2018).

Furthermore, global leasing can complement rapid rehousing programs and facilitate housing placement for individuals and families (Burt et al., 2016). While it can make the process of searching for housing easier, it may sometimes result in a family needing to relocate to a different area. Nevertheless, the benefits of rapid rehousing — including the provision of stable housing, case management services, and moving assistance — outweigh any potential downsides, making it an effective strategy for addressing homelessness in communities across the country. By prioritizing the needs of individuals experiencing homelessness and providing them with the resources and support they need to achieve housing stability, rapid rehousing can play a critical role in ending homelessness and building stronger, more resilient communities.

Housing First emphasizes choice in housing (National Alliance to End Homelessness, 2022). It assumes that people need their basic needs met before they attend to other recovery goals (National Alliance to End Homelessness, 2022). Key elements include low barriers to entry, voluntary services, client choice, recovery-oriented services like harm reduction, and separation of housing from services (Gilmer et al., 2013; Stefancic & Tsemberis, 2007). Housing First provides housing and supportive services without requirements related to services or treatment (National Alliance to End Homelessness, 2022; HUD, n.d.-b), and it is a flexible approach that can be tailored to individual needs (National Alliance to End Homelessness, 2022). Housing First programs can be scattered site, single site, or set-asides (HUD, n.d.-b).

According to the National Alliance for Recovery Residences (n.d.), “Recovery residences provide safe, healthy, abstinent living environments based on a social model of recovery. These settings emphasize developing mutual support and skills for people in recovery that will enable them to lead sober, productive lives in communities.” Also known as *recovery housing* or *sober living homes*, these models typically consist of family-like, congregate living environments and shared spaces (Reif et al., 2014) that are free from alcohol or illicit substances (SAMHSA, n.d.). The emphasis on abstinence-based recovery is a primary distinction of recovery residences, compared to Housing First and permanent supportive housing approaches. When residents choose this housing model to meet their recovery needs, it can be a lifesaving housing option. Rent is often paid for in all or in part by residents (Polcin et al., 2010). While treatment is not provided directly in most levels of recovery residences, the homes strongly encourage the use of 12-step meetings and other recovery support pathways, and offer peer support (Polcin et al., 2010). Residents must follow house rules, and there are typically no limits to the length of stay (Polcin et al., 2010).

Many housing models incorporate principles of harm reduction. The Substance Abuse and Mental Health Services Administration (2022) defines *harm reduction* as “an approach that emphasizes engaging directly with people who use drugs to prevent overdose and infectious disease transmission, improve the physical, mental, and social wellbeing of those served, and offer low-threshold options for accessing substance use disorder treatment and other health care services.”

According to the National Health Care for the Homeless Council, harm reduction may involve addressing substance use in practical, individualized, goal-oriented, and accepting ways (Jean, 2022). Harm reduction “meets people where they are”; builds on successes; and may include decreasing stigma and increasing access to educational materials, injection equipment, outreach and support, and overdose prevention sites (Centers for Disease Control and Prevention, 2022; Coulson & Hartman, 2022; Jean, 2022; LeBlanc et al., 2022; U.S. Department of Health and Human Services, n.d.). Housing programs use harm reduction approaches when they offer housing without conditions related to treatment (American Public Health Association, 2017).

In each of these models, global leasing approaches can be used to minimize barriers to tenancy, ensure affordability, and help connect tenants to available services and supports to aid housing stability. In home-based congregate care settings, such as recovery residences, the operator may issue resident agreements. In other types of apartment-style housing, tenants might receive a sublease agreement.

By adopting global leasing as part of these models, agencies can create a more inclusive and effective system that supports individuals experiencing homelessness in their journey toward long-term stability and independence.



The header image features a warm, orange-toned background with a bright sun in the upper left. Two large, dark-colored gears are visible, partially overlapping each other. A thick, curved blue band runs across the top, and a thick, curved green band runs across the bottom, framing the central text area.

Methodology

In order to conduct a comprehensive literature review, a rigorous methodology was used. A diverse range of search terms was used, including general and specific keywords related to global leasing programs, housing challenges, and homelessness. These search terms were applied across multiple information hubs, including gray literature and peer-reviewed journal article databases, to ensure a wide scope of coverage.

The inclusion criteria for this literature review were based on relevance, quality, and date of publication. Only resources meeting these criteria were reviewed and summarized within the outline of the literature review. Using strict inclusion criteria and an extensive search methodology, this literature review provides a comprehensive and up-to-date analysis of the existing research on global leasing programs.

Despite these efforts, there may be limitations to the scope of this literature review. Factors such as the selection of databases and the search terms used may have influenced the search results, however, we made efforts to minimize the impact of these limitations by using a diverse range of search terms and information sources.

Overall, this literature review provides a detailed and critical analysis of the current research on global leasing programs. The findings of this review offer valuable insights for individuals and global leasing providers involved in the practice of global leasing and can inform policy and practice to support individuals experiencing homelessness. The review also highlights gaps in the research literature.



Overview and Synthesis of the Literature

Global leasing has been shown to be a promising strategy to address housing challenges for various populations who may face barriers in accessing traditional rental markets. These populations include individuals with issues related to their rental history, credit history, income, or involvement with the criminal legal system; veterans; people with mental or substance use conditions; people experiencing chronic homelessness; and people with disabilities (Batko et al., 2022; Diana T. Meyers and Associates [DMA], 2010; National Coalition for Homeless Veterans, 2015; Paquette et al., 2013; HUD, 2021). Global leasing has also been used in different settings, such as rural areas (Poppe et al., 2021).

There are multiple known programs in cities, including Milwaukee, San Francisco, Oakland, New York City, Boulder, Denver, Healdsburg, and Los Angeles, that engage in practices associated with global leasing. Programs in many additional cities and counties have plans to implement global leasing in the near future. In some areas, global leasing is a component of a city's broader homelessness reduction strategy (City and County of San Francisco, Board of Supervisors, Budget and Legislative Analyst's Office, 2014). Cities and regions that have mentioned global leasing in their plans to end homelessness include Bear River, Chicago, Culver City, Green Bay, Nevada County, Pierce County, and San Joaquin County (Chicago Alliance, n.d.; City of Culver City, 2018; CSH, n.d.-a; Lucero & Shuler, 2020; Nevada County Health and Human Services, 2020; Pierce County, n.d.; San Joaquin Continuum of Care, 2020).

Some studies have yielded insights into how global leasing programs are working in specific areas. For example, in a study conducted by the Urban Institute about global leasing in Los Angeles, Batko and colleagues (2022) found the following:

- Global leasing increased access and reduced barriers to housing.
- There are many costs associated with global leasing.
- There is a need for property owner incentives.

The literature reports various findings, summarized here, from other communities and cities that have implemented global leasing.

- San Francisco has been using global leasing programs since 1998 (City and County of San Francisco, Board of Supervisors, Budget and Legislative Analyst's Office, 2014).
- In San Francisco, global leased housing was “less desirable” than other housing placements, as they tended to be older rooms with fewer amenities (City and County of San Francisco, Board of Supervisors, Budget and Legislative Analyst's Office, 2014). One study, however, noted that global leasing helps to ensure building maintenance since it is part of the property owner agreement (San Francisco Department of Public Health, 2017). The report also noted that global leasing poses a challenge for building renovations since the property owner has ultimate control (San Francisco Department of Public Health, 2017). The city has structures in place to inspect these units (San Francisco Department of Public Health, 2017).
- In 2023, the King County Regional Housing Authority issued a Notice of Funding Availability to establish “a permanent housing program using master leased properties and supportive services” (King County Regional Housing Authority, 2023), investing over \$12 million of new funding.
- A report from New York City indicated that global leasing may have encouraged more property owners to rent to people experiencing homelessness (CASA Columbia & CSH, n.d.). The study noted that while global leasing may have increased access to housing, it may also have reduced tenant/subtenant choice and created role confusion within the program (CASA Columbia & CSH, n.d.).

- A program in Northwest Minnesota used global leasing to offer crisis shelter (Poppe et al., 2021). The program reported that tenants/subtenants appreciated the increased autonomy and decreased stigma of global leasing (Poppe et al., 2021).
- A global leasing provider in Salt Lake City used global leasing to support subpopulations such as people recently incarcerated (Cortes et al., 2012).
- Organizations in Durham have plans to launch a global lease program for families (Khatib, 2023).
- The Vancouver Housing Authority in Clark County, Washington, recently entered a global lease agreement (Turner, 2023).
- Bakersfield, California, reported using global leasing to drastically reduce chronic homelessness (Pepper, 2022).
- There has been a program serving Knox and Licking Counties, Ohio, for 15 years (Pepper, 2022).

These and other research findings are useful to understand the benefits and challenges associated with global leasing. The following synthesis describes findings from the literature across these domains:

- challenges associated with global leasing programs;
- benefits associated with global leasing programs; and
- costs associated with global leasing programs and funding options.

Traditional housing approaches have often perpetuated inequities by failing to consider marginalized groups' specific challenges. Discriminatory policies, unaffordable housing costs, and limited support services have disproportionately affected individuals with low incomes, people who have been racially and ethnically minoritized, and individuals with disabilities. These inequities perpetuate cycles of poverty and homelessness and reinforce social and economic disparities (Swope & Hernández, 2019).

Global leasing presents a promising solution for addressing housing inequities by providing flexible and tailored housing options for individuals and families. Global leasing programs aim to break the cycle of homelessness and ensure equitable access to safe and sustainable housing by prioritizing housing stability, case management, and individualized support (HUD, 2021). This approach recognizes that housing alone is insufficient; comprehensive services are crucial to addressing the underlying issues contributing to housing instability.

Challenges Associated with Global Leasing Programs

As with any housing program, there will be implementation challenges for all parties involved. The literature identified various challenges for tenants/subtenants and providers. For example, tenants/subtenants may have less choice in housing than they would otherwise, and they may need to move upon completion of the program (Burt et al., 2016; CASA Columbia & CSH, n.d.).

In global leasing programs, the provider has more risk and responsibility than they may otherwise have (ICF International, 2013). This involves following all relevant housing laws and keeping up with expenses that may include upfront costs, costs of vacant units, eviction costs, legal expenses, administrative expenses, repairs, and property damage (Batko et al., 2022; JOIN, n.d.). In addition, global leasing may require that providers have maintenance plans (JOIN, n.d.).

The dynamics of staff-tenant relationships may be different in global leasing programs than in other programs offering supportive services. Staff members may need to play multiple roles as they support tenants'/subtenants' housing and service needs (Batko et al., 2022; CASA Columbia & CSH, n.d.). Global leasing providers may need to enforce rules or evict tenants/subtenants while still providing services (JOIN, n.d.). This challenge is relevant to all forms of permanent housing and not specific to global leasing programs.

In global leasing programs and with permanent housing more broadly, agencies are at risk of being affected by property owner decisions. Changing rental markets may make it difficult to hold property owner interests (Batko et al., 2022; San Francisco Planning, n.d.; Coalition Homes & CSH, 2009). In addition, property owners can raise the rent or sell the buildings being used, and there have been instances of property owners ending their participation in global leasing programs (Batko et al., 2022; Clark County Community Services, n.d.). Property owners and global leasing providers may also disagree about screening processes and program eligibility (Clark County Community Services, n.d.), perhaps due to stigma or a lack of education about a population or program. In addition, neighborhoods or communities may express concern about where global leasing programs are located (Batko et al., 2022), often known as NIMBY (Not in My Back Yard).

Benefits Associated with Global Leasing Programs

Despite the challenges, the literature identified many benefits to global leasing for tenants/subtenants, global leasing providers, and property owners. Global leasing can be a way to use resources (Batko et al., 2022) to meet multiple needs.

Global leasing helps increase access to housing and reduces the possibility of housing discrimination, particularly for people who tend to be overrepresented in homelessness populations (DMA, 2010; CASA Columbia & CSH, n.d.; HUD, 2021; USICH, 2013). This might include various communities of color as well as LGBTQ+ communities and people with disabilities, among other groups with systematically marginalized identities. People who may have difficulty finding housing (due to credit history, rental history, income, criminal legal system involvement) may have more access to housing with global leasing, and they may feel less stigma as they navigate these affordable and supportive housing options (Batko et al., 2022; ICF International, 2013; JOIN, n.d.; Poppe et al., 2021; CASA Columbia & CSH, n.d.).

Global leasing programs prioritize equity by considering the specific needs of each tenant/subtenant and offering a range of supportive services. These programs address systemic barriers such as discrimination, mental health challenges, and substance use disorders that can impede housing stability. Global leasing empowers individuals and families to overcome barriers and achieve long-term housing stability by providing wraparound services, including counseling, job training, and health care services (Batko et al., 2022).

In addition, global leasing may offer tenants/subtenants a degree of choice, flexibility, and autonomy in their housing (Poppe et al., 2021; HUD, 2021). They can receive housing that is semi-independent, trauma-informed, and focused on strengths while also having access to services and supports (ICF International, 2013; JOIN, n.d.). Global leasing providers can work with tenants/subtenants to resolve issues before they become crises that could lead to eviction (CSH, n.d.-b; ICF International, 2013).

Global leasing can help tenants/subtenants build trust with property owners, and they may be able to build up their rental history and receive positive references from their property owners, thus increasing their chances of obtaining housing in the future (Burt et al., 2016; DMA, 2010; HUD, 2015). This approach can also provide opportunities for individuals who would otherwise have difficulties finding housing due to having criminal records and previous evictions on their record (Garcia & Kim, 2021).

Global leasing provides financial incentives and reduces risk for property owners (HUD, 2021). It can help to ensure that they will receive rent, even for unoccupied units (Batko et al., 2022; CSH, n.d.-b; DMA, 2010; Fagan, 2016; CASA Columbia & CSH, n.d.; HUD, 2021). Building management is also more streamlined, as property owners can work with one global leasing provider instead of multiple tenants (Batko et al., 2022; HUD, 2021). Global leasing providers tend to be able to fill units quickly. The property owner can contact the global leasing provider if problems arise, and they do not need to evict tenants/subtenants (Batko et al., 2022; CASA Columbia & CSH, n.d.). Property owners can be less concerned about property damages (Ward, 2022). As a benefit to global leasing providers and tenants/subtenants, the units remain affordable (Harter, 2022; San Francisco Planning, n.d.).

Global leasing can help global leasing providers recruit property owners, as it can increase property owner willingness to rent (Batko et al., 2022; HUD, 2021). This helps global leasing providers house people more quickly (Paquette et al., 2013). Government agencies may be better able to handle the costs of a global leasing program, while nonprofit organizations may be better able to build property owner relationships (Batko et al., 2022).

Programs can also be integrated into the community (Paquette et al., 2013), which is helpful to building stability and support. When a global leasing provider rents a building or a group of units in one building, tenants/subtenants may also find a sense of community among neighbors (ICF International, 2013; JOIN, n.d.).

Costs Associated with Global Leasing Programs and Funding Options

Global leasing programs have associated costs that must be considered. These costs include rental expenses, which may be offset by vouchers or subsidies (Batko et al., 2022; Paquette et al., 2013). Other expenses include gap funding (Batko et al., 2022), housing navigation, property management, fees, maintenance, damages, utilities, insurance, supportive services, and household goods (Batko et al., 2022; Paquette et al., 2013). It is important to note that while these costs may present challenges, they must be weighed against the benefits of global leasing programs, such as increased stability and access to supportive services for individuals experiencing homelessness. By managing expenses and using resources such as subsidies and gap funding, global leasing providers can create sustainable and effective global leasing programs.

Funding for global leasing programs can come from various sources, including government grants such as Continuum of Care grants (Clark County Community Services, n.d.; Paquette et al., 2013; HUD, 2021); Community Development Block Grants (HUD, 2021); and Coronavirus Aid, Relief, and Economic Security (CARES) Act resources (HUD, 2021). Other potential sources of funding include Consolidated Homeless Grant funds (Clark County Community Services, n.d.); HOME Investment Partnerships Program grants (Paquette et al., 2013); and city or county general funds (Paquette et al., 2013). Foundations, charitable giving, and other philanthropic sources can also be used. By leveraging a range of funding sources, global leasing providers can support the implementation and sustainability of global leasing programs and ensure that individuals experiencing homelessness have sustained access to safe, stable housing.

Homelessness remains a challenge for Washingtonians across the state; however, Black, Indigenous, and people of color (BIPOC) Washingtonians experience homelessness at higher rates than do White Washingtonians. Perhaps the most dramatic example of this fact occurs in King County. Data from the King County Regional Homelessness Authority indicate that despite comprising 6 percent of the overall population in King County, Black Americans comprise 29 percent of people experiencing homelessness in the area. We can say the same for American Indian and Indigenous communities, who make up just 1 percent of the general population in King County, but 5 percent of people experiencing homelessness (King County Regional Homelessness Authority, n.d.).

There are also examples of the challenge to find and keep housing across the state. Data published by the Balance of Washington State Continuum of Care indicate that BIPOC Washingtonians experiencing homelessness may have additional challenges in successfully remaining stably housed after entering the homeless response system, even when assisted with permanent housing solutions. For example, 11 percent of White participants who exited rapid rehousing programs to permanent housing destinations returned to homelessness within 2 years. However, 18 percent of the rapid rehousing program participants who identified as Black or African American in permanent housing situations returned to homelessness within 2 years (Washington State Department of Commerce, 2023).



Implications and Recommendations

The literature described several strategies for overcoming barriers related to global leasing. This synthesis describes these best practices and considerations across these domains that emerged from the literature review: planning, partnership, property management, and program tenants/subtenants. Recommendations for future research and practice are also summarized.

Planning

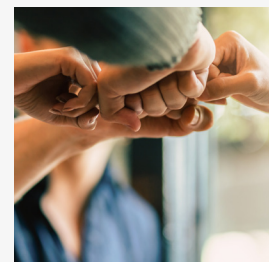
Long-term planning is essential, especially as it relates to funding (Batko et al., 2022), site selection, and maintenance. HUD (2021) suggests that global leasing providers contact property owners with multiple units, and the National Coalition for Homeless Veterans (2015) suggests looking for properties that are underused. JOIN (n.d.) emphasizes the importance of rental insurance, as well as partnering with an attorney who specializes in housing law.

Education is also an important part of planning. Global leasing providers should learn about the populations that most need housing and their communities (HUD, 2021). Coalition Homes and CSH (2009) suggest providing confidentiality training to everyone involved with the program and ensuring that property owners are aware of tenants'/subtenants' rights and service needs. As part of property owner outreach and education, global leasing providers can offer property owner incentives and be clear about the benefits of global leasing (Batko et al., 2022; JOIN, n.d.). They can also offer information about homelessness and the program's goals and mission (Pope et al., 2021).



Partnership

Strong partnerships can help ensure that the program runs smoothly. Getting buy-in from the property owner is essential to the success of the initiative (CSH, n.d.-b). This may involve discussing the model, the global leasing provider's mission, and the benefits to all involved (CSH, n.d.-b), as part of property owner outreach and planning. Global leasing providers note the importance of establishing communication plans as it is important to ensure that everyone involved is aware of expectations and risks, as well as funding gaps (Batko et al., 2022; JOIN, n.d.). Documents should include contact information and expectations for all involved, details on unit rehabilitation, property owner incentives, responsibilities for maintenance and repairs, and steps taken to ensure that everyone involved meets their responsibilities (Coalition Homes & CSH, 2009). Contracts should include language about eviction prevention and bans on harassment (Coalition on Homelessness, 2020).



Property Management

Global leasing providers should conduct quality assurance activities and ensure that the property is properly maintained (CASA Columbia & CSH, n.d.). Global leasing providers should be as responsive as possible to problems and attempt to prevent issues before they become crises (CASA Columbia & CSH, n.d.).

Separating housing and services may result in more specialized expertise, less role confusion, and the increased ability to build trust (Coalition Homes & CSH, 2009; CSH, n.d.-b; CASA Columbia & CSH, n.d.). Programs can look to Housing First programs as models (CASA Columbia & CSH, n.d.).

The separation may take place in the form of different teams or different agencies; however, it may be difficult to find housing staff members or agencies with expertise in supportive housing (Coalition Homes & CSH, 2009). Some global leasing providers do not have full separation between housing and service staff members, but the program director (rather than case managers) may collect rent (CASA Columbia & CSH, n.d.).

Separation of housing and services emphasizes that services are a choice and can remove elements of coercion. The Washington Low Income Housing Alliance (2016) suggests that while housing and services should be separate, there should still be collaboration among teams. Housing team members can work with services staff members to alert them of behaviors that may be jeopardizing a tenant/subtenant's housing, so that services team members can work with the tenant/subtenant.

JOIN (n.d.) suggests developing protocols related to rent collection, fees, utilities, and tenant/subtenant selection, as well as eviction and rehousing. Having a designated housing staff member can help reduce role conflict (Coalition Homes & CSH, 2009; JOIN, n.d.) among program staff.



Tenants/Subtenants

In order to protect tenants/subtenants, ICF International (2013) suggests ensuring that they know what is expected of them in terms of lease requirements and ensuring that emergency and grievance procedures are in place. The Coalition on Homelessness (2020) suggests setting up reporting mechanisms (for example, a hotline) for tenants/subtenants who feel that they are being harassed or if they feel unsafe.



Recommendations for Future Research and Practice

Batko and colleagues (2022) recommended that future research on global leasing programs should focus on their implementation, including strategies for effective program design, management, and evaluation. This research could also explore best practices for building effective partnerships between property owners and global leasing providers and developing sustainable funding models to support program operations.



In addition, Batko et al. (2022) suggest that it would be beneficial to examine the reasons why agencies may be hesitant to pursue global leasing programs, despite their potential benefits. Such research could identify barriers to adoption and offer insights into how to overcome them. For example, some agencies may be hesitant to pursue global leasing due to concerns around program costs, complexities in program design and management, or uncertainty around the legal and regulatory environment. By identifying these barriers, researchers can help to develop targeted strategies to promote wider adoption of global leasing programs and ensure that individuals experiencing homelessness have access to safe and stable housing.

While global leasing programs offer numerous benefits, there are concerns regarding potential displacement risks and community disruption (Batko et al., 2022). To address these challenges and ensure inclusivity, it is crucial for global leasing initiatives to engage with local communities, involve key community participants in decision-making processes, and prioritize affordable housing options in diverse neighborhoods (Olivet & Whitehead, 2021). By actively addressing displacement risks, global leasing programs can create equitable housing solutions that benefit both tenants/subtenants and the broader community (Mehdipanah, 2023; Swope & Hernández, 2019).

Equity is a fundamental principle that should guide housing solutions practices (Swope & Hernández, 2019). By promoting equity, mitigating displacement risks, and fostering inclusivity, global leasing can contribute significantly to building fair and just housing systems. Ongoing evaluation and collaboration with communities are essential to ensure that global leasing initiatives continue to evolve and adapt to meet the specific needs of diverse populations, ultimately leading to more equitable housing outcomes for all.

References

- American Public Health Association. (2017, November 7). *Housing and homelessness as a public health issue*. <https://apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2018/01/18/housing-and-homelessness-as-a-public-health-issue>
- Batko, S., Oneto, A. D., Elder, K., & Bond, L. (2022, August). *Master leasing in Los Angeles: Opportunities and limitations*. Urban Institute. <https://www.urban.org/sites/default/files/2022-08/Master%20Leasing%20in%20LA.pdf>
- Burt, M. R., Wilkins, C., Spellman, B., D'Alanno, T., White, M., Henry, M., & Matthews, N. (2016, April). *Rapid re-housing for homeless families demonstration project evaluation report: Part I: How they worked — Evaluation report*. Urban Institute. <https://www.huduser.gov/portal/sites/default/files/pdf/RRHD-PartI-Process.pdf>
- Centers for Disease Control and Prevention. (2022). *Harm reduction*. <https://www.cdc.gov/drugoverdose/od2a/case-studies/harm-reduction.html>
- Chicago Alliance. (n.d.). *Chicago's Plan 2.0: A home for everyone*. https://www.chicago.gov/content/dam/city/depts/fss/supp_info/Homeless/ChicagoPlan2WEB082712.pdf
- City and County of San Francisco, Board of Supervisors, Budget and Legislative Analyst's Office. (2014, December 15). *Policy analysis report*. <https://sfbos.org/sites/default/files/FileCenter/Documents/51064-Supportive%20Housing%20Final%20BLA%20Report%2012.15.14.pdf>
- City and County of San Francisco, Board of Supervisors, Budget and Legislative Analyst's Office. (2016, May 31). *Policy analysis report*. <https://www.sfdph.org/dph/files/jrp/35-SFBudgetAnalystHomelessnessReportMay2016.pdf>
- City of Culver City. (2018, July). *Plan to prevent and combat homelessness*. <https://www.culvercity.org/files/assets/public/documents/planning-and-development/culvercityplantopreventan.pdf>
- Clark County Community Services. (n.d.). *Housing options for people with behavioral health challenges*. <https://clark.wa.gov/sites/default/files/dept/files/community-services/Housing%20Report%20ADA.pdf>
- Coalition Homes & Corporation for Supportive Housing. (2009). *Best practices manual: Integrating property management and services in supportive housing*. https://www.csh.org/wp-content/uploads/2011/12/Tool_PropertyMgmtManual.pdf
- Coalition on Homelessness. (2020, September). *Stop the revolving door: A street level framework for a new system*. <https://www.cohsf.org/wp-content/uploads/2020/11/Stop-the-Revolving-1.pdf>
- Corporation for Supportive Housing. (n.d.-a). *Greater Green Bay blueprint to prevent and end homelessness*. <https://www.ggbcf.org/wp-content/uploads/2022/03/Greater-Green-Bay-Blueprint.pdf>
- Corporation for Supportive Housing. (n.d.-b). *Supportive housing scattered-site leasing*. http://www.csh.org/wp-content/uploads/2015/12/IL_Toolkit_Model_Scattered-Site-Leasing.pdf
- Cortes, A., Dunton, L., Henry, M., Rolston, H., & Khadduri, J. (2012, April 5). *Linking human services & housing assistance for homeless families & families at risk of homelessness*. Abt Associates. https://www.abtassociates.com/sites/default/files/migrated_files/6f4596de-913d-4a62-b960-8bfa7d899b29.pdf
- Coulson, M., & Hartman, M. (2022, February 16). *What is harm reduction?* Johns Hopkins Bloomberg School of Public Health. <https://publichealth.jhu.edu/2022/what-is-harm-reduction>
- de Sousa, T., Andrichik, A., Cuellar, M., Marson, J., Prestera, E., & Rush, K. (2022). *The 2022 Annual Homelessness Assessment Report (AHAR) to Congress — Part 1: Point-in-time counts of homelessness*. U.S. Department of Housing and Urban Development. <https://www.huduser.gov/portal/sites/default/files/pdf/2022-AHAR-Part-1.pdf>
- Diana T. Meyers and Associates. (2010). *Housing and the Sequential Intercept Model: A how-to guide for planning for the housing needs of individuals with justice involvement and mental illness*. <https://www.dhs.pa.gov/docs/For-Providers/Documents/Behavioral%20Health%20Services/Housing%20and%20the%20Sequential%20Intercept%20Model%20-%20A%20How-To%20Guide.pdf>
- Fagan, K. (2016, June 29). *Solution to SF's homeless problem starts with supportive housing*. *San Francisco Chronicle*. <https://projects.sfchronicle.com/sf-homeless/supportive-housing>
- Freed, K. (2022, May 17). *How master leasing can help the affordable housing crisis*. National Alliance to End Homelessness. <https://endhomelessness.org/blog/how-master-leasing-can-help-the-affordable-housing-crisis>
- García, I., & Kim, K. (2021). "Many of us have been previously evicted": Exploring the relationship between homelessness and evictions among families participating in the rapid rehousing program in Salt Lake County, Utah. *Housing Policy Debate*, 31(3–5), 582–600. <https://doi.org/10.1080/10511482.2020.1828988>
- Gilmer, T. P., Stefancic, A., Sklar, M., & Tsemberis, S. (2013). Development and validation of a Housing First fidelity survey. *Psychiatric Services*, 64(9), 911–914. <https://doi.org/10.1176/appi.ps.201200500>
- Harter, C. (2022, June 30). *Experts say master leasing and adaptive reuse will house homeless faster*. *Santa Monica Daily Press*. <https://smdp.com/2022/06/30/experts-say-master-leasing-and-adaptive-reuse-will-house-homeless-faster>

- ICF International. (2013, January). *Housing Opportunities for Persons With AIDS (HOPWA) rental assistance guidebook*. <https://files.hudexchange.info/resources/documents/HOPWARentalAssistanceGuidebook.pdf>
- Jean, M. (2022, May). Harm reduction. *Healing Hands*, 24(2), 1–10. https://nhchc.org/wp-content/uploads/2020/05/Healing-Hands-Harm-Reduction_FINAL2.pdf
- JOIN. (n.d.). *Landlord recruitment and retention program toolkit*. https://joinpdx.org/wp-content/uploads/2019/06/LRRP-Toolkit_print.pdf
- Khatib, M. (2023, February 8). Durham organizations work to end homelessness. *The Triangle Tribune*. <https://original.newsbreak.com/@the-triangle-tribune-1598180/2918678669827-durham-organizations-work-to-end-homelessness>
- King County Regional Homelessness Authority. (n.d.). *Data overview: Regional homelessness data*. <https://kcrha.org/data-overview>
- King County Regional Housing Authority. (2023). *2023 Notice of Funding Availability (NOFA) Permanent Housing & Support Services Request for Proposals (RFP)*. <https://kcrha.org/wp-content/uploads/2023/02/2023-Permanent-Housing-Support-Services-RFP-NOFA.pdf>
- LeBlanc, M., Masood, M., & Roy, B. (2022). *Supporting and sustaining access to harm reduction services for people who use drugs*. National Governors Association. https://www.nga.org/wp-content/uploads/2022/08/Supporting-and-Sustaining-Access-to-Harm-Reduction-Services_Aug2022.pdf
- Lucero, J., & Shuler, A. B. T. (2020, May). *Homelessness in the Bear River Region: Estimating the extent of the problem and identifying implementable solutions*. Bear River Association of Governments & Bear River Local Homeless Coordinating Committee. <http://brag.utah.gov/wp-content/uploads/Bear-River-Area-Homeless-Plan-Adopted-5-2-20.pdf>
- Mehdipanah, R. (2023). Without affordable, accessible, and adequate housing, health has no foundation. *Milbank Quarterly*, 101(S1), 419–443. <https://doi.org/10.1111/1468-0009.12626>
- National Alliance for Recovery Residences. (n.d.). *National Alliance for Recovery Residences (NARR) National Standard 3.0 Compendium*. <https://narronline.org/wp-content/uploads/2019/09/NARR-Compendium-C-v6.pdf>
- National Alliance to End Homelessness. (n.d.-a). *Rapid re-housing*. https://endhomelessness.org/ending-homelessness/solutions/rapid-re-housing/?emailsignup&gclid=Cj0KCQjwuLShBhC_ARIsAFod4f1lGBqO0oY7zJVZJ254WU6SafgYeHHd0xXp7DxpFh9Wzk6Xovr_6waAjjcEALw_wcB
- National Alliance to End Homelessness. (n.d.-b). *Rapid re-housing works*. <https://endhomelessness.org/rapid-re-housing-works>
- National Alliance to End Homelessness. (2021). *Permanent supportive housing*. <https://endhomelessness.org/ending-homelessness/solutions/permanent-supportive-housing>
- National Alliance to End Homelessness. (2022). *Housing First*. https://endhomelessness.org/resource/housing-first/?gclid=Cj0KCQjww4-hBhCtARIsAC9gR3bQGNut3fevZPOK7lePftwRAqIYJnvMPef5GckjoWJUTtD7l6QkeooaApfsEALw_wcB
- National Center on Addiction and Substance Abuse at Columbia University & Corporation for Supportive Housing. (n.d.). *Unlocking the door: An implementation evaluation of supportive housing for active substance users in New York City*. https://www.csh.org/wp-content/uploads/2012/07/report_casafullreport_712.pdf.pdf
- National Coalition for Homeless Veterans. (2015). *The drive to December: NCHV Veterans Access to Housing Summit wrap-up report*. [https://www.nchv.org/images/uploads/Drive%20to%20December%20Housing%20Summit%20Report\(1\).pdf](https://www.nchv.org/images/uploads/Drive%20to%20December%20Housing%20Summit%20Report(1).pdf)
- Nevada County Health and Human Services. (2020, January 16). *Nevada County's plan to address homelessness*. <https://www.nevadacountyca.gov/DocumentCenter/View/32460/Homeless-Strategic-Plan>
- Olivet, J., and Whitehead, D. (2021). *Race and homelessness in Maricopa County, Arizona: Examining the Intersections*. Racial Equity Partners and Maricopa Regional Continuum of Care. <https://azmag.gov/Portals/0/Documents/MagContent/Maricopa-Racial-Equity-Report.pdf>
- Paquette, K., Greene, N., Sepahi, L., Thom, K., & Winn, L. (2013, June). *Recovery housing in the State of Ohio: Findings and recommendations from an environmental scan*. The Ohio Council of Behavioral Health and Family Services Providers & Center for Social Innovation. <https://mha.ohio.gov/static/Portals/0/assets/SchoolsAndCommunities/CommunityAndHousing/HousingResources/2013%20Ohio%20Environmental%20Scan.pdf>
- Pepper, G. (2022, July 22). Could a 'master leasing' strategy help Knox County mitigate homelessness? *KnoxPages*. https://www.knoxpages.com/solutions/citizens_agenda/could-a-master-leasing-strategy-help-knox-county-mitigate-homelessness/article_02a40b5a-07a3-11ed-81a9-23387a1e5d5e.html
- Pierce County. (n.d.). *Pierce County comprehensive plan to end homelessness*. <https://www.piercecountywa.gov/DocumentCenter/View/109977/Comprehensive-Plan-to-End-Homelessness-with-Appendices-and-Shelter-Action-Plan>
- Polcin, D. L., Korcha, R., Bond, J., & Galloway, G. (2010). What did we learn from our study on sober living houses and where do we go from here? *Journal of Psychoactive Drugs*, 42(4), 425–433. <https://doi.org/10.1080/02791072.2010.10400705>
- Poppe, B., Haynes, T., Kramer, A., & McDonald, S. (2021, September 30). *Immediate and flexible crisis options for children and families*. Framework for an Equitable COVID-19 Homelessness Response. <https://irp.cdn-website.com/5f4255d0/files/uploaded/09-30-2021-Immediate-and-Flexible-Crisis-Options.pdf>

- Reif, S., George, P., Braude, L., Dougherty, R. H., Daniels, A. S., Ghose, S. S., & Delphin-Rittmon, M. E. (2014). Recovery housing: Accessing the evidence. *Psychiatric Services*, 65(3), 295–300. <https://doi.org/10.1176/appi.ps.201300243>
- Rog, D. J., Marshall, T., Dougherty, R. H., George, P., Daniels, A. S., Ghose, S. S., & Delphin-Rittmon, M. E. (2014). Permanent supportive housing: Assessing the evidence. *Psychiatric Services*, 65(3), 287–294. <https://doi.org/10.1176/appi.ps.201300261>
- San Francisco Department of Public Health. (2017). *Single room occupancy hotels in San Francisco: A health impact assessment*. <https://www.sfdph.org/dph/files/EHSdocs/HIA/SFDPH-SROHIA-2017.pdf>
- San Francisco Planning. (n.d.). *Single room occupancy hotel protections*. <https://default.sfplanning.org/projects/community-stabilization/sro-hotel-protections.htm>
- San Joaquin Continuum of Care. (2020). *The San Joaquin community response to homelessness: 2020 San Joaquin County strategic plan*. <http://www.sanjoaquinccoc.org/wp-content/uploads/2020/06/San-Joaquin-Community-Response-to-Homelessness-Strategic-Plan-June-2020.pdf>
- Stefancic, A., & Tsemberis, S. (2007). Housing First for long-term shelter dwellers with psychiatric disabilities in a suburban county: A four-year study of housing access and retention. *Journal of Primary Prevention*, 28, 265–279. <https://doi.org/10.1007/s10935-007-0093-9>
- Substance Abuse and Mental Health Services Administration. (n.d.). *Recovery housing: Best practices and suggested guidelines*. <https://www.samhsa.gov/sites/default/files/housing-best-practices-100819.pdf>
- Substance Abuse and Mental Health Services Administration. (2010). *Permanent supportive housing evidence-based practices (EBP KIT)*. U.S. Department of Health and Human Services. <https://store.samhsa.gov/product/Permanent-Supportive-Housing-Evidence-Based-Practices-EBP-KIT/SMA10-4509>
- Substance Abuse and Mental Health Services Administration. (2022). *Harm reduction*. <https://www.samhsa.gov/find-help/harm-reduction>
- Turner, K. (2023, February 21). Vancouver Housing Authority master lease agreement to add affordable housing. *The Daily News*. https://tdn.com/news/local/vancouver-housing-authority-master-lease-agreement-to-add-affordable-housing/article_14d5e54e-b240-11ed-8378-b3b62b0fb727.html
- U.S. Department of Health and Human Services. (n.d.). *Harm reduction*. <https://www.hhs.gov/overdose-prevention/harm-reduction>
- U.S. Department of Housing and Urban Development. (n.d.-a). *HIV/AIDS housing for faith-based communities and community-based organizations*. <https://www.hud.gov/sites/documents/HUDRNDTABLEDVLPMTRESOURCE.PDF>
- U.S. Department of Housing and Urban Development. (n.d.-b). *Housing First in permanent supportive housing*. <https://files.hudexchange.info/resources/documents/Housing-First-Permanent-Supportive-Housing-Brief.pdf>
- U.S. Department of Housing and Urban Development. (n.d.-c). *Transitional Housing (TH)*. <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/transitional-housing>
- U.S. Department of Housing and Urban Development. (2015, May). *Landlord engagement & recruitment additional resources*. <https://www.hud.gov/sites/documents/LANDLORD-RESOURCE.PDF>
- U.S. Department of Housing and Urban Development. (2021). *COVID-19 homeless system response: Project funding and structure brief: Master leasing*. <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Project-Funding-and-Structure-Brief-Master-Leasing.pdf>
- U.S. Interagency Council on Homelessness. (2013, November). *PHA guidebook to ending homelessness*. https://www.usich.gov/resources/uploads/asset_library/PHA_Guidebook_Final.pdf
- U.S. Interagency Council on Homelessness. (2018). *Rapid re-housing*. <https://www.usich.gov/solutions/housing/rapid-re-housing>
- Wagner, D. (2022, December 14). LA's new mayor promises to speed up homeless housing through 'master leasing.' Here's what that means. *LAist*. <https://www.msn.com/en-us/money/realestate/las-new-mayor-promises-to-speed-up-homeless-housing-through-master-leasing-heres-what-that-means/ar-AA15hkhH>
- Ward, E. (2022, March 30). For solving the homelessness crisis, new homes may not be enough. *LAist*. <https://laist.com/news/housing-homelessness/for-solving-the-homelessness-crisis-new-homes-might-not-be-enough>
- Washington Low Income Housing Alliance. (2016, August). *Housing 3,000 – Chronic Homeless Policy Academy. Transitional housing (TH) conversion toolkit*. https://www.wliha.org/sites/default/files/Housing3000_THConversionToolkit.pdf
- Washington State Department of Commerce. (2023). *Washington State will need more than 1 million homes in the next 20 years*. <https://www.commerce.wa.gov/news/washington-state-will-need-more-than-1-million-homes-in-next-20-years>