



# Global Leasing Toolkit

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Washington State  
Health Care Authority



## Acknowledgements

The authors want to thank the Washington State Health Care Authority for its continued commitment to global leasing in Washington, and for its support and guidance throughout the development of this toolkit. Our thanks especially go to Michael J. Donovan, Acting Trueblood Supervisor and Forensic HARPS Program Manager, as well as to Theresa Adkison, Recovery Support Services Supervisor, Division of Recovery Support Services. Thank you for your support conducting the research to inform this toolkit.

Thank you also to Brenda Proffitt, copy editor, and Corey Grant, graphic designer, for their help producing this toolkit.

We are grateful to the many respondents who provided their time and input to this toolkit, including current and former global leasing tenants/subtenants, global leasing providers, and other government and key community participants who dedicate their time to ensuring access to recovery and opportunity for all in Washington and across the country. Our thanks especially go to Carelon Behavioral Health, Chico Housing Action Team, Columbia River Mental Health Services, Committee on Temporary Shelter, Housing Connector, Inclusive Communities Project, Interfaith Works, Olympic Community Action Programs, Opportunity Council, Poppe Associates, Preble Street, RI Housing, Spokane Low Income Housing Consortium, Volunteers of America, Washington Center for Real Estate, Washington State Department of Social and Health Services, Whatcom County Health and Human Services, Women's Resource Center, and Yakima Neighborhood Health Services.

We thank you.

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## Welcome

There were multiple influencing factors that lead the Health Care Authority (HCA) to begin encouraging some of our behavioral health provider partners to begin global leasing. One driving factor was the awareness we all had of a consistent and glaring lack of safe and affordable housing for the people we serve. A few very brave behavioral health providers jumped-in head-first with HCA, reached out to local landlords, and soon began leasing properties where program participants could receive both safe, affordable housing and social services provided by case managers, Certified Peer Counselors, and other community partners. The success of those early programs to establish these transitional supportive housing sites and provide housing to people who would otherwise be living outside, in shelters, or staying in hotels while receiving necessary services, not only encouraged other providers to try global leasing, it made HCA realize we needed to know more about global leasing as a model that we could expand to help more programs provide housing and services to more people. It is with great pleasure and thanks to our partners at C4 Innovations whose team of researchers (and superheroes) that I am able to welcome you to read the Global Leasing Toolkit. We hope the information within might inform the efforts and work that you do in this and other similar fields.”

*Disclaimer: The information contained in this toolkit and its related documents are not intended as legal advice or as a substitute for the particularized advice or articulated needs of our collaborators, partners, and contributors.*



## About the Toolkit

### Background: Homelessness in Washington State

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. This figure represents an 8 percent increase over the 2007 PIT count.<sup>1</sup> Among those affected, 18,725 are individuals without permanent housing.<sup>2</sup> 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.<sup>3</sup> The most concerning statistic reported by HUD was that 7,376 individuals experienced chronic homelessness on a single night in 2022, indicating a 24 percent increase since 2020 and a 183 percent increase since 2007.<sup>4</sup> The severity of these conditions requires immediate attention and action to address the root causes and provide support to those in need.

Like other communities across the United States, barriers to housing are worsened by issues such as a lack of affordable housing overall, poverty and unemployment, racism and discrimination, and physical and behavioral health challenges. In Washington, there is a shortage of 174,821 homes for people with extremely low incomes.<sup>5</sup> To afford a two-bedroom apartment at fair market rent in Washington while earning a minimum wage, a worker would need to work 86 hours per week.<sup>6</sup> People of color are disproportionately affected by this housing gap.<sup>7</sup> These inequities are due to historical and contemporary discriminatory practices in housing availability and access, embedded racism in housing policies and practices, and gentrification.<sup>8,9</sup> Additionally, significant research over past decades has established the deleterious effects of homelessness on mental health along with symptoms of substance misuse and trauma.<sup>10</sup>

Housing is an essential recovery support as well as a critical social determinant of health (SDOH). *SDOH* are economic and social conditions that influence a person's or group's health status. Research has shown that housing can play a major role in health outcomes, including for people who have physical as well as mental health and substance use conditions. Stability, quality, safety, affordability, and physical and social characteristics of a neighborhood all influence health outcomes.<sup>11</sup> Currently, a lack of access to safe and supportive housing is a barrier to health, recovery, and self-determination for many individuals and families who are experiencing homelessness.

The Washington State Department of Social and Health Services (DSHS) and Washington State Health Care Authority are implementing services created as part of the Trueblood versus DSHS lawsuit. Services and programs launched in 10 counties in 2020 during Phase 1 of the Trueblood implementation. The goal was to connect Trueblood class members (people who experience behavioral health conditions and await competency evaluations and restoration services) to community resources and wraparound services. Global leasing is one strategy to help achieve that goal and address systemic and structural barriers for communities experiencing marginalization.



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## What Is Global Leasing?

“It really has saved my life.”

—Current/former tenant/subtenant

### DEFINITIONS

Achieving equity in housing solutions is paramount to addressing the persistent inequities faced by individuals and families who are systemically and structurally marginalized.<sup>12</sup> It is important to explore the critical role of equity in housing practices and how global leasing programs can effectively address these inequities.

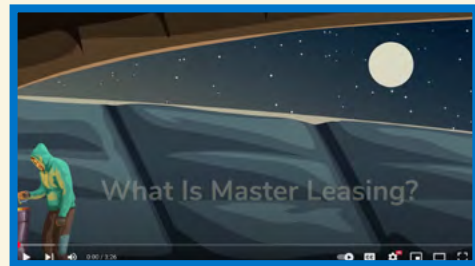
A first step toward achieving equity is to learn more about why being anti-racist is central to providing trauma-informed care. Agencies serving people at risk of or experiencing homelessness widely promote and practice trauma-informed care.



[resources/special-resource/being-anti-racist-is-central-to-trauma-informed-care-principles-of-an-anti-racist-trauma-informed-organization.pdf](https://www.nctsn.org/sites/default/files/resources/special-resource/being-anti-racist-is-central-to-trauma-informed-care-principles-of-an-anti-racist-trauma-informed-organization.pdf).

A second step is to review and consider implementing or adapting the *Principles of an Anti-Racist, Trauma-Informed Organization* developed by the National Child Traumatic Stress Network (see page 8). To download the principles, visit <https://www.nctsn.org/sites/default/files/>

HCA chooses to use the term global leasing rather than master leasing, as the word master reflects a power differential between groups and has a violent connotation for some Black, Indigenous, and People of Color (BIPOC) communities.



What is Global Leasing?



Hear from Global Leasing Property Owners

Global leasing is also sometimes known as *master leasing*, *sponsor-based rental assistance*, *parent leasing*, or *third-party leasing*. It is a promising strategy that a global leasing provider can use to support individuals experiencing homelessness or are at risk of homelessness. The overall goal of global leasing is to create a sustainable, supportive living environment that empowers tenants/subtenants to possibly take over the lease themselves eventually and prepare for future independent leasing ability.<sup>13, 14</sup>

Typically made 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.<sup>15, 16, 17, 18, 19, 20, 21, 22</sup> 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 occupancy (SRO) units, individual apartments, or houses.<sup>23, 24, 25, 26, 27, 28</sup> Global leasing can be an effective alternative to shelters or motels and was a strategy used for moving people experiencing homelessness directly into housing during the COVID-19 pandemic.

Most importantly, global leasing provides 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, or a history of homelessness. It may be effective in creating more housing opportunities, while addressing rising housing costs and affordable housing shortages.<sup>29</sup>

*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.<sup>30</sup> It acknowledges that different individuals and communities have specific needs and historical disadvantages that must be taken into account when evaluating for changes.<sup>31</sup> Recognizing the barriers faced by populations who have been systemically marginalized, *equity* focuses on addressing disparities and creating inclusive housing practices that address the most vulnerable-making and exclusionary practices.<sup>32</sup>

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.<sup>33</sup>

Global leasing presents a promising solution for addressing housing inequities by providing flexible, tailored housing options for individuals and families. Global leasing programs aim to break the cycle of homelessness and ensure equitable access to safe, sustainable housing by prioritizing housing stability, case management, and individualized support.<sup>34</sup> This approach recognizes that housing alone is insufficient; comprehensive services are crucial to addressing the underlying issues contributing to housing instability.

**What Global Leasing Is and Is Not**

Global leasing is...	Global leasing is not...
<ul style="list-style-type: none"><li>✓ A type of lease that begins with the agreement that the unit will be subleased to a third party</li><li>✓ A three-way leasing strategy between a property owner, a provider, and tenants/subtenants</li><li>✓ A strategy to house tenants/subtenants with significant housing barriers that make it practically impossible to obtain housing in traditional rental markets</li></ul>	<ul style="list-style-type: none"><li>✗ A housing model</li><li>✗ An evidence-based practice</li><li>✗ A way to control tenants/subtenants in terms of the services or housing they receive</li><li>✗ Long-term funding for permanent supportive housing</li></ul>

## ROLES

Effective global leasing programs require strong collaboration among property owners, global leasing providers, funders, and tenants/subtenants. It is critical that the roles and responsibilities for each party are clearly delineated and agreed upon via legal agreements:

- The property owner is responsible for entering into a lease agreement with a global leasing provider that allows subleases with individual households.
- The global leasing provider is responsible for collecting rent from tenants/subtenants and paying rent to the property owner, offering supportive services to tenants/subtenants, and resolving conflicts between tenants/subtenants or between tenants/subtenants and the property owner.<sup>35</sup>
- The tenant/subtenant is responsible for adhering to the conditions of the sublease signed with the global leasing provider.



### Typical responsibilities of global leasing providers

- Collecting and paying rent
- Evaluating disparities related to communities served and planning equitable solutions
- Offering supportive services to tenants/subtenants (typically with the tenant/subtenant having a choice of whether to accept services)<sup>36</sup>
- Resolving conflicts between tenants/subtenants or between tenants/subtenants and the property owner<sup>37</sup>
- Providing or partnering with community providers and the property owner for the maintenance and repair of housing units

## Global Leasing as a Solution

We need new strategies to expand access to affordable, sustainable, high-quality housing and supports for people who have been unable to successfully navigate numerous housing barriers. Today, housing providers continue to struggle to find affordable, safe, quality housing that they can rent. Service providers prioritize supporting individuals and families with the highest needs, and property owners look to rent with as little risk as possible. In many cases, global leasing can provide answers to these three issues. It allows housing providers to lease directly from the property owner, negotiating reasonable rents, and holding the property owner accountable for the quality of their home. It gives service providers opportunities to house high barrier individuals and families usually deemed ineligible or denied leasing opportunities. Property owners reduce their risk by having guaranteed income and a third party to work with. Many global leasing programs also provide options for integrated services and supports, which can help tenants/subtenants stabilize and thrive.

Washington State Health Care Authority and C4 Innovations worked together to consolidate our knowledge of global leasing best practices and challenges and produce a practical, easy-to-follow toolkit that would support those implementing this strategy. The authors hope that the toolkit will serve as a valuable resource for providers throughout the country that are either using—or would like to use—global leasing to secure more housing units in rural, urban, scattered-site, and congregate housing settings for minoritized and marginalized communities and people of color. In addition, we intend this toolkit to guide and inform the Washington State Health Care Authority's Master Leasing Incentive program for property owners, with specific emphasis on the Trueblood programs and participants.

## How to Use this Toolkit

The primary users of the toolkit will be housing and service providers and key community participants who are interested in adding global leasing as a strategy to expand the number of housing units available to households with housing barriers in their community or region. This toolkit provides both background information and practical how-to information to help start global leasing-supported housing. The toolkit complements other toolkits and manuals, such as these:

- SAMHSA's *Permanent Supportive Housing Evidence-Based Practices Canadian Housing First Toolkit*
- *Homelessness and Housing Toolkit for Cities* developed by the Association of Washington Cities and the Municipal Research and Services Center
- *Landlord Engagement Toolkit: A Guide to Working with Landlords in Housing First Programs* developed by Employment and Social Development, Canada
- JOIN's *Landlord Recruitment and Retention Program Toolkit*

The authors assembled tools, templates, and resources from environmental scanning activities, a review of available literature, and key informant interviews and listening sessions comprising both Washington-based and national global leasing providers, funders, subtenants, policy makers, and property owners.

We organized this toolkit into sections related to understanding and implementing global leasing, including foundational values and principles, planning questions, collaboration, staffing, policies and procedures, property owner partnerships, community building, intake and assessment, services and supports, furniture and utilities, maintenance plans, program exits, evictions, and finances. In each section, you will find information on best practices, tips, and resources. The appendices provide sample leases, a sample policies and procedures manual, sample marketing material, and implementation checklists.



## 1. Understanding Global Leasing

### Who Uses Global Leasing?

Global leasing has been used to address housing challenges for various populations who face barriers in accessing traditional rental markets. These populations include the following:

- Individuals with issues related to their rental history<sup>38, 39, 40, 41</sup>
- Individuals with issues related to their credit history<sup>42, 43, 44, 45, 46</sup>
- Individuals with low incomes<sup>47</sup>
- Individuals with issues related to their history of involvement with the criminal legal system<sup>48, 49, 50, 51, 52</sup>
- Veterans<sup>53</sup>
- People with mental health or substance use conditions
- People experiencing chronic homelessness
- People with disabilities<sup>54</sup>
- American Indian and Indigenous communities
- Racially and ethnically minoritized communities
- Youth
- Single women
- People who are older
- Refugees
- Families with children



## What Housing Approaches Work with Global Leasing?

Global leasing can be used with various housing models, including permanent supportive housing and rapid re-housing, as well as recovery housing and other congregate living models for people with substance use or mental health conditions.<sup>55</sup> These models aim to provide individuals and households experiencing homelessness or housing instability not only with housing but also with access to essential supportive services. Global leasing can augment those models by enhancing rental assistance and services that support tenants/subtenants to develop rental history and sustainability to pay for leasing themselves after a period (3–24 months is typical). Brief descriptions of various housing approaches follow.



### HOUSING FIRST

Housing First emphasizes choice in housing.<sup>56</sup> This proven model assumes that people need their basic needs met before they attend to other recovery goals.<sup>57</sup> Key elements include low barriers to entry, voluntary services, client choice, recovery-oriented services like harm reduction, and separation of housing from services.<sup>58, 59</sup> Housing First provides housing and supportive services without requirements related to services or treatment;<sup>60, 61</sup> it is a flexible approach that can be tailored to individual needs.<sup>62</sup> Housing First programs can be scattered site, single site, or set-asides.<sup>63</sup> During our interviews, global leasing providers emphasized the value of using Housing First principles for those they serve.



### RAPID RE-HOUSING

Rapid re-housing is a HUD 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.<sup>64</sup> This vital program can be particularly effective in getting people into safe, secure housing as quickly as possible, enabling them to focus on other problems that may have contributed to their homelessness. One of the key benefits of rapid re-housing is that housing is not conditional upon meeting certain criteria, such as sobriety or employment status.<sup>65</sup> Instead, rapid re-housing programs typically offer a range of services, including housing assistance, moving assistance, and individualized case management to help individuals overcome challenges that led to their homelessness.<sup>66</sup>

Furthermore, global leasing can complement rapid re-housing programs and facilitate housing placement for individuals and families.<sup>67</sup> While it can make the process of searching for housing easier, it sometimes means that families must move upon completing the program.<sup>68</sup> Nevertheless, the benefits of rapid re-housing—such as stable housing, case management services, moving assistance—outweigh 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 that they need to achieve housing stability, rapid re-housing can play a critical role in ending homelessness and building stronger, more resilient communities. Global leasing providers noted in interviews that rapid re-housing can create less tension between roommates, as there is an understanding that the situation is more transitional than in other types of housing.



## PERMANENT SUPPORTIVE HOUSING

Permanent supportive housing offers both rental assistance and supportive services for as long as people meet the conditions of their tenancy.<sup>69</sup> Services are offered, but they are not required.<sup>70</sup> Tenants may remain as long as they meet basic tenancy requirements and they have the choice to leave. It helps connect people to the community.<sup>71, 72</sup> Key elements include choice, separation of housing and services, tenancy rights, affordability, integrated housing, and recovery services.<sup>73, 74</sup>



## SCATTERED-SITE HOUSING

A scattered-site housing model is one in which leased units are in various locations throughout the global leasing provider's service area. The units are intentionally located across the geography of a city or county so that subtenants can live in a community of their choice. Scattered-site housing is directly contrasted with *single-site housing* where all subtenants live in units in one building. One global leasing provider we interviewed for the toolkit serves youth between the ages of 18 and 24. That provider has program obligations in addition to tenancy obligations for their youth and young adult (YYA) tenants/subtenants. Using a scattered-site housing model, their project includes programming to help YYA learn to live on their own and be a tenant while having the housing stability that global leasing provides. The provider designed the global leasing for YYA as an 18-month intensive program to help YYA develop skills to live on their own. During intake, YYA are asked if this global leasing supported program is of interest to them, or if housing without intensive support would better meet their needs. One youth global leasing provider commented:

"No one should expect a youth or young adult to not struggle when they first live on their own. The youth need to learn basics such as when do I plunge the toilet, when do I call the plumber, when do I call the landlord?"



## RECOVERY RESIDENCES, RECOVERY HOUSES, SOBER LIVING HOMES

According to the National Alliance for Recovery Residences "Recovery residences provide a spectrum of living environments that are free from alcohol and illicit drug use with a focus on peer support and connection to other recovery services and supports."<sup>75</sup>

Also known as *recovery housing* or *sober living homes*, these models typically consist of family-like, congregate living environments and shared spaces that are free from alcohol or illicit substances.<sup>76, 77</sup> 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. Residents often pay rent in all or in part.<sup>78</sup> While treatment is not provided directly in most levels of recovery residences, the homes offer peer support and strongly encourage the use of 12-step meetings and other recovery support pathways.<sup>79</sup> Residents must follow house rules, and there are typically no limits to the length of stay.<sup>80</sup>



## SINGLE-RESIDENT OCCUPANCY

Single-resident occupancy (SRO) are units where each person living on-site has private living quarters but shares a bathroom, kitchen, and other communal spaces. In some municipalities, small apartments that do not have either a private bathroom, or a kitchenette, or both are regulated under congregate housing or SRO regulations.



## TRANSITIONAL HOUSING PROGRAMS

Transitional housing means housing units owned, operated, or managed by a nonprofit organization or governmental entity in which supportive services are provided to individuals and families who were formerly homeless. The intent is to stabilize them and move them to permanent housing within 24 months, or longer if the program is limited to tenants within a specified age range or the program is intended for tenants in need of time to complete and transition from educational or training or service programs.

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, effective system that supports individuals experiencing homelessness in their journey toward long-term stability and independence.

## What Are the Benefits of Global Leasing?

The benefits of global leasing are vast, not only for tenants/subtenants, but also for service providers and property owners alike. Below are a few known benefits for all parties; this information can be helpful when recruiting community partners to implement global leasing programs.

**Opportunities to promote equity:** Global leasing can help reduce discrimination in housing. Global leasing providers can help ensure that all tenants/subtenants, regardless of race or ethnicity, have equal access to housing opportunities. Overall, promoting racial equity in housing requires a commitment to fairness and inclusion, as well as a willingness to address systemic inequalities. By implementing these strategies, global leasing providers can help create a more equitable, just housing market for all. Equity-centered and trauma-informed professionals can access more equitable housing opportunities for populations served.

## TENANTS/SUBTENANTS

**Increased access to housing:** Global leasing provides a sense of security for tenants/subtenants and addresses housing challenges for populations who may face barriers in traditional rental markets. It can support people who may have difficulty renting because of debts to past property owners, poor rental history, or lack of property owner references. Global leasing can help them obtain housing and start to build a rental history. Global leasing also helps people who may not have the resources for the upfront costs of renting (first and last months' rent, security deposits, and so forth).

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“...just having that sense of security and then you can really just focus on yourself...”

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—Current/former tenant/subtenant



### Benefits of global leasing for tenants/subtenants

- Increased access to housing
- Reduced possibility of discrimination
- Less stigma
- Increased choice in housing
- Increased flexibility
- Increased autonomy
- Increased possibility of building up rental history
- Landlord references
- Community integration
- Community among tenants/subtenants
- Increased ability to save money
- Increased ability to build credit history
- Increased time and space to focus on health conditions
- Increased sense of security
- Fewer reminders of past trauma
- Increased access to supports
- Fewer evictions
- Increased possibility of family reunification

**Reduced possibility of housing discrimination:** Global leasing increases access to housing and reduces the possibility of housing discrimination, particularly for people who tend to be overrepresented in homelessness populations.<sup>81, 82, 83, 84</sup> This might include different communities of color, as well as people who are LGBTQ2S+ [Lesbian, Gay, Bisexual, Transgender, Queer and Questioning, and Two Spirit], and people with disabilities, among other groups with systematically marginalized identities.

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.<sup>85</sup> Global leasing empowers individuals and families to overcome barriers and achieve long-term housing stability by providing wraparound services, including counseling, job training, and healthcare services.<sup>86</sup>

**Less stigma:** People who may have difficulty finding housing—due to credit history, rental history, income, criminal legal system involvement—may feel less stigma as they navigate these affordable, supportive housing options.<sup>87, 88, 89</sup>

**Choice and autonomy:** Global leasing may offer tenants/subtenants a degree of choice, flexibility, and autonomy in their housing.<sup>90, 91</sup> Providers should make every effort to offer as many choices in housing and services as possible.

**Services and supports:** Global leasing tenants/subtenants can receive housing that is semi-independent, trauma-informed, and focused on strengths while also having access to services and supports.<sup>92, 93</sup> Global leasing allows time and space for tenants/subtenants to focus on their health without worries about housing. When people have stable housing, they are better able to handle challenges.

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“...they can work on getting the mental health or whatever they need, the drug help that they need, and not stress about having to pay bills and what’s coming next and stuff like that...”

---

—Global leasing provider

**Increased opportunities for the future:** Global leasing can help tenants/subtenants build trust with property owners, and they may be able to build a rental history and receive positive references from property owners, thus increasing their chances of obtaining housing in the future.<sup>94, 95, 96</sup> Tenants/subtenants may be able to learn how to save money or build a good credit history while in global leasing. It can allow time and space for them to focus on their health concerns without worrying about housing. Global leasing can also provide people with case management support that prevents them from being evicted.

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“So, when I moved into master leasing, I was able to learn to save money and learn other stuff, but also take care of myself, mental health and drug and alcohol wise while doing that.”

---

—Current/former tenant/subtenant

**Reduced evictions:** Global leasing providers can work with tenants/subtenants to resolve problems before they become crises that could lead to eviction.<sup>97, 98</sup> Tenants/subtenants are not evicted if they miss a rent payment or use drugs and alcohol. To be evicted, tenants/subtenants must pose a threat to themselves or others or violate lease agreements. Property owners would need to evict the service agency rather than the individual tenants/subtenants. Global leasing providers focus on restorative processes to help people develop success plans, create safety plans, and stay in housing. Global leasing providers also try to ensure that a family is a good fit to the housing during the screening process to reduce the risk of eviction.

**Community:** Global leasing can help people live independently in their community of choice. Using global leasing in a scattered-site approach means that people with experiences of chronic homelessness are not living near one another. Global leasing can also create a sense of community among roommates.

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**“Our favorite is though, when sometimes the roommates kind of form a family unit and they really support each other and we do our best to cultivate those relationships....”**

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—Global leasing provider

**Family reunification:** Global leasing may help tenants/subtenants with family reunification because of increased housing stability and access to family services and supports.

## GLOBAL LEASING PROVIDERS

Ability to house people more quickly: Global leasing removes barriers to housing and can help service providers place people in homes. It can help programs recruit property owners, as it can increase property owner willingness to rent.<sup>99, 100</sup> This helps global leasing providers house people more quickly.<sup>101</sup>

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**“We provide housing because we want to improve their health.”**

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—Global leasing provider

**Increased control:** In global leasing programs, global leasing providers report having more control over housing availability.

**Increased ability to meet needs:** Global leasing provides opportunities for people’s needs to be met with housing and optional services, such as primary care and behavioral health care.

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**“... we are hands-on with the client, customer, to be able to stabilize them and be able to teach them how to be a good tenant.”**

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—Global leasing provider



### Benefits of global leasing for providers

- Affordable units
- Increased property owner willingness to rent
- Ability to house tenants/subtenants more quickly
- Community integration
- Community among tenants/subtenants
- Increased opportunities to meet needs
- Additional control over housing availability
- Increased flexibility
- Reduced bias and misperceptions

**Community integration:** There is more flexibility in having units available at various locations in a region, allowing global leasing providers to promote integration into neighborhoods. Programs can also be integrated into the community, which is helpful to building stability and support.<sup>102</sup> 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.<sup>103, 104</sup>

**Reduced stigma:** One global leasing provider noted that global leasing helped them dismantle common narratives and misperceptions about the risks of renting to young people.

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“I think every time we have a successful placement in a master lease, it’s continuing to shift our landlord’s perspective on, ‘Okay, well, even though this went well with the global leasing piece, it also went well because this young person was a wonderful tenant to have in the space.’”

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—Global leasing provider

## PROPERTY OWNERS

**Reduced financial risk:** Global leasing provides financial incentives and reduces risk for property owners.<sup>105</sup> It can help to ensure that they will receive rent, even for unoccupied units.<sup>106, 107, 108, 109, 110, 111</sup> Global leasing providers tend to be able to fill units quickly.



### Benefits of global leasing for property owners

- Financial incentives
- Reduced risk
- Ensured rent
- Streamlined building management
- Ability to fill units quickly
- Point of contact for issues with tenants/subtenants
- Fewer evictions
- Support with property damages
- Increased tenant/subtenant support
- Less responsibility
- Increased oversight of units

**Reduced risk of property damage:** Property owners can be less concerned about property damages.<sup>112</sup> The service agency identifies, matches and supports tenants/subtenants, provides services, and offers referrals and connections to community resources. The service agency handles aspects of the eviction process, preparations of the unit for the next tenant/subtenant, and damages and repairs. If there are lease violations, the global leasing provider can issue a notice to stop the activities and step up support to either address the concern with the tenant/subtenant, or find another unit, or both.

**Streamlined building management:** Building management is also more streamlined, as property owners can work with one agency instead of multiple tenants.<sup>113, 114</sup> The global leasing provider regularly visits the unit to provide services, and in their role as a landlord, to ensure that the unit is maintained and that tenancy requirements are followed. There is a designated liaison who property owners can call, and there is one point of contact for multiple units.

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## What Are the Potential Challenges?

As with any housing program, there will be implementation challenges for all parties involved. Anticipating these potential pitfalls during the planning process can help with successful implementation.

### TENANTS/SUBTENANTS

**Choice and autonomy:** As tenants/subtenants consider available housing through global leasing programs, they may have fewer choices and less autonomy than they would in a traditional rental market. They may also be expected to move if a global leasing program shuts down.<sup>118, 119</sup> While this may create barriers to choice, many global leasing initiatives provide opportunities for choice and autonomy within the housing selection process, and tenants/subtenants may find furnished options desirable in some circumstances.



#### Challenges for tenants/subtenants

- Fewer choices
- Increased chances of moving upon completion of the program
- Confidentiality risks
- Stigma
- Tension between roommates

**Confidentiality:** There may be risks to confidentiality in global leasing compared to traditional leasing models. Providers should consider procedures that will limit access to personal data and information whenever possible.

**Stigma:** People may have misperceptions of homelessness. Stigma can create feelings of isolation among tenants/subtenants. Stigma may affect property owner perceptions of tenants/subtenants, causing them to make assumptions about risk of damages to the unit. Tenants/subtenants may also be affected by neighborhood stigma. There have been instances when neighbors felt that the program devalued their property. Due to incorrect perceptions about people with lived experience of homelessness, neighbors are more likely to contact the global leasing provider than contacting the tenants/subtenants themselves. Global leasing providers are called upon to mitigate these conflicts.

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**“People think homeless. They think the worst.”**

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—Global leasing provider

**Tension between roommates:** Tension may arise between roommates in shared living situations. Global leasing providers should anticipate working with tenants/subtenants to resolve conflicts among roommates.

## GLOBAL LEASING PROVIDERS



### Challenges for global leasing providers

- Increased risk and responsibility
- Increased expenses
- Maintenance plans
- Multiple roles of staff members
- Rule enforcements
- Evictions
- Increased risk of property owner decisions affecting them
- Disagreements with property owners about program eligibility
- Stigma from property owners and neighbors

**Risk and responsibility:** In global leasing programs, the provider has more risk and responsibility than they may have otherwise.<sup>120</sup> Global leasing involves following all relevant housing laws and keeping up with expenses, such as upfront costs, costs of vacant units, eviction costs, legal expenses, administrative expenses, repairs, and property damage.<sup>121, 122</sup> In addition, global leasing may require that providers have maintenance plans, which can be expensive (particularly on older units).<sup>123</sup> Global leasing providers may need to enforce rules or evict tenants/subtenants while still providing services.<sup>124</sup> This challenge is relevant to all forms of permanent housing and not specific to global leasing programs.

**Funding:** It may be difficult for global leasing providers to find money for repairs and maintenance of units. It is not easy to fundraise for repair and maintenance. Although there are some state mitigation funds, global leasing providers must occasionally spend money upfront and then get costs reimbursed. There can be decreased funding availability once a tenant/subtenant is no longer homeless.

**Staffing:** 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.<sup>125, 126</sup> Global leasing providers may also struggle with respecting the rights of tenants/subtenants while also ensuring staff safety.

**Role delineation:** Role delineation can be difficult in global leasing programs. Global leasing providers report sometimes having difficulties ensuring that a person’s service needs are met while also helping them meet the terms of their lease. A tenant’s/subtenant’s mental health condition may make this more difficult by affecting their ability to understand these distinctions. Global leasing providers express the importance of reiterating roles of various staff members to tenants/subtenants as often as needed. They also suggest that the lease specialists build rapport and relationships with the tenants/subtenants to understand their tenancy needs to share with service staff. Lease specialists should reiterate role distinctions between housing and service staff.

**Tenant/subtenants needs:** Global leasing providers at times struggle to ensure that tenants’/subtenants’ needs are met and that they are successful in housing. Tenants/subtenants may have complex issues, and occasionally, mental health conditions appear after the lease has been signed. Global leasing providers sometimes partner with organizations in the community to ensure that tenant/subtenant behavioral health and physical health needs are met.

**Property owner decisions:** 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.<sup>127, 128, 129</sup> In addition, property owners can raise the rent or sell the buildings being leased, and there are instances of property owners ending their participation in global leasing programs.<sup>130, 131</sup> Low vacancy rates can mean that property owners don’t need to work with global leasing providers.

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“You can have the best relationships in the world, but if they can take somebody without all the strings of a program, they will.”

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—Global leasing provider

**Differing philosophies:** Property owners and global leasing providers may disagree about screening processes and program eligibility, perhaps due to stigma or a lack of education about a population or program.<sup>132</sup> In addition, global leasing providers report issues related to having different philosophies with partners.

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“... we run into the problem of anytime you partner with another organization, it can be really tricky to determine, who they think is a good tenant is different than who we think needs housing. And there can be friction there, especially when you’re trying to engage in something where adherence and fidelity to best practice is really kind of like key to the model.”

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—Global leasing provider

**Damages to units:** On occasion, global leasing providers must have difficult conversations with property owners related to damages. They may also need to educate property owners around tenant/subtenant needs related to issues such as hoarding.

**Stigma:** Neighborhoods or communities may express concern about the location of global leasing programs, often known as NIMBY, an acronym for the phrase *not in my back yard*.<sup>133</sup>

**Access to housing:** It may be difficult for global leasing providers to find safe housing in safe neighborhoods that are accessible to services. Lack of public transportation can be a problem, particularly in rural communities.

**Evictions:** While evictions should be a last resort, they can’t always be avoided. When eviction happens, it can be costly to global leasing providers. There are some state mitigation funds, but global lease holders need to spend the money first and then be reimbursed, which only happens once an eviction process is under way. Every state has its own landlord/tenant provisions or laws related to the eviction process.

**Regulations:** Global leasing providers may need to respect regulations concerning who can and cannot be housed (for example, global leasing providers may be unable to sublease to people with a history of certain convictions), and they need to be able to find appropriate housing that meets all relevant housing codes. They may need to stay within the fair market rent established by HUD. Global leasing providers’ policies are not always clear about tenant/subtenant obligations. They should have a process in place to document whether tenants/subtenants are meeting their obligations as well as who ultimately decides if tenants/subtenants are fulfilling their obligations.

## PROPERTY OWNERS

**Finding good tenants/subtenants:** Many property owners spend considerable time vetting tenants and would rather leave that process to another entity. Many property owners are hesitant to rent to people without a good rental history and references. The global leasing provider is responsible for this process, including vetting applicants and deciding who can rent the individual housing units. Global leasing providers also offer skill-building services and supports to help tenants/subtenants learn and adhere to lease conditions. Property owners know that they can contact the global leasing provider with concerns about tenant/subtenant behavior.

**Negative cash flow:** In the industry, the *50 percent rule* refers to the fact that property owners should expect to use about half of the rent collected for non-mortgage expenses such as repairs, capital improvements, taxes, bookkeeping, and loss of income due to unit vacancies. Although not regular costs, a property owner may have to pay for the deep cleaning of a unit, a furnace repair, or a plumbing problem over a year or two. Global leasing can help improve cash flow as rent for the unit is paid even during vacancies, meaning there is more income available to the property owner overall. Additionally, the global leasing provider is responsible for regular maintenance and repairs resulting in fewer expenses for the property owner.

**Managing contractors hired to complete repairs and maintenance:** Many property owners either do not live near their rental properties, or know how to complete repairs, or both. This means that property owners may have to manage contractor issues such as not showing up on time, not completing projects on an agreed-upon timetable, or being presented with additional costs halfway through a project, increasing the original budget estimate. Global leasing providers can assume this role for repairs and maintenance that do not fall under capital improvements or major repairs, providing a significant benefit to the property owner.



## 2. Planning and Implementation

### Foundational Values

Before implementation can begin, it is important for global leasing providers to recognize and articulate foundational values to shape and inform their work. This section features several sample value statements.

### VALUE STATEMENTS

Your agency may wish to articulate and adopt one or more *value statements*, which will convey how you put global housing values and principles into practice. These statements can help spell out the values that guide an organization's work overall. Value statements can define how people interact with one another, they can articulate beliefs and values in how to carry out work, and community members can look at these statements to learn more about the agency. Value statements can also guide your work when moral or practical dilemmas arise. Not all agencies have value statements, but all organizations have values.

#### Examples of value statements

- “We recognize housing as a social determinant of health and therefore instrumental to developing self-sufficiency.” (Therefore, our agency prioritizes supporting people to master the skills associated with successful tenancy.)
- “We believe choice is paramount to self-determination, equity, and trauma-informed care.” (Therefore, we offer services, but we do not mandate them. We offer choice in location and type of housing whenever possible.)
- “We are committed to equitable treatment and elimination of stigma, racism, and discrimination in all its forms and at all levels and throughout all programs.” (Therefore, both services and program staff members receive ongoing training in trauma-informed care, including race-based trauma and identity-based trauma.)
- “We recognize that global leasing, by its structure, reduces autonomy for individual households.” (Therefore, we commit to intentionally develop and implement strategies that increase autonomy.)
- “We believe the rights of all persons to mutual respect; acceptance of others without biases based on differences of any kind.” (To promote mutual respect between staff members and subtenants, we commit to integrating people with lived experience as key staff members.)

## FOUNDATIONAL VALUES AND PRINCIPLES: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Draft value statements and ask for feedback from community members representing communities that will benefit from your global leasing program.
- ✓ Let your values guide the development of program services, policies, and practices. Use the value statements as a checklist before finalizing any policies and practices and ask yourself: *Does this policy or practice reflect our stated values?*
- ✓ Include your value statements in marketing and educational materials describing your global leasing program.
- ✓ Periodically take a step back to reflect and see what is working and what could be different.
- ✓ Consider writing down core principles for your global leasing program if your agency already has value statements. For example, “The core principles of our global leasing program are rapid access to supportive housing, tenant/subtenant choice and self-determination, tenant/subtenant choice in the support services they receive, personalized and recovery-oriented supports and services, and community integration.”

## FOUNDATIONAL VALUES AND PRINCIPLES: RESOURCES WORTH READING

- “Three Statements That Can Change the World: Mission / Vision / Values” by Hildy Gottlieb is full of tips, examples, and exercises to help you create and put these essential governance tools to good use! Go to [http://www.help4nonprofits.com/NP\\_Bd\\_MissionVisionValues\\_Art.htm](http://www.help4nonprofits.com/NP_Bd_MissionVisionValues_Art.htm).
- While on the Creating the Future website, browse the Nonprofit Articles Library for more valuable, practical information that will help you bring out the best in your organization. Visit <https://help4nonprofits.com/H4NP.htm>.

## Planning Questions

In addition to considering your agency’s values in operating a global leasing program, other significant questions will help guide your planning. These include questions about the people you wish to serve, housing approaches, outreach services, financing, and evaluation. You may have other planning questions that are important to you as well.

## PEOPLE SERVED

- Who do we want to serve? Is our population representative of the people in our community who need housing or who are affected disproportionately by being homeless?
- What steps will our organization take to ensure racial equity?

- How will we ensure that we consider the needs of tenants/subtenants?

- How will people with lived experience inform the design of our program?

## HOUSING

- What housing models are we using and how can global leasing fit within these constructs? *(See page 11 for more information on housing approaches.)*

- Where will the program be physically located?

- Will the tenants/subtenants feel comfortable in that location?

- How accessible is that location to needed services?

- What will my program offer tenants/subtenants? Will we include utilities? Furniture?
- What quality assurance activities will we conduct to ensure that the property is well-maintained?
- Who will be responsible for maintenance of the units?

## OUTREACH

- How will we conduct outreach to the specific populations we hope to serve?
- What property owner incentives will we offer?

## SERVICES

- What services will we offer?
- What can we provide through our agency?
- Who will we collaborate with? (See [page 29](#) for a list of possible partners.)
- Will we mandate services or will they be optional?
- How will the agency handle crises?

## FINANCES

- How much will this cost? (See [page 44](#) for a list of costs to consider.)
- How will we fund this program? (See [page 45](#) for a list of possible funding sources.)
- Will the funding source influence who we can and cannot house?

## EVALUATION

- How will we monitor success against our goals and benchmarks?
- How will people who are most affected inform our measures?
- How will we incorporate equity into our evaluation and analyses?
- When and how will we take action to make data-informed changes?



### 3. Best Practices, Tips, and Resources

#### COLLABORATION

“Partnerships. We love partnerships.” —Global leasing provider



#### Types of partners

- Colleges
- Behavioral health agencies
- Shelters
- Social service agencies
- Public housing authorities
- Peer support organizations
- Law enforcement
- City council

Effective global leasing programs require strong collaboration between property owners and global leasing providers to ensure that agreements are met. 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.

In addition, there is the need for collaboration to best meet tenant/subtenant needs. Potential partners include colleges, behavioral health agencies, shelters, social service agencies, public housing authorities, and peer support organizations.

“The last few years . . . we’re all serving the same population with the same goals. And so, we’ve really come together and just started using each other’s strengths and it’s a great network here in the valley.”

—Global leasing provider

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“We have MOUs [memoranda of understanding] with almost every organization in our small community, because we’ve found we have the resources for housing and some good support, but we can’t fully . . . . People do much better with other resources.”

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—Global leasing provider

### COLLABORATION: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Build relationships with possible partners.
- ✓ Contract with organizations that are experts in reaching and engaging with underserved and marginalized populations (for example, YWCAs, Urban Leagues, continuum of care programs, local NAACP chapters, communities of faith, culturally specific organizations).
- ✓ Build community collaborations with law enforcement, the city council, and so forth.
- ✓ Consider hosting monthly interagency meetings where people come together and discuss what they can offer. These meetings can provide case managers with needed information about available services.
- ✓ Use training as an opportunity to bring collaborators together. This type of setting enables community collaborators to learn together and have a day to build relationships.
- ✓ Collaborate to meet housing needs:
  - Collaborate with local public housing agencies.
  - Have contracts with community partners for repairs that require expertise beyond the team.
- ✓ Collaborate to meet legal needs:
  - Partner with an attorney who specializes in housing law.
- ✓ Develop contracts and communication plans with all partners.

### COLLABORATION: RESOURCES WORTH READING

- *Introduction to the Results Count Path to Equity*: <https://www.aecf.org/resources/introduction-to-the-results-count-path-to-equity>
- *Guide to Facilitating Dialogues*: <https://diversity.missouri.edu/wp-content/uploads/2018/07/facilitating-dialogue.pdf>
- “What Is Appreciative Inquiry?”: <https://positivepsychology.com/appreciative-inquiry>

## STAFFING

When considering staffing for global leasing, bear in mind both the location of service staff and staff roles. The nature of scattered-site housing, for example, does not allow for staff members to be on-site. Global leasing providers need to consider hiring mobile support staff members to visit tenants/subtenants in their apartments in addition to, or in place of, a program building where tenants/subtenants access services.

Separating the service role from the housing role is another best practice. This separation helps avoid a scenario where a case manager, for example, is responsible for collecting rent and overseeing the eviction process. The authors recognize that depending on the size of your global leasing program, staff members may serve dual roles. In that instance, it is helpful to clearly outline job responsibilities, policies, and practices to ensure that staff members have the needed organizational support to perform their duties successfully, and that tenants/subtenants are familiar with the tenancy grievance process.

Staffing roles may include the following positions that global leasing providers identified during our interviews. Note that global leasing providers may assign job position responsibilities different from these described here.

## Project-specific roles

- **Case managers:** Case managers let tenants/subtenants know about services and community resources, and develop plans with tenants/subtenants for success.
- **Certified peer support specialists:** Peer support specialists are people who have been successful in the recovery process (from mental illness, substance use, or homelessness) who help others in similar situations. They can connect with tenants/subtenants to determine goals related to housing sustainability and recovery.
- **Dedicated leasing staff members:** Leasing staff members can conduct monthly inspections, handle all leasing activities, act as liaisons between tenants/subtenants and property owners, and interface with public housing authorities. Dedicated leasing staff members may also develop screening criteria, make referrals to properties, and complete necessary paperwork.
- **Property manager:** A property manager handles all activities related to move-ins, move-outs, inspections, repairs, and maintenance to the housing unit, and is the go-between for the property owners and tenants/subtenants.
- **Maintenance team:** Depending on the size of the agency, maintenance teams that are part of a housing department may be available to handle all aspects of maintenance.
- **Social support manager:** This position supports tenants/subtenants with more serious mental health conditions.

## Agency roles supporting project activities

- **Data coordination:** This position can ensure that data collected from tenants/subtenants is accurate, timely, and confidential.
- **Communications:** This position can help market the program to external partners as well as ensure that internal communication with tenants/subtenants meets agency values and standards.
- **Finance team:** Many global leasing providers have a finance team in charge of all activities related to income, expenses, and budgeting, including collecting rent from tenants/subtenants, paying rent to property owners, providing budget updates to funders, and paying for repairs and damages. Finance teams may include a contract manager who is responsible for monitoring contract requirements and fulfilling reporting requirements.
- **Volunteer coordination:** Many agencies rely heavily on volunteers, some of whom may support the global leasing project. Agencies need to develop processes and allocate resources to recruit peers, assign peers to volunteer duties, provide onboarding and ongoing support, and plan events and activities that recognize the value of volunteers.
- **Security team:** Some global leasing providers use security teams to provide after-hours response to any of their properties.

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**“Our team can’t be stumped. If somebody has a need, we’ll find a way to help them find it, and it doesn’t matter what it is.”**

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—Global leasing provider

## Examples of strategies for decreasing stigma:

- Consider hosting regular workshops that allow staff members to engage in skill-building and self-reflection to examine ways that stigma affects interactions with tenants/subtenants with or without their awareness.
- Disseminate resources and train every staff member who engages with a household member on the proper person-first language to replace deficit-based, stigmatizing terms.

- Train staff in motivational interviewing techniques to facilitate faster, more productive engagements.
- Recognize the impact of courtesy stigma on the whole household; work to be inclusive and supportive of the whole family. (*Courtesy stigma* means that often family and friends of a person with behavioral health conditions experience avoidance by others because of that stigma, internalizing these messages and increasing a sense of guilt, shame, and a desire to keep it hidden. This stigma can make it very challenging to want to accept treatment or support of any kind.)

### STAFFING: TIPS AND STRATEGIES FOR SUCCESS

- ✓ At a minimum, ensure an adequate number of staff members to provide case management in addition to leasing and property management support.
- ✓ Ensure, if possible, that there is separation of housing and services in terms of job responsibilities for each staff role.
- ✓ Identify a staff member to help reduce role conflict among program staff members.
- ✓ Ensure that everyone is aware of roles and responsibilities among all staff members.
- ✓ Reiterate responsibilities of each staff member when interacting with tenants/subtenants.
- ✓ Identify staff members to meet regularly with property owners and with community service providers serving tenants/subtenants to promote coordination and problem-solving.
- ✓ Regularly offer workforce development training on relevant topics, such as these:
  - Racial equity
  - Cultural competency
  - Confidentiality
  - Support for people with serious mental illness, substance use disorders, and trauma
  - Substance Abuse and Mental Health Services Administration permanent supportive housing toolkit
  - Evidence-based practices (harm reduction, Housing First, trauma-informed care, and others)
- ✓ Take time to answer the following questions as you prepare your staffing plan:
  - Will maintenance staff members be available for tenants/subtenants to call for maintenance problems 24 hours a day or during certain hours of the day?
  - Will service staff members meet with tenants/subtenants in their homes, in the community, in the office, or in a combination of locations?
  - Will there be policies that allow certain staff members to enter a tenant's/subtenant's apartment?
  - Will property management staff members be available to property owners to call 24 hours a day or during certain hours of the day for property concerns?
  - Who will facilitate the grievance process if a staff member recommends the eviction of a tenant/subtenant?
  - Who will develop and monitor MOUs with partner agencies providing services in the community that tenants/subtenants can access?

### STAFFING: RESOURCES WORTH READING

- SAMHSA's *Permanent Supportive Housing Evidence-Based Practices* toolkit: <https://store.samhsa.gov/product/Permanent-Supportive-Housing-Evidence-Based-Practices-EBP-KIT/SMA10-4509>
- *Words Matter: How Language Choice Can Reduce Stigma*: [https://solutions.edc.org/sites/default/files/Words-Matter-How-Language-Choice-Can-Reduce-Stigma\\_0.pdf](https://solutions.edc.org/sites/default/files/Words-Matter-How-Language-Choice-Can-Reduce-Stigma_0.pdf)
- "Stigma Reduction: Understanding Addiction to Support Recovery": <https://www.cdc.gov/stopoverdose/stigma/index.html#print>

- “Exploring Stigma by Association among Front-Line Care Providers Serving Sex Workers”: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4750147>

## POLICIES AND PROCEDURES

When developing policies and procedures, consider racial equity, tenant/subtenant autonomy, and safety. This process might include taking time to disaggregate data in your region to understand which communities are disproportionately affected by homelessness. (For example, there is a shortage of almost 175,000 homes for people with extremely low incomes in Washington, according to the National Low-Income Housing Coalition. People of color are disproportionately affected by this housing gap, according to Challenge Seattle.) By looking more carefully at the data, you can further disaggregate it to learn which communities are most affected. Is it Indigenous communities? People who identify as LGBTQ2S+? Hispanic men?

Once you discern which communities are disproportionately affected, meet with community organizations representing the targeted population to learn more about the structural, institutional, programmatic, and interpersonal barriers they face. This is a key step before developing policies and practices that may inadvertently add barriers to housing (for example, mandating services, developing occupancy agreements that are difficult to understand, leasing housing units far from public transportation or preferred neighborhoods, or developing agreements with service agencies not already working with your priority population).

Regarding safety, here are a couple of policies and practices to consider. One is setting up a hotline that tenants/subtenants can call if they feel unsafe; another is establishing clear guidelines for when staff members can enter housing units.

### Four things to know about renters insurance:

1. Renters insurance is not required statewide in Washington, but some property owners may require it in competitive housing markets.
2. Renters insurance can also be an asset to tenants/subtenants because it can protect their personal property and protect against liability for on-site injuries.
3. Private insurance companies are a source for renters insurance. Try to negotiate a bulk rate for multiple tenants/subtenants.
4. Explore funding sources to cover renters insurance. Some federal programs only cover the cost of renters insurance if the property owner requires it. State, local, or private funding streams may be a better source.

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“... trying to create some spaces around what it is our responsibilities are and really writing that out and coming up with partner resources for things that are outside our scope . . .”

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—Global leasing provider

## POLICIES AND PROCEDURES: TIPS AND STRATEGIES FOR SUCCESS

- ✓ When developing policies and procedures, at every step consider racial equity and tenant/subtenant autonomy and choice.
- ✓ Ensure that the people developing policies and procedures are representative of the people you will serve, and ensure that every policy and procedure includes and respects the rights of the people you will serve.
- ✓ Invite members of marginalized communities to serve on collaborative boards in meaningful ways. Collaborative boards can inform memoranda of understanding for services and supports and give input on resource allocation.
- ✓ Implement fair housing policies that ensure that all tenants/subtenants, regardless of race or ethnicity, have equal access to housing opportunities. Providers should document, communicate,

and enforce these policies strictly, and have clear consequences for any discrimination or bias against prospective or current tenants/subtenants.

- ✓ Use disaggregated data on race and gender to inform policies and procedures.
- ✓ Involve people of color in every step of policy and procedure development.
- ✓ Closely look at each policy and procedure and consider how it may disproportionately affect BIPOC communities.
- ✓ Include the voice of people with lived experience when writing subleases.
- ✓ Ensure that subleases are written in plain language.
- ✓ Be clear about housing standards and who is responsible for code violations.
- ✓ Be flexible in policies and procedures; adapt as necessary.

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**“Create a policy or procedure for every possible issue and then be ready and open to change it.”**

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—Global leasing provider

- ✓ Determine if there are funding regulations regarding who can and cannot be housed (for example, people who were convicted of certain crimes).
- ✓ Determine if there are other funding restrictions (for example, staying within fair market rents).
- ✓ Have insurance coverage.
- ✓ Ensure that there is a clear understanding of obligations for each party and terms of termination in the property owner’s or global leasing provider’s lease.
- ✓ Ensure that everyone understands who is responsible for working with tenants/subtenants on lease violations. Subleases should spell out when the global leasing provider can enter the unit, and who delivers notifications to tenants/subtenants.
- ✓ Ensure that there a clear understanding of who is the landlord, who is the owner of the property, and who is the service provider.
- ✓ All involved should have a plan and a strong commitment to ensure housing for individual tenants/subtenants.
- ✓ Be ready for evictions before the first tenant/subtenant moves in. Have an approved structure, processes and forms, as well as collaborations with lawyers.
- ✓ Set up reporting mechanisms (for example, a hotline) for tenants/subtenants who feel that they are being harassed or if they feel unsafe.
- ✓ Develop an incident response plan as a way of preparing for emergencies and incidents.

### **POLICIES AND PROCEDURES: RESOURCES WORTH READING**

- *Disaggregating data by race and place in the District of Columbia:* [https://www.urban.org/sites/default/files/publication/100172/diaggregating\\_data\\_by\\_race\\_and\\_place\\_in\\_dc\\_-\\_leah\\_hendey\\_testimony.pdf](https://www.urban.org/sites/default/files/publication/100172/diaggregating_data_by_race_and_place_in_dc_-_leah_hendey_testimony.pdf)
- *The Landlord Engagement Toolkit: A Guide to Working with Landlords in Housing First Programs:* [https://publications.gc.ca/collections/collection\\_2018/edsc-esdc/Em12-35-2017-eng.pdf](https://publications.gc.ca/collections/collection_2018/edsc-esdc/Em12-35-2017-eng.pdf)
- A guide to conducting a Racial Equity Impact Assessment is in *COVID-19 Homeless System Response, Part 1: Equity as the Foundation*. Download the PDF at *COVID-19 Homeless System Response—Part 1: Equity as the Foundation*
- Landlord engagement examples and practices: <https://www.hudexchange.info/resource/6035/covid-19-homeless-system-response-landlord-engagement>
- Third-party lease agreement example: <https://www.hudexchange.info/resource/2894/coc-program-leasing-rental-assistance-examples-of-lease-agreements>

- Connecticut Coalition to End Homelessness web page on landlord recruitment and retention: <https://cceh.org/landlord-recruitment-and-retention>

## PROPERTY OWNER PARTNERSHIPS

Stigma and housing availability are common challenges to accessing affordable housing units. Global leasing providers, however, may compensate for these challenges by building strong working relationships with property owners. It is critical for global leasing providers to staff appropriately in order to reach property owners and gain access to new units, to establish clear points of contact for mediating or handling property owner concerns, and to address issues in the units.

First, global leasing providers must often “sell” the value of working with their program to a particular property owner. Global leasing can provide advantages to property owners and may present opportunities lucrative to both parties for many years. Several advantages to property owners are in the National Alliance to End Homelessness Rapid Re-Housing Landlord Benefits Checklist:

- **Elimination of advertising costs:** Global leasing providers have a list of potential tenants/subtenants in need of housing at any given time; therefore, they incur no expense to identify new unit occupants.
- **Minimized transition time and related costs between unit occupants:** When a tenant/subtenant leaves a unit, the global leasing provider assumes the responsibility of moving another tenant/subtenant into the unit as quickly as possible. This reduces the amount of time that the unit is empty and rent not collected.
- **Minimized risk of nonpayment of rent:** Global leasing tenants/subtenants have access to housing subsidies, which reduces the risk that they will fail to pay rent. Global leasing providers ensure that rent is being paid to the property owner for a particular unit or across multiple units.
- **Increased supports to help tenants/subtenants remain in units:** Tenants/subtenants who access units via the housing market directly may face mental disorders or other challenges. Case managers, however, support global leasing tenants/subtenants and offer several support services to promote housing stability.
- **Avoidance of eviction or problem escalation:** Global leasing case managers regularly visit tenants/subtenants to make sure they are getting the support they need. This level of contact ensures that any concerns related to tenancy are addressed before they escalate.
- **Third-party assistance with property owner concerns:** Naturally, concerns or problems may arise regarding a unit or tenant/subtenant of the property owner’s unit at some point. With global leasing, property owners can reach out to provider agencies to help mediate disputes between tenants/subtenants and other tenants at a property or other issues. Property owners can call on global leasing providers to help resolve challenges and free up a property owner’s time.
- **Opportunities to help those in need while still making a profit:** Housing is a universal need, and a global leasing program is a way for property owners to make a profit while also providing housing to people who need it with minimal additional effort.

## COMMUNITY BUILDING

In global leasing, there is more flexibility in having units available at various locations in a region, allowing global leasing providers to promote integration into neighborhoods. Programs can also be integrated into the community, which is helpful to build stability and support.<sup>134</sup> 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.<sup>135, 136</sup>

Global leasing can help people “mirror the community they want to be in.” Using global leasing in a scattered-site approach means that people with experiences of chronic homelessness are not living near one another. Global leasing can also create a sense of community among roommates.

## COMMUNITY: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Place units in various settings to provide more choices:
  - Scatter units throughout various buildings or neighborhoods, so that previously unhoused households do not concentrate in one place, allowing tenants/subtenants to move away from the negative aspects of experiences of homelessness.
  - Place units in one building for tenants/subtenants that prefer finding a sense of community among neighbors with similar lived experiences as themselves.
- ✓ Connect tenants/subtenants with a community. Feeling part of a community looks different for each tenant/subtenant. It is important to have ongoing conversations to foster preferred community connections, for example, to local barbershops, child care options, faith-based organizations, town parks, or healthcare services.

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“... but you also have like a small community of people that you do go see that you want to go see, whether it be your caseworker, whether it be your therapist, and then slowly as you grow from that...”

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—Current/former tenant/subtenant

## COMMUNITY: RESOURCES WORTH READING

- **Critical time intervention:** “a time-limited evidence-based practice that mobilizes support for society’s most vulnerable individuals during periods of transition.” For more information, visit <https://www.criticaltime.org/cti-model>.
- **Theory of change:** According to the Annie E. Casey Foundation, “A theory of change can refer to the beliefs and assumptions about how a desired change will happen or a goal will be realized. The term also can describe a specific product that expresses those beliefs and assumptions by depicting how strategies relate to expected outcomes and ultimate goals.” To learn more, download the guide at <https://assets.aecf.org/m/resourcedoc/aecf-theoryofchange-guidance-2022.pdf>.

## INTAKE AND ASSESSMENT

Matching the tenant/subtenant to the unit may increase the chances of success in housing. Assessment offers a way for global leasing providers to ensure that each tenant/subtenant meets the tenancy requirements (for example, some units do not allow people with a history of criminal legal involvement of certain kinds, even for subleasing).

Intake and assessment procedures can help offer tenants/subtenants choice, ensure equity in housing, and align services to meet the needs of tenants/subtenants.

Things to consider when placing a tenant/subtenant in global leasing housing:

- Rights of tenants/subtenants
- Service needs of potential tenants/subtenants
- Preferred housing styles
- Feelings about roommates
- Comfort with noise levels
- Cleaning styles
- Comfort with substances

Before starting any intake process, answering the following questions can help your agency assess your own readiness to serve people and communities that have been minoritized and marginalized:

- Do agency staff members represent the communities we serve?
- Are agency staff members trained in trauma-informed and person-centered principles?
- Does the physical space where intake processes take place make people feel welcome?
- If intake processes happen in the community, do staff members take the time to make an applicant feel welcome before proceeding with the intake process?

### INTAKE AND ASSESSMENT: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Actively reach out to diverse communities to promote their properties and encourage applications from individuals of all backgrounds. This can include outreach to historically marginalized communities, such as low-income or communities of color, through targeted marketing efforts or partnerships with community organizations.
- ✓ Ensure that tenant/subtenant screening processes are fair and unbiased. Apply screening criteria consistently and objectively without discriminatory or subjective factors that may affect certain groups disproportionately.
- ✓ To protect tenants/subtenants, ensure that they know what is expected of them in terms of lease requirements.
- ✓ Ensure that emergency and grievance procedures are in place.<sup>137</sup>
- ✓ Intentionally match tenants/subtenants to units.
- ✓ During the assessment process, allow potential tenants/subtenants to discuss their needs and desires and what they would like to get out of the program, including housing and roommate preferences.
- ✓ Learn about potential tenants/subtenants by speaking to people they know and having discussions about their concerns, hopes, and aspirations.

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**“I think you need that personal interaction and people that have actual experience watching people recover from homelessness and recover from trauma and things like that, to know if someone is ready.”**

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—Current/former tenant/subtenant

- ✓ Help potential tenants/subtenants understand global leasing.

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**“Man, it’s free rent with an opportunity to, in one year from now, have your life in a place that you never could have gotten on your own.”**

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—Current/former tenant/subtenant

- ✓ Inform potential tenants/subtenants of your decision within a short period of time. Once a decision is made, try to move the tenant/subtenant into housing quickly.
- ✓ Consider having staff members dedicated to developing screening criteria, making referrals to properties, completing necessary paperwork, and interfacing with housing authorities.

## INTAKE AND ASSESSMENT: RESOURCES WORTH READING

There are a variety of resources available to help with the intake process for tenant/subtenant applicants for global leasing supported housing. Many people experiencing homelessness have already engaged in several intake processes, so making the global leasing intake process as person-centered, trauma-informed, and culturally responsive as possible will greatly enhance the experience for potential tenants/subtenants and help build rapport with both the global leasing service staff and the global leasing housing staff.

NASTAD provides the following key factors for consideration before starting an intake process:

- Are intakes or assessments performed in a private location?
- Are interpreters available so that clients can engage in their preferred language?
- Are individuals provided a blank copy of the intake or assessment form so that they know in advance what questions are asked?
- Are individuals given a rationale for why you ask specific questions and how this information will be used?
- Are individuals informed of the confidentiality of their answers?

For more information, download the PDF document, *Healing-Centered Considerations for Program Intake and Psychosocial Assessments*, at [https://nastad.org/sites/default/files/2022-12/PDF-Microsite-Trauma-Toolkit-Healing-Centered-Considerations-Program-Intake-Psychosocial-Assessments\\_0.pdf](https://nastad.org/sites/default/files/2022-12/PDF-Microsite-Trauma-Toolkit-Healing-Centered-Considerations-Program-Intake-Psychosocial-Assessments_0.pdf).

## SERVICES AND SUPPORTS

The ultimate goals of global leasing programs are for tenants/subtenants to be successful in housing and increase self-sufficiency. Global leasing providers can support these goals by either offering individualized services, or by developing agreements with community partners to provide services as requested by tenants/subtenants, or both. In many global leasing programs, services are offered, but participation is not mandated. This provides tenants/subtenants with choice and autonomy.

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**“The people come into our services, they may say no today, but tomorrow’s another day.”**

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—Global leasing provider



### Services frequently offered in global leasing programs

- Mental health or substance use treatment
- Assistance with building life skills
- Assistance with building recovery capital
- Supported employment
- Case management
- Access to primary care and other needed healthcare or social services
- Recovery supports, such as motivational interviewing, trauma-informed care, and harm reduction
- Support with independent living skills
- Peer support

There are situations where global leasing providers offer fewer choices in terms of what services tenants/subtenants can refuse. Global leasing providers serving youth and young adults may provide more structured programming in terms of services that tenants/subtenants must agree to for up to 18 months to develop tenancy skills and self-sufficiency. To promote self-determination, the global leasing provider intentionally offers a variety of housing models to select from, so that youth and young adults can choose a less restrictive

service program if they prefer. Another situation is when court-ordered services are mandated for a family to regain visitation rights or custody of minors. In that case, global leasing staff members need to ensure careful collaboration among other systems affecting the household. Staff must understand which services are mandated and which are optional to support the tenant/subtenant.

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**“Our entire social service team’s main focus is how to keep people housed successfully. And so, anything to do with, let’s budget. Let’s learn how to budget, let’s learn how to grocery shop, how do you clean your house, how do you call our maintenance team, how do you pay your rent, all of those things are what we focus on in social services.”**

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—Global leasing provider

Services may include a warm handoff to a therapist in the community by the case manager, or support from a certified peer specialist to develop recovery and life goals or connect to child care or information on public transportation options.

Global leasing tenants/subtenants should be offered housing that meets their preference to the extent possible. Support should be provided by staff members who are trauma-informed, trained to focus on strengths, and can ensure access to services and supports. Global leasing staff members should also be available to work with tenants/subtenants to resolve issues before they become crises that could lead to eviction. Global leasing can emphasize a person-centered approach where individual tenants/subtenants can make decisions about where to live and which unit to rent, empowering autonomy and options in their home setup.

Offer many services in the tenants’/subtenants’ homes to minimize barriers associated with accessing services in the community. To facilitate in-home service delivery, it is critical to spell out tenants/subtenant rights and responsibilities and set the expectation that staff members will visit regularly.

### **SERVICES: TIPS AND STRATEGIES FOR SUCCESS**

- ✓ When building the program, consider the services that you can offer. What can the agency offer, and what outside services will need to be brought in?
  - ✓ Develop a plan to meet tenant/subtenant service needs, including life goals and recovery goals as appropriate.
  - ✓ Determine the frequency of scheduled visits.
  - ✓ Develop a plan for handling tenant/subtenant crises.
  - ✓ Decide whether services will be mandated or optional. If optional, will there be times when services are mandated (for example, through court order)?
  - ✓ Ensure adequate case management.
  - ✓ Attach more services so that tenants/subtenants have more choices. *It is critical for a program to offer services that tenants/subtenants want.*
  - ✓ Ensure that tenants/subtenants are aware of their obligations as a tenant/subtenant, grounds for eviction, grievance processes, and services to help avoid eviction.
  - ✓ Help tenants/subtenants establish goals and realistic expectations.
- 

**“You have an opportunity now where you’re gonna live rent free for a year. So, what are some things that you wanna do? Do you remember where you were the last time that you felt like you were taking care of yourself? What did your life look like? Were you exercising? What was your food regimen like? Who was around you? Maybe start to phase in some friends, maybe toward the end of it, start to get out and do some things.”**

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—Current/former tenant/subtenant

- ✓ If a tenant/subtenant is interested in developing a recovery plan or is interested in becoming part of a community that supports their chosen recovery way, connect them with recovery community organizations and networks in your state or region.
- ✓ Service providers can play a critical role in eviction prevention. Ensure that tenants/subtenants are aware of their obligations as a tenant/subtenant, grounds for eviction, and grievance processes. Be as responsive as possible to problems and work to manage them before they become crises.<sup>138</sup>

## SERVICES: RESOURCES WORTH READING

- National Empowerment Center Consumer-Run Statewide Organizations: <https://power2u.org/consumer-run-statewide-organizations>
- Faces & Voices of Recovery Alliance for Recovery-Centered Organizations: <https://facesandvoicesofrecovery.org/services/arco/#arco-map>
- National Federation of Families list of affiliates and partners: <https://www.ffcmh.org/our-affiliates>
- Young People in Recovery Chapters: <https://youngpeopleinrecovery.org/chapters>
- *The Copeland Center for Wellness and Recovery*: <https://copelandcenter.com/wellness-recovery-action-plan-wrap>
- The National Multifamily Housing Council describes how housing providers should prepare for emergencies or incidents, such as natural disasters or other crises that can disrupt normal activities in a global leasing situation. Developing an incident response plan will help establish roles and responsibilities for all parties. The plan must include a detailed communications process so that this process is not created during a crisis. Having a draft script in place for staff to use in a common crisis—earthquake, weather disaster, subtenant health emergency, and so forth—may be helpful in knowing what to say in a difficult situation. Train staff members on these responses, and once a written plan is in place, global leasing providers can test the process by running through a simulated crisis. Depending on the situation being addressed, it may also be helpful to walk tenants/subtenants through the crisis response, to let them know that there is a plan in place and how to reach staff members if an emergency occurs. Otherwise, having a document like [this one](#) prepared by LISC in place is a good way to start documenting how staff members and tenants/subtenants can address emergencies.
- “Supportive Housing Project Safety Plan”: <https://www.lisc.org/our-resources/resource/supportive-housing-project-safety-plan>
- National Multifamily Housing Council Incident Response Plan: <https://www.nmhc.org/research-insight/analysis-and-guidance/emergency-preparedness/multifamily-preparedness-begins-with-an-incident-response-plan>
- “Four Steps to Tenant Communication During a Crisis”: <https://www.hubinternational.com/blog/2018/03/tenant-communication-crisis>
- “Fair Housing and Domestic Violence”: <https://www.nhlp.org/initiatives/fair-housing-housing-for-people-with-disabilities/fair-housing-and-domestic-violence>
- “Protections for Survivors of Domestic and Sexual Violence”: <https://www.nhlp.org/initiatives/protections-for-survivors-of-domestic-and-sexual-violence>

## FURNITURE AND UTILITIES

Many programs cover utilities as well as rent, while others require tenants/subtenants to cover the cost of utilities. As an agency, you must determine if your funding can cover the cost of utilities in addition to rent, and provide this information to households interested in your global leasing supported housing program. If not covered by your agency, during intake be sure to confirm that applicants have the income needed to pay for utilities.

Some global leasing providers offer furniture to tenants/subtenants. When units are unfurnished, global leasing providers can help tenants/subtenants find furniture through donations or funding for necessities. Being able to select furnishings and décor can help introduce another element of choice for tenants/subtenants.

## FURNITURE AND UTILITIES: TIPS AND STRATEGIES FOR SUCCESS

- ✓ If you provide housing already furnished, check your state tenant leasing regulations so that you know whether tenants/subtenants may take the furniture with them when they move out. This is key information to know so that you can include it in the sublease agreement and use it to create a budget for replacing furniture before you schedule the next move-in.
- ✓ Check available funding sources to discern if purchasing furniture is an allowable expense.
- ✓ Work with community nonprofits or furniture banks offering move-in kits, supplies, and furniture to people at risk of or experiencing homelessness. Develop an MOU to establish a formal agreement about your collaboration.

## FURNITURE AND UTILITIES: RESOURCES WORTH READING

- “Landlord Tenant Rights”: <https://ipropertymanagement.com/laws/landlord-tenant-rights>
- “Fair Housing Rights and Obligations”: [https://www.hud.gov/program\\_offices/fair\\_housing\\_equal\\_opp/fair\\_housing\\_rights\\_and\\_obligations](https://www.hud.gov/program_offices/fair_housing_equal_opp/fair_housing_rights_and_obligations)
- NW Furniture Bank: <https://www.nwfurniturebank.org>
- Furniture Bank Network: <https://furniturebanks.org/furniture-banks>

## MAINTENANCE PLANS

Global leasing presents an opportunity for streamlined building management among the three major parties involved: property owners, global leasing providers, and tenants/subtenants. To support tenants/subtenants, the global leasing provider can regularly visit the unit to provide services and ensure that the unit stays in good shape. The provider can also check to ascertain that tenancy requirements related to the housing unit’s condition are followed. A best practice among global leasing providers is to have staff members who serve as designated liaisons that both property owners and tenants/subtenants can call with any concerns. To delineate each party’s responsibility for maintenance, it helps to create a building management plan.

Generally, property owners can be less concerned about damages, as many global leasing providers take on the responsibility for general maintenance (such as interior painting, small repairs), leaving property managers responsible for larger capital improvement (such as exterior painting, new roof). In many global leasing programs, tenants/subtenants are responsible for damages they or their guests incur to the units if in violation of their sublease agreement. In that case, global leasing providers often work with tenants/subtenants to complete repairs and act as liaison to the property owner and provide updates.

## MAINTENANCE PLANS: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Build maintenance into every step of the programmatic plan. What maintenance or repairs are needed to get the unit ready for occupancy? What are ongoing maintenance activities during occupancy? What maintenance or repairs are needed when the unit is vacated and before re-occupancy? In terms of building maintenance, what is the maintenance plan the property owner has developed? Would the development of a maintenance plan with the property owner make sense?
- ✓ When staffing the program, ensure that there is capacity for maintenance and repairs.
- ✓ Determine a schedule for needed inspections.
- ✓ Conduct quality assurance activities and ensure that the property is properly maintained.<sup>139, 140</sup>
- ✓ Be as responsive as possible to problems and attempt to address concerns before they become crises.<sup>141</sup>
- ✓ Understand the real costs of doing the work (including maintenance fees), and build maintenance into the budget.
- ✓ It can be difficult to fundraise for repair and maintenance, so look for alternative funding sources or focus on fundraising based on the program’s impact on the lives of tenants/subtenants.

- ✓ Be clear in agreements about housing standards and who is responsible for code violations.<sup>142, 143</sup>
- ✓ Be prepared to have difficult conversations about damages with both tenants/subtenants and property owners. You may need to educate property owners about the needs of tenants/subtenants.

### MAINTENANCE PLANS: RESOURCES WORTH READING

- Pre-rental considerations (page 36): <https://www.mnprc.org/wp-content/uploads/2019/01/SMA10-4510-06-BuildingYourProgram-PSH.pdf>
- Tool 6, Being a Good Tenant, in SAMHSA's *Tools for Tenants Evidence-Based Practices KIT*: <https://store.samhsa.gov/sites/default/files/toolsfortenants-psh.pdf>

## PROGRAM EXITS

Some tenants/subtenants will take over the lease upon completion of the program, while others will move to another unit. Global leasing providers usually have conversations with tenants/subtenants around exiting the program from the day they sign the lease to ensure that they have the supports they need throughout their stay.

At times, a global leasing program will not be the right fit for a tenant/subtenant. In that case, providers can work with tenants/subtenants to find alternative housing that better fits their needs. Even evictions don't necessarily mean that a person will need to exit the program, and staff members can work with the tenant/subtenant to find another unit.

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“And so having that master lease or a global lease component allows that young person to really experiment with what it means to live independently, knowing that in a very rare circumstance, should the placement not work out or they don't want to reside there, or it wasn't for them, that doesn't mean an eviction, it just means that they're moving on to a more appropriate housing resource for what their needs are.”

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—Global leasing provider

### PROGRAM EXITS: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Focus on restorative processes to help people develop success plans, create safety plans, and stay in housing.
- ✓ Before the tenant/subtenant signs the lease, make sure the estimated exit date has been discussed (for example, between 3 and 24 months) so that all parties have the same expectation before the lease is executed.
- ✓ Using a strengths-based approach, offer the tenant/subtenant services to achieve self-determined goals related to health, home, purpose, and community.
- ✓ Ensure that the tenant/subtenant knows that if the housing unit is not the right fit, staff members will work to identify another housing option.

### PROGRAM EXITS: RESOURCES WORTH READING

- *Immediate and Flexible Crisis Options for Children and Families*: <https://irp.cdn-website.com/5f4255d0/files/uploaded/09-30-2021-Immediate-and-Flexible-Crisis-Options.pdf>
- *Linking Human Services & Housing Assistance for Homeless Families & Families at Risk of Homelessness*: [https://www.abtassociates.com/sites/default/files/migrated\\_files/6f4596de-913d-4a62-b960-8bfa7d899b29.pdf](https://www.abtassociates.com/sites/default/files/migrated_files/6f4596de-913d-4a62-b960-8bfa7d899b29.pdf)

## EVICCTIONS

“But the ultimate goal is to keep them housed. We never want to evict.”

—Global leasing provider



In Washington State, property owners cannot evict subtenants.<sup>144</sup> Whether global leasing providers and tenants/subtenants have a written or verbal sublease, providers may evict tenants/subtenants for:

- Failing to pay rent
- Staying in the unit after the sublease has ended
- Violating the terms of the lease
- Creating a nuisance<sup>145</sup>

Regardless of the violation, providers must provide notice (usually between 3 and 14 days) before starting eviction proceedings.<sup>146</sup>

Global leasing providers rarely evict tenants/subtenants. Evictions are not based on criteria such as cleanliness of the unit, missed rent payments, or use of drugs and alcohol. In most cases, tenants/subtenants must pose a threat to themselves or others or violate lease agreements for providers to evict them.

Global leasing providers focus on restorative processes to help people develop success plans, create safety plans, and stay in housing. Global leasing providers also try to ensure that a household is a good fit during the screening process to reduce the risk of eviction.

While evictions should be a last resort, providers can't always avoid them. When this happens, evictions can be costly to global leasing providers. There are state mitigation funds available in Washington, but the global lease provider must spend the money first and then be reimbursed, and this only happens once an eviction process is underway.

It's important to understand your state's landlord or tenant provisions or laws as they relate to the eviction process before signing a global lease with a property owner or before signing a sublease with a tenant/subtenant.

Occasionally, global leasing providers will offer families financial incentives for leaving the unit, while others go through the state eviction process.

### EVICCTIONS: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Focus on using restorative processes to help keep people housed. Work with tenants/subtenants to resolve problems before they become crises that could lead to eviction.<sup>147, 148</sup>
- ✓ Ensure that contracts have language about eviction prevention.<sup>149</sup>
- ✓ If a tenant/subtenant does need to be evicted, programs suggest having safety plans for staff members. This may involve helping a tenant/subtenant pack what they can carry, developing a plan to collect the rest of their belongings, and ensuring that the tenant/subtenant has a safe place to sleep.

### EVICCTIONS: RESOURCES WORTH READING

- Washington State's Residential Landlord Tenant Act RCW 59.18: <https://apps.leg.wa.gov/rcw/default.aspx?cite=59.18>
- “Subletting Laws in Washington”: <https://caretaker.com/learn/sublets/local-laws-in-washington>

## FINANCES

As with any program, there are costs that must be considered. These costs include rental expenses, which may be offset by vouchers or subsidies.<sup>150, 151</sup> Other expenses include gap funding, housing navigation, property management, fees, maintenance, damages, utilities, insurance, supportive services, and household goods.<sup>152, 153</sup>

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, effective global leasing programs.



**Costs associated with global leasing programs**

- Rental expenses
- Gap funding
- Housing navigation
- Property management
- Fees
- Maintenance
- Damages
- Utilities
- Insurance
- Supportive services
- Furniture and household items
- Data entry and reporting
- Program performance and evaluation
- Security

Funding for global leasing programs can come from various sources, including government grants such as continuum of care grants, Community Development Block Grants, and Coronavirus Aid, Relief, and Economic Security (CARES) Act resources.<sup>154, 155, 156</sup> Other potential sources of funding include HOME Investment Partnerships Program (HOME) grants, Council of State Government (CSG) funds, Consolidated Homeless Grant (CHG), and other funds from the Washington State Department of Commerce, Family and Youth Service Bureau, rental assistance, HUD grants, Washington legislature, flex funds from the county, vouchers, and city or county general funds.<sup>157, 158</sup> Foundations, charitable giving, and other philanthropic sources can also be used. By leveraging a range of funding sources, agencies can support the implementation and sustainability of global leasing programs and ensure that individuals experiencing homelessness have sustained access to safe, stable housing.



### Possible funding sources

- U.S. Department of Housing and Urban Development grants:
  - Continuum of Care
  - Community Development Block Grants
  - HOME grants
  - Housing Opportunities for Persons with AIDS (HOPWA)
  - Vouchers
  - CARES Act resources
- CSG funds
- Washington State Department of Commerce CHG funds
- Family and Youth Service Bureau
- Flex funds from the county
- City or county general funds
- Foundations, charitable giving, and other philanthropic sources

There may be challenges related to funding. For example, it may be difficult for global leasing providers to find money for repairs and maintenance of units. Although there are some state mitigation funds, global leasing providers must sometimes spend money up front and then be reimbursed.

### FINANCES: TIPS AND STRATEGIES FOR SUCCESS

- ✓ Determine how much the work will cost. Be sure to include eviction costs, damages to units, moving costs, insurance, and maintenance fees.
- ✓ Develop a realistic budget:
  - Allocate funding to address racial inequities in programs and systems.
  - Ensure that representatives of the communities a program serves are included in decisions about allocating resources.
- ✓ Determine how you will fund the program.
- ✓ Consider putting together a braided funding package.
- ✓ Pre-plan for grants or funding with restrictions to ensure that the program has the capacity and operations to meet agreements.
- ✓ Secure multiple funding sources to help subsidize the rent for tenants/subtenants in global leasing programs.
- ✓ Be aware of rules and regulations regarding funding.
- ✓ Ensure that everyone involved is aware of funding gaps.<sup>159</sup>

### FINANCES: RESOURCES WORTH READING

- **Resources and finances: A global leasing budget template:** There are many things to consider when starting a global leasing program, including budgeting for the necessary project components. Global leasing providers will draw upon multiple funding sources to develop a wholistic program, and having a template or tool will help ensure that necessary project components are funded adequately. Although a global leasing project may vary from a permanent supportive housing project, the Corporation for Supportive Housing (CSH) identified helpful considerations for funding supportive services. To learn more, review [Considerations for Developing and Managing the Supportive Services Budget \(and Sample Budget\)](#).

- CSH also offers a [Permanent Supportive Housing Budget Tool](#) that can serve as a template for global housing providers. This tool includes common expenses in housing programs and provides an opportunity to calculate a project's startup costs.

## Conclusion

While global leasing programs offer numerous benefits, there are concerns regarding potential displacement risks and community disruption.<sup>160</sup> 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. By actively addressing displacement risks, global leasing programs can create equitable housing solutions that benefit both participants and the broader community.<sup>161 162 163</sup>

Equity is a fundamental principle that should guide housing solutions.<sup>164</sup> Global leasing programs have the potential to address housing inequities by providing tailored support and comprehensive services to populations who have been marginalized. 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, however, 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.

## 4. Appendices

### Appendix A: Glossary

**Affordable housing:** This term refers to housing on which the occupant pays no more than 30 percent of gross income for housing costs, including utilities (HUD, 2011).

**Best practice:** According to the Canadian Observatory on Homelessness (n.d.), a best practice is “an intervention, method or technique that has consistently been proven effective through the most rigorous scientific research (especially conducted by independent researchers) and which has been replicated across several cases or examples. To be a ‘best practice,’ an intervention must be able to show that it produces better results than other approaches and that is a practice that can potentially be adapted with success in other contexts and/or scaled up to a systems-wide approach.”

**Chronic homelessness:** HUD (n.d.-b) defines chronic homelessness as “a homeless individual with a disability who:

- Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
- Has been homeless and living as described for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.
- An individual who has been residing in an institutional care facility for less, including jail, substance [use] or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility; or
- A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who meets all of the criteria of this definition, including a family whose composition has fluctuated while the head of household has been homeless”
- An individual who has been documented as experiencing chronic homelessness may be prioritized for permanent housing units based on federal guidance and local prioritization.

**Discrimination:** This term refers to unjust or prejudiced treatment of different categories of people, especially on the grounds of race, age, or sex. In housing, this can manifest as unfairly denying certain individuals from renting or buying property.

**Disparate impact:** This term refers to a theory of liability that prohibits housing policies that functionally or practically cause a discriminatory effect, even if they were not explicitly designed to be discriminatory.

**Diversity:** In housing, this refers to a mix of people from different backgrounds (race, income, religion, etc.) living in the same community.

**Double deposits:** This refers to the practice of a landlord or property owner requiring twice the amount of money for a security deposit than they normally would for a tenant to move into a property.

**Emergency Housing Vouchers:** According to HUD (n.d.-c), “Through the [Emergency Housing Voucher] (EHV) program, HUD provided 70,000 housing choice vouchers to local PHAs in order to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability.”

**Emerging practice:** According to the Canadian Observatory on Homelessness (n.d.), “Emerging practices are interventions that are new, innovative and which hold promise based on some level of evidence of effectiveness or change that is not research-based and/or sufficient to be deemed a ‘promising’ or ‘best’ practice. In some cases this is because an intervention is new and there has not been sufficient time to generate convincing results. Nevertheless, information about such interventions is important because it highlights innovation and emerging practices worthy of more rigorous research.”

**Equal Housing Opportunity:** This refers to a term coined by the U.S. government to encapsulate laws that ensure that all individuals have equal access to housing opportunities regardless of race, color, national origin, religion, sex, familial status, or disability.

**Equity:** Equity refers to a thoughtful consideration of fairness and justice. While equity is often presented with the concept of equality, it is important to differentiate that equality navigates from the premise of sameness. Equity brings to the surface systemic and structural issues, deep-rooted biases, attitudes and beliefs, and historical practices and policies that intentionally and unintentionally ensure that people do not all start from the same place (National Association of Colleges and Employers, n.d.). In the context of housing, equity refers to fairness in the access, opportunities, and benefits of housing. This is not the same as equality, which aims for equal distribution regardless of individual needs.

**Exclusionary zoning:** This term refers to a zoning law that effectively prevents certain types of buildings, often including affordable housing, from being built in a neighborhood or city.

**Extremely low income:** According to the National Low Income Housing Coalition (n.d.), extremely low-income households are those “whose incomes are at or below the poverty guideline or 30% of their area median income (AMI).”

**Fair Housing Act:** This refers to a U.S. federal law that prohibits discrimination in housing based on race, color, religion, sex, familial status, or national origin (HUD, n.d.-e).

**Foreclosure:** This is a legal process by which a lender takes control of a property, evicts the homeowner, and sells the home after a homeowner is unable to make full principal and interest payments on their mortgage.

**Gentrification:** This refers to the process of changing the character of a neighborhood through the influx of more affluent residents and businesses, often displacing previous, usually lower-income, residents (Levy et al., 2006).

**Global leasing:** This term refers to a strategy used by local governments and non-profit organizations to provide supportive housing to individuals at risk of, or experiencing homelessness and with significant housing barriers. Organizations lease rental units directly from a property owner and sublease units to individuals or families in need of affordable housing.

**Holding deposit:** This is a type of deposit paid to a landlord or property owner by a potential tenant before they move into a unit. This type of deposit intends to prevent the landlord from renting the unit to another tenant when a tenant is not immediately able to move into a property or is not immediately able to pay a full first month’s rent and security deposit. Per Washington State law RCW 59.18.610 section b) “A landlord may not request a fee or deposit to hold a dwelling unit or secure that the prospective tenant will move into a dwelling unit more than twenty-five percent of the first month’s rent.”

**Housing First:** This refers to a philosophy and implementation approach in which housing and supportive services are provided to tenants without requirements related to services or treatment (National Alliance to End Homelessness, 2022; HUD, n.d.-f). Housing First emphasizes choice in housing (National Alliance to End Homelessness, 2022) and assumes that people need their basic needs met before attending to other recovery goals (National Alliance to End Homelessness, 2022). Key elements include low-barrier 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 insecurity:** According to Leopold and colleagues (2016), “Housing insecurity can take a number of forms: homelessness; housing cost burden; residential instability; evictions and other forced moves; living with family or friends to share housing costs (doubling up); overcrowding; living in substandard, poor quality housing; or living in neighborhoods that are unsafe and lack access to transportation, jobs, quality schools, and other critical amenities” (pg. 1).

**Housing instability:** According to Healthy People 2030 (n.d.), “Housing instability encompasses a number of challenges, such as having trouble paying rent, overcrowding, moving frequently, or spending the bulk of household income on housing. These experiences may negatively affect physical health and make it harder

to access health care. Certain populations, such as children who move frequently and people who have spent time in prison, may be more affected by housing instability.”

**Inclusion:** In the context of housing, this term refers to policies and practices that ensure that everyone, regardless of their background, has access to the same opportunities and benefits from housing.

**Inclusionary zoning:** This is a policy that requires a certain percentage of new construction to be affordable for people with low to moderate incomes.

**Landlord:** According to the State of Washington (2023), a landlord refers to “the owner, lessor, or sublessor of the dwelling unit or the property of which it is a part, and in addition means any person designated as representative of the owner, lessor, or sublessor including, but not limited to, an agent, a resident manager, or a designated property manager.”

**Lease:** This refers to a contract granting the use or occupation of property during a specified period in exchange for an established rent.

**Lessee:** This is the party in a lease agreement that pays rent in exchange for the use of property or equipment.

**Lessor:** This is the party in a lease agreement that owns the leased property or equipment and receives rent in exchange for its use.

**Medications for Opioid Use Disorder (MOUD):** According to SAMHSA (2023a), this refers to “the use of medications, in combination with counseling and behavioral therapies, to provide a ‘whole-[person]’ approach to the treatment of substance use disorders. Medications used are approved by the Food and Drug Administration (FDA) and are clinically driven and tailored to meet each [person’s] needs.” Certain medications like Buprenorphine, methadone, and naltrexone normalize brain chemistry, “block the euphoric effects of alcohol and opioids, relieve physiological cravings, and normalize body functions without the negative and euphoric effects of the substance used” (SAMHSA, 2023a).

**Peer support:** According to SAMHSA (2022), “Peer support workers are people who have been successful in the recovery process and help others experiencing similar situations. Through shared understanding, respect, and mutual empowerment, peer support workers help people become and stay engaged in the recovery process and reduce the likelihood of [a recurrence of symptoms].”

**Permanent supportive housing:** This term refers to a housing intervention that offers both rental assistance and supportive services for as long as people meet the conditions of their tenancy, but they have the choice to leave (National Alliance to End Homelessness, 2022). Services are offered, but they are not required. Key elements include choice, separation of housing and services, tenancy rights, affordability, integrated housing, and recovery services (Rog et al., 2014).

**Point-in-Time Count:** According to HUD (n.d.-h), “The Point-in-Time (PIT) count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. HUD requires that Continuums of Care conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered people experiencing homelessness every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.”

**Promising practice:** According to the Canadian Observatory on Homelessness (n.d.), “an intervention is considered to be a promising practice when there is sufficient evidence to claim that the practice is proven effective at achieving a specific aim or outcome. Promising practices demonstrate their effectiveness through scientific research, however there is not enough generalizable evidence to label them ‘best practices.’”

**Property:** “Property” or “rental property” means all dwelling units on a contiguous quantity of land managed by the same landlord as a single, rental complex.

**Property owner:** According to the Washington State Legislature (2023), “‘Owner’ means one or more persons, jointly or severally, in whom is vested:

- A. All or any part of the legal title to property; or
- B. All or part of the beneficial ownership, and a right to present use and enjoyment of the property”

**Rapid re-housing:** This refers to a housing intervention that provides short-term (up to 90 days) and medium-term (up to two 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. Rapid re-housing 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.; United States Interagency Council on Homelessness, 2018).

**Recovery housing:** 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. Residents often pay rent in all or in part (Polcin et al., 2010). While most levels of recovery residences do not provide treatment directly, 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).

**Recovery support:** According to SAMHSA (2023b), “Recovery support services help people enter into and navigate systems of care, remove barriers to recovery, stay engaged in the recovery process, and live full lives in communities of their choice.” SAMHSA promotes “partnering with people in recovery from mental and substance use disorders and their family members to guide the behavioral health system and promote individual, program, and system-level approaches that foster health and resilience; increase housing to support recovery; reduce barriers to employment, education, and other life goals; and secure necessary social supports in their chosen community” (SAMHSA, 2023b).

**Redlining:** This refers to the practice of denying a creditworthy applicant a loan for housing in a certain neighborhood even though the applicant may otherwise be eligible for the loan. The term refers to the presumed practice of mortgage lenders of drawing red lines around portions of a map to indicate areas or neighborhoods in which they do not want to make loans. Redlining on a racial basis has been held by the courts to be an illegal practice. It is unlawful under the Fair Housing Act only when done on a prohibited basis. Redlining an area based on such considerations as the fact that the area lies on a fault line or a flood plain is not prohibited (HUD, n.d.-g).

**Rent-burdened:** According to HUD User (n.d.), “HUD defines cost-burdened households as those ‘who pay more than 30 percent of their income for housing’ and ‘may have difficulty affording necessities such as food, clothing, transportation, and medical care.’ Severe rent burden is defined as paying more than 50 percent of one’s income on rent.”

**Scattered-site housing:** This term refers to a housing model in which leased units are located throughout the housing provider’s service area. The units are intentionally located across the geography of a city or county so that subtenants can live in a community of their choice. Scattered-site housing is directly contrasted with single-site housing, in which all subtenants live in units in one building.

**Section 8:** This is the common name for the Housing Choice Voucher Program, funded by the U.S. Department of Housing and Urban Development. It helps families with low incomes, people who are older, and people with disabilities to afford decent, safe, and sanitary housing in the private market (HUD, n.d.-d).

**Segregation:** This term refers to the enforced separation of people from different racial groups in a community.

**Shared housing:** According to HUD (n.d.-a), this refers to a housing intervention in which “more than one person or household agree to share a permanent rental housing unit and the costs of living in that unit for the mutual benefit of all inhabitants. In essence, shared housing is two or more independent households agreeing to become roommates. This is a particularly useful strategy when a community does not have enough affordable housing, or when the cost of housing exceeds residents’ ability to afford rent without assistance. Shared housing can refer to settings where people have their own rooms or living areas but share bathrooms or kitchens with others who are not members of the same household.”

**Single-room occupancies:** According to Municipal Research and Services Center of Washington (2023), “In some municipalities, small apartments that do not have a private bathroom and/or kitchenette are regulated under congregate housing or single-room occupancy (SRO) regulations. This type of housing generally includes a private bedroom attached to a hallway with shared communal bathroom, kitchen, and living facilities.”

**Social determinants of health:** According to the Centers for Disease Control and Prevention (2022), “Social determinants of health (SDOH) are the nonmedical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies, racism, climate change, and political systems. Centers for Disease Control and Prevention (CDC) has adopted this SDOH definition from the World Health Organization.”

**Structural discrimination:** According to ChangeLab Solutions (n.d.), “Structural discrimination operates through policies, cultural norms, and institutional practices, creating interlocking systems of oppression that shape individual experience across multiple dimensions of identity such as race, gender, sexual orientation, social class, and immigration status.”

**Sublease:** This term refers to an arrangement where the lessee in a lease agreement leases the property to a third party.

**Supportive services:** Federal and state programs and funding sources may specify which activities and supports qualify as a supportive service and therefore are reimbursable per program requirements. However, supportive services generally consist of any services provided to an individual or household while receiving care from an agency. According to the legislation passed by the state of Washington, “Supportive services means resume writing, training, vocational and psychological counselling, or other similar programs designed to assist [people who are experiencing homelessness] into independent living” (Washington State Legislature, n.d.).

**Transitional housing program:** According to the Washington State Legislature (2023), this refers to “A housing intervention in which housing units owned, operated, or managed by a nonprofit organization or governmental entity in which supportive services are provided to individuals and families that were formerly homeless, with the intent to stabilize them and move them to permanent housing within a period of not more than twenty-four months, or longer if the program is limited to tenants within a specified age range or the program is intended for tenants in need of time to complete and transition from educational or training or service programs.”

**Triple net lease:** This term refers to a lease agreement where the lessee agrees to pay all real estate taxes, building insurance, and maintenance in addition to any normal fees expected under the agreement.

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## Appendix B: Methodology

### KEY INFORMANT INTERVIEWS AND FOCUS GROUP DISCUSSIONS

Washington HCA staff members and C4's team worked together to formulate structured interview protocols for listening sessions and one-to-one interviews. The two research methods focused on understanding how agencies use global leasing and how these types of third-party or three-way leasing options affect tenants/subtenants occupying the individual units leased by the housing or service provider. Target audiences for data collection included the following:

- A listening session with people working at agencies currently using global leasing strategies (Session A)
- A listening session with people currently or recently living in an apartment leased by an agency on their behalf (Session B)
- One-to-one interviews with select individuals who manage global leasing operations at their agencies

HCA team member Theresa Adkison engaged in one-to-one calls with housing experts in Washington before C4's involvement and provided her notes and impressions from those calls. The calls were get-to-know-you conversations to understand what types of housing were available in Washington. Once HCA contracted with C4, Theresa Adkison invited Livia Davis to participate in several calls to beta-test the one-to-one key informant interview protocols. These three calls yielded information pertinent to this research, and C4 considered this information in its findings.

C4 also received from the Washington HCA team an initial list of key community participants within Washington State believed to be using a global leasing strategy to house and serve clients with high barriers to housing. Within that list, the HCA team identified three people they felt would be the best candidates for formal one-to-one interviews using the final key informant interview protocol. In addition, HCA team member Michael Donovan suggested specific people to contact during C4's initial outreach. Not all organizations listed included contact names and email addresses. Through its research on global leasing use nationally, the C4 team was able to identify housing solutions providers in other states using global leasing and added those organizations and contact information to the key community participant list provided by HCA.

C4 used this compound key community participant list and conducted outreach to agencies to seek participants for Listening Session A (agencies and providers). When individuals responded, C4 then asked for tenant/subtenant referrals to potentially participate in Listening Session B (tenants). C4 also scheduled two of the three people designated by HCA for one-to-one interviews. The third candidate indicated that her knowledge was limited and suggested an alternative candidate who C4 was unable to reach.

C4 received limited responses to our email outreach despite resending and personalizing requests. After first emailing only programs operating in Washington State, C4 expanded the invitation to organizations using global leasing in other states to attend Session A and to have one-to-one interviews. C4 received only three tenant/subtenant referrals in all.

In all, C4 completed the following data collection:

- Hosted Session A on March 29, 2023, with eight attendees, six from Washington and two from other states (Texas and California)
- Hosted Session B on April 10, 2023, with three attendees, two from Pennsylvania and one from Washington
- Conducted five one-to-one interviews, three with experts from Washington and two from other states (Maine and California)

C4 compensated all participants for their time.

C4 recorded and professionally transcribed the listening sessions and one-to-one interviews. C4 used a team-based approach to analyze the qualitative data captured in these sessions and interviews, as well as notes from the informal calls. During this analysis, C4 categorized the data into key findings by thematic areas. This report summarizes findings and selected representative quotes.

## LITERATURE REVIEW FINDINGS

C4 conducted a comprehensive literature review using a rigorous methodology and a diverse range of search terms, including general and specific keywords related to global leasing programs, housing challenges, and homelessness. We applied these search terms 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.

## Sample 1

### Appendix C: Sample leases

This agreement is between \_\_\_\_\_ (individual), \_\_\_\_\_ (caseworker) and \_\_\_\_\_ (supervisor) of \_\_\_\_\_. This housing plan is an overview of our commitments to one another.

1. I understand that I am entering a long-term independent living skills program created for young adults aged 16–24, who are at risk of becoming or are currently experiencing homelessness. \_\_\_\_\_ will lease the apartment in which I am placed and will remain the leaseholder while I am enrolled in the program.
2. \_\_\_\_\_ is a 12- to 18-month-long program where I will work toward my goals with the support of intensive case management services. During my time in this program, I commit to having at least one of these goals focus on education or employment.
3. I commit to working with my caseworker on budgeting to decide a reasonable monthly rental payment, based on my income situation. Each rental payment is an opportunity to deposit money into a savings account that I will receive upon the end of this program!
4. I understand that because \_\_\_\_\_ will be the primary name on this lease, \_\_\_\_\_ staff will have keys to my apartment. Reasonable notice will be given before caseworker/supervisor visits unless there is concern about my well-being, the well-being of someone else who may be in my apartment, or the condition of the apartment itself. If such a concern exists, I understand that a Caseworker or Supervisor may enter my apartment without prior notice.
5. Apartment Checks: I commit to weekly apartment checks with my caseworker and/or supervisor, intended to support me in maintaining basic upkeep of my space. If there is a scheduling conflict, I understand that a weekly check will still occur.
6. Limited Guests: I understand that guests in my space are permitted under agreed-upon circumstances. I agree to inform my \_\_\_\_\_ caseworker via \_\_\_\_\_ when I have guests at the apartment to ensure the safety of the space.
  - I understand that I am responsible for the actions of my guest and agree to be in the unit anytime I have a guest over. If guests pose a risk to tenancy, \_\_\_\_\_ reserves the right to limit guests further to ensure tenancy is secure.
  - **Guests are defined as visiting the unit not more than 1-2 nights each week. If you have times in which you wish for more frequent visits with guests, please communicate with your Caseworker.**
7. I commit to working with my caseworker 3-4 times per week, with the understanding that these visits have the potential to decrease as I reach my goals.
8. I commit to creating a Plan of Care with my caseworker, which we will review and update at least every 90 days. Our meetings are an opportunity for my caseworker and me to assess how I am doing with my goals, adjust, and add support.
9. I will only bring myself and my valuables into this apartment. Furniture will be provided for me, and I agree to obtain permission from \_\_\_\_\_ staff before bringing any other large items into the apartment. I understand that bringing any second-hand furniture into my apartment is not permitted under any circumstances without specific permission from \_\_\_\_\_ staff.
10. I understand that I am not permitted to bring pets of any size into the apartment at any time without a specific written pet agreement between myself, \_\_\_\_\_ staff, and my apartment's landlord.
11. There is no imposed curfew; you may come and go as you please.
12. **I understand that guns, firearms, weapons, and explosives will not be allowed in the apartment under any circumstances. (review “firearm definitions” sheet).**

- Please initial here to indicate that your Caseworker has provided you with a copy of your lease. \_\_\_\_\_**

LESSEE is renting this property to be utilized by the \_\_\_\_\_ program for youth experiencing homelessness. As such, LESSEE shall not personally reside at the property in question, but will place a specific program participant in the property as an occupant, in accordance with the following provisions:

As agreed upon by both LESSOR and LESSEE, the person residing in this apartment as of \_\_\_\_/\_\_\_\_/\_\_\_\_ will be \_\_\_\_\_, a \_\_\_\_\_ program participant, who will be hereafter referred to as PARTICIPANT. The intent of the program is for PARTICIPANT to remain in this residence for the entire lease period.

PARTICIPANT is responsible for adhering to all provisions in the lease that are related to physical occupancy of the property. Any issues related to PARTICIPANT'S behavior or physical actions must be reported by LESSOR to LESSEE as promptly as possible so that LESSEE may address the issue.

LESSOR may request that LESSEE remove PARTICIPANT as an occupant of the unit for violating any lease term related to physical actions or behavior, or to the physical actions or behavior of any guests of PARTICIPANT.

In most cases, LESSEE will seek an alternative solution to removing PARTICIPANT from the unit. However, LESSEE agrees to remove PARTICIPANT from the unit and cease granting them access to the property should LESSOR reject any such alternative solution offered by LESSEE.

LESSEE reserves the right to remove PARTICIPANT from the unit without LESSOR'S approval should PARTICIPANT fail to meet the rules and expectations of the \_\_\_\_\_.

If PARTICIPANT is removed from the unit or chooses to vacate the unit for any reason, LESSEE shall remain solely responsible for all financial responsibilities and payments as outlined in the lease between LESSOR and LESSEE for the full lease term.

If PARTICIPANT is removed from the unit or chooses to vacate the unit before the end of the lease term, LESSEE shall seek a new program participant to place in the unit as occupant. LESSEE agrees to obtain approval for the specific program participant in question from LESSOR before moving the program participant into the unit.

In order to obtain approval from LESSOR, LESSEE agrees to submit an updated copy of this form to LESSOR. This will in no way affect the terms of the lease between LESSOR and LESSEE.

Once approved, the new program participant will be held to all provisions in this addendum that apply to PARTICIPANT.

All parties to this Addendum agree to the terms specified within by signing below:

LESSOR: _____	_____	____/____/____
(signature)	(printed name)	(date)

LESSEE: _____	_____	____/____/____
(signature)	(printed name)	(date)

PARTICIPANT: _____	_____	____/____/____
(signature)	(printed name)	(date)

## Sample 2 MASTER LEASE AGREEMENT

**THIS LEASE AGREEMENT** (this “Lease” or “Agreement”) is dated as of this \_\_\_\_ day of \_\_\_\_\_, 202\_, (the “Effective Date”) by and between \_\_\_\_\_ (the “Landlord”) and \_\_\_\_\_, a \_\_\_\_\_ nonprofit corporation (the “Tenant”), who are collectively hereinafter referred to herein as the “Parties.”

### RECITALS

**WHEREAS**, Landlord is the fee owner of certain real property situated in \_\_\_\_\_, such real property having a street address of \_\_\_\_\_ (the “Premises”); and

**WHEREAS**, Tenant is a nonprofit corporation that assists individuals in finding stable housing by leasing properties and then subleasing them out to these individuals (as a “Subtenant”); and

**WHEREAS**, Tenant shall execute a sublease with a Subtenant that incorporates and mirrors Tenant’s obligations under this Lease between Landlord and Tenant; and

**WHEREAS**, using funding made available from the \_\_\_\_ Rapid Housing Program, Tenant shall also pay the rent to the Landlord on behalf of the Subtenant; and

**WHEREAS**, the Parties wish to enter into this Agreement upon the terms and conditions contained herein.

### AGREEMENT

NOW, THEREFORE, for and in consideration of the covenants and obligations contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereto hereby agree as follows:

#### 1. TERM.

- 1.1 This Lease shall bind the Parties upon mutual execution.
- 1.2 This Lease, beginning on \_\_\_\_\_ (the “Commencement Date”) and terminating no later than \_\_\_\_\_ (the “Termination Date”), shall be a 12-month lease (“Term”). The Parties agree that either party, with twenty (20) days of written notice to the other party, may terminate this Lease.

#### 2. RENT PAYMENTS.

- 2.1 Rent shall be fixed at \_\_\_\_\_ (\$\_\_\_\_\_) per month, payable on the first day of the month. For fractional months, the lease amount shall be prorated on a daily basis.
- 2.2 Lease payments shall be made payable to the Landlord at the address listed in Paragraph 22 below. Landlord may, at Landlord’s option, apply funds received from Tenant to balances due in the following order: damage, repairs, unpaid utilities, late payment charges, notice fees, miscellaneous charges such as parking or storage rental, and past due rent, and current rent.
- 2.3 If for reason of nonpayment of rent, Landlord shall give a statutory three (3) day notice to Pay rent or vacate, or if Landlord shall lawfully issue any other notice permitted pursuant to \_\_\_\_\_ or \_\_\_\_\_.

#### 3. POSSESSION.

- 3.1 Landlord shall deliver possession of the Premises in “as is” condition to Tenant, and Tenant agrees that no representations, statements, or warranties, express or implied, have been made by or on behalf of Landlord with respect to the buildings, improvements, and equipment, except as contained in the provisions of this lease agreement.
- 3.2 Tenant shall be entitled to possession on the Commencement Date of this Lease, and shall yield possession to Landlord on the last day of the Term of this Lease, unless otherwise terminated in accordance with the 12-month nature of this Lease. At the expiration of the Term, Tenant shall remove all goods and effects and peaceably yield up the Premises to Landlord. Tenant shall have no obligation to restore the Premises to its original condition, other than as described in this Lease.

4. **USE OF PREMISES.**

- 4.1 Tenant shall use the Premises only for residential use.
- 4.2 The Parties anticipate that the obligations of this Lease will be assigned by Tenant to a Subtenant who shall be bound by them. Further, Tenant shall be responsible for ensuring Subtenant is in strict compliance with the “\_\_\_\_\_ Rapid Housing Program,” a description of which is attached hereto as Exhibit A. Any violation of the program’s requirements may, in Tenant’s discretion, result in the removal of Subtenant from the Premises.
- 4.3 Tenant shall neither use nor occupy the Premises or any part of the Premises for any unlawful, disreputable, or ultra-hazardous purpose nor cause a nuisance of any kind. Tenant shall immediately, on discovery of any unlawful, disreputable, or ultra-hazardous use, take action to halt such activity.
- 4.4 Tenant shall comply fully, at Tenant’s full cost, with all municipal, county, and state codes, statutes, ordinances, and regulations pertaining to Tenant’s use of the Premises.
- 4.5 Landlord confirms that the Premises are not subject to homeowner association’s rules or regulations.

5. **ACCESS.** Tenant shall have access to and use of the Premises 24 hours a day, seven days a week.

6. **REMODELING OR STRUCTURAL ALTERATIONS.** Tenant shall not make any alterations, additions, or improvements to the Premises during the Term of this Lease, without the prior written consent of the Landlord, which shall not be unreasonably withheld.

7. **CREATION OF LIENS BY TENANT.** Tenant shall have no power to do any act or to make any contract that may create or be the foundation for any lien upon the present or other estate of the leasehold and Premises, or upon any of the buildings or improvements on the Premises, except as specifically provided elsewhere in this Lease; and should any such lien be created or filed, Tenant, at Tenant’s own cost and expense, shall liquidate and discharge the same in full within the next fourteen (14) days after the filing of the lien.

8. **ASSIGNMENT AND SUBLETTING.** Tenant may sub-let the Premises to individuals, in Tenant’s sole discretion, who are participating in the \_\_\_\_ Rapid Housing Program, shall further ensure strict compliance by Subtenant with the terms and conditions of this Lease and the requirements of the \_\_\_\_ Rapid Housing Program.

9. **LEASE TERMINATION.** Tenant understands that this tenancy shall terminate at 11:59 p.m. on the last day of Term. It is Tenant’s obligation to have the Premises vacant and thoroughly clean by that hour. If Tenant vacates the premises prior to the expiration hereof or without notice as required by this paragraph, Tenant shall be liable for additional rent as provided for in \_\_\_\_\_. Any notice of termination must provide for the vacation of the premises by all occupants unless otherwise agreed to by Landlord in writing. Any items left behind by the Tenant after termination of tenancy as per \_\_\_\_\_ will be considered garbage and be disposed of as the Landlord sees fit.

10. **ABANDONMENT.** If at any time during the Term of this Agreement Tenant abandons the Premises, Landlord may, at Landlord’s option, obtain possession of the Premises in the manner provided by law, and without becoming liable to Tenant for damages or for any payment of any kind whatever. In the event Tenant abandons the Premises, Landlord may, at Landlord’s discretion, as agent for Tenant, relet the Premises, or any part thereof, for the whole or any part of the then unexpired term, and may receive and collect all rent payable by virtue of such reletting, and, at Landlord’s option, hold Tenant liable for any difference between the rent that would have been payable under this Agreement during the balance of the unexpired term, if this Agreement had continued in force, and the net rent for such period realized by Landlord by means of such reletting. However, if Subtenant abandons the Premises, Tenant shall, as soon as commercially possible, relet the Premises to a new Subtenant under the \_\_\_\_ Rapid Re-housing Program. The Parties understand and agree that the Premises shall not be considered “abandoned” so long as Tenant is paying rent on its own behalf or on behalf of a Subtenant.

If Landlord’s right of reentry is exercised following abandonment of the Premises by Tenant, then Landlord shall consider any personal property belonging to Tenant and left on the Premises to also have been abandoned, in which case Landlord may dispose of all such personal property in any manner Landlord shall deem proper and Landlord is hereby relieved of all liability for doing so.

11. **MAINTENANCE AND REPAIRS.**

- 11.1 Tenant shall take good care of Premises and will report in writing promptly to the Landlord any repairs which may be needed to Landlord’s property, fixtures, or furnishings. Tenant shall be responsible for the cost of all maintenance and repairs of the Premises. Repairs exceeding five hundred dollars (\$500) in value shall require the Landlord’s consent, which shall not be unreasonably withheld. At Landlord’s request, all work performed shall be done by a qualified and/or licensed, bonded person in a professional manner consistent with existing finish and in quality and manner acceptable to Landlord. Tenant shall also give Landlord prompt notice of any defects in or accidents to the water pipes, electric wiring, heating, or air conditioning apparatus, or any other part of said Premises.
- 11.2 If any agent of Landlord renders any other services of any nature for or at the written request of the Tenant, its employees, invitees, or guests, then, for the purposes of such service, such agent shall be deemed the agent of the Tenant, regardless of whether payment is arranged for such services, and Tenant agrees to relieve Landlord and hold Landlord harmless from any and all liability in connection with such service.

12. **TENANT CAUSED DAMAGES.** For any injury to property or rights of Landlord caused by Tenant, Tenant's agents, family, guests, servants, assignees, employees, or Subtenant that can be remedied by repair, replacement of a damaged item, or cleaning; the Tenant shall comply within thirty (30) days after written notice by the Landlord to Tenant specifying the damage or injury, or in case of emergency as promptly as conditions require. If the Tenant fails to remedy the damage or injury within thirty (30) days (or in case of emergency, as promptly as conditions require), the Landlord may enter the Premises and cause the work to be done and submit a bill for the cost of repair to Tenant which Tenant shall pay on the next date when periodic rent is due or payable immediately, if Landlord so demands.
13. **UTILITIES AND SERVICES.** Tenant agrees to maintain and pay for all utilities without delinquency, including but not limited to electricity, water, garbage, sewer, natural gas, oil, internet service and cable television used in or charged against the Premises during the term of this agreement. Tenant agrees that Landlord is not responsible for the payment of any utility costs for the Premises.
14. **TAXES AND INSURANCE.**
  - 14.1 To the extent applicable, Landlord shall pay all property taxes, assessments and license fees on the Premises and property during the Term of this lease.
  - 14.2 Tenant agrees to provide, at Tenant's sole expense, fire, and extended coverage insurance in reasonable amounts on the Premises.
  - 14.3 Tenant shall provide general liability insurance against claims for bodily injury or death or for damage or injury to property occurring upon, in or about the Property, in such amount as may be reasonably required by Landlord but in no event less than One Million Dollars (\$1,000,000.00) for bodily injury for one person for each occurrence and One Million Dollars (\$1,000,000.00) for property damage for each occurrence. Such insurance shall be in a form satisfactory to Landlord and provide that it may not be cancelled without ten (10) days' prior notice to Landlord. Such insurance shall specifically insure against all liability assumed by Tenant hereunder, as well as liability imposed by law, and shall name the Landlord as an Additionally Named Insured.
15. **LANDLORD'S RIGHT OF ENTRY.** Landlord and its authorized agent shall have the right upon reasonable notice to both Tenant and Subtenant (if applicable), which shall not be less than twenty-four (24) hours, to enter the Premises for the purpose of inspecting the general condition and state of repair of the Premises and for the purpose of making any repairs required of the Landlord, within its reasonable discretion. Landlord will work with Tenant and Subtenant to schedule an entry time that is least disruptive to Tenant or Subtenant, whichever the case may be.
16. **SMOKE DETECTION DEVICES.** It is the responsibility of Tenant to maintain all smoke detection devices, including replacement of any batteries. Tenant shall not tamper with, remove batteries, or otherwise disable any smoke detection devices. Any Tenant failing to comply with these provisions of paragraph 16 can be fined up to two hundred dollars (\$200) in accordance with \_\_\_\_\_.
17. **WATER-HEATER.** Pursuant to \_\_\_\_\_, the \_\_\_\_\_ requires that upon occupancy, the temperature control in an accessible domestic hot-water heater within a rental dwelling be set no higher than one hundred twenty (120) degrees Fahrenheit. Landlord acknowledges Landlord has inspected the hot-water heater and to the best of Landlord's knowledge does not believe it to be set higher than one hundred twenty (120) degrees
18. **LIMITS ON LANDLORD'S LIABILITY.** Tenant hereby assumes all risks in and about the Premises and Tenant will use and occupy the Premises at their own risk. All of Tenant's improvements and personal property of every kind which may be on the Premises during the term of this lease shall be at the sole risk of Tenant, and the Landlord shall not be liable to Tenant, or to any other person, for any injury, loss or damage to any person or property in or upon the Premises unless such loss or damage is due to the grossly negligent or willful acts of Landlord. Tenant covenants and agrees to assume and save Landlord harmless from all liability for or on account of any such injury, loss or damage above described. Furthermore, Landlord shall not be liable to Tenant, or to Tenant's patrons, employees, licensees, permittees, or visitors, for any damage to person or property caused by the act or negligence of Tenant.
19. **DAMAGE OR DESTRUCTION OF PREMISES.**
  - 19.1 In the event of damage to the Premises by fire, water or other hazard, and the damages are such that Tenant's or Subtenant's occupancy can be continued, Tenant shall make such repairs as needed with reasonable promptness and rent shall NOT abate during the period of such repairs. Repairs exceeding five hundred dollars (\$500) in value shall require the Landlord's consent, which shall not be unreasonably withheld. At Landlord's request, all work performed shall be done by a qualified and/or licensed, bonded person in a professional manner consistent with existing finish and in quality and manner acceptable to Landlord. If in Landlord's sole opinion, the Premises are so damaged as to be unfit for occupancy, and Landlord elects to make such repairs, the rent provided for herein shall abate during the period the Premises are not occupied by Tenant and/or Subtenant, but in all other respects the terms and provisions hereof shall continue in full force and effect. In the event that the Premises are so damaged or destroyed as to be incapable of being satisfactorily repaired, then Landlord must provide written notice to Tenant and Subtenant to vacate in twenty (20) days. In such case, Tenant shall pay rent up to the day Tenant or Subtenant vacates the Premises.

19.2 In the event the damage is caused by act of Tenant or Subtenant, or someone on the property by reason of Tenant or Subtenant, there shall be no reduction of rent and Tenant shall be liable and pay for costs of repair, without deduction of depreciation. Any insurance deductible incurred by a loss caused by Tenant or Subtenant, or Tenant's or Subtenant's family, guests, invitees, or others shall be payable by Tenant.

19.3 Unless required by statute, to the extent allowed by law, Landlord shall not be responsible for relocating Tenant, Subtenant, or others in the event of destruction of the Premises by any cause.

20. **DANGEROUS MATERIALS.** Tenant shall not keep or have on the Premises any article or thing considered hazardous by a responsible insurance company, unless prior written consent of Landlord is obtained and proof of adequate insurance protection is provided by Tenant to Landlord. This shall not apply, however, to typical household cleaning materials.
21. **COMMISSION.** No brokerage fees will be associated with this transaction.
22. **NOTICE.** Notices under this Lease shall not be deemed valid unless given or served in writing and forwarded by mail, postage prepaid, addressed as follows:

LANDLORD:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TENANT:

\_\_\_\_\_  
Attn: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Such addresses may be changed from time to time by any party by providing notice as set forth above. Notices mailed in accordance with the above provisions shall be deemed received on the third day after posting.

23. **GOVERNING LAW.** This Lease shall be construed in accordance with the laws of \_\_\_\_\_; venue for any dispute concerning this Lease shall be the Superior Court of \_\_\_\_\_ County.
24. **RIGHTS AND REMEDIES.** The rights and remedies under this Agreement are cumulative, and either party's using any one right or remedy will not preclude or waive that party's right to use any other. These rights and remedies are in addition to any other rights the Parties may have by law, statute, ordinance, or otherwise.
25. **ENTIRE AGREEMENT/AMENDMENT.** This Lease Agreement contains the entire agreement of the Parties and there are no other promises, conditions, understandings, or other agreements, whether oral or written, relating to the subject matter of this Lease. This Lease may be modified or amended in writing, if the writing is signed by the Landlord and Tenant.
26. **SEVERABILITY.** If any portion of this Lease shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Lease is invalid or unenforceable, but that by limiting such provision, it would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.
27. **WAIVER.** The failure of either party to enforce any provisions of this Lease shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Lease.
28. **BINDING EFFECT.** The provisions of this Lease shall be binding upon and inure to the benefit of both Parties and their respective legal representatives, successors, and assigns.
29. **COSTS OF ENFORCEMENT AND ATTORNEYS' FEES.** The non-prevailing Party shall pay and discharge all reasonable costs, attorneys' fees, and expenses that may be incurred by the prevailing party in enforcing the covenants, agreements, conditions, and terms of this Lease.
30. **SUBORDINATION.** This lease is subordinate to all security interests which may now or hereafter affect the real property, of which the Premises form a part, and to all renewals, modifications, consolidations, replacements, and extensions thereof. In confirmation of such subordination, Tenant shall execute promptly any certificate the Landlord may request. Tenant hereby constitutes and appoints Landlord as Tenant's attorney-in-fact to execute any such certificate or certificates for and on Tenant's behalf.

31. **LOCKS & KEYS.** Tenant shall not change existing locks on leasehold Premises and no additional locks shall be placed on doors of Premises. Landlord shall have the right to replace and/or reconfigure locks without Notice in the event Tenant alters existing locks. Upon termination of this Lease, the Tenant shall surrender to the Landlord all keys to locks on the premises.

**Addendums:**

1. Smoke Detector Agreement
2. Acknowledgment of Receipt of Mold Disclosure
3. "Got Mold? Frequently Asked Questions About Mold"

**Exhibits:**

- A. \_\_\_\_ Rapid Housing Program Description

*[signature and notary pages follow]*

**IN WITNESS THEREOF**, the Parties have executed this Lease Agreement as of the Effective Date written above.

**LANDLORD:**

By: \_\_\_\_\_

Its [if a corporation]: \_\_\_\_\_

**TENANT:**

\_\_\_\_\_

a \_\_\_\_\_ non-profit corporation

By: \_\_\_\_\_

Its: \_\_\_\_\_

STATE OF \_\_\_\_\_) ss.

COUNTY OF \_\_\_\_\_)

I certify that I know or have satisfactory evidence that \_\_\_\_\_ is the person who appeared before me and said person acknowledged that he or she signed this instrument, on oath stated that he or she was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of \_\_\_\_\_ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Dated this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
(signature of Notary)

Notary public in and for the state of \_\_\_\_\_,

residing at: \_\_\_\_\_

My appointment expires: \_\_\_\_\_

STATE OF \_\_\_\_\_) ss.

COUNTY OF \_\_\_\_\_)

I certify that I know or have satisfactory evidence that \_\_\_\_\_ is the person who appeared before me and said person acknowledged that he or she signed this instrument, on oath stated that he or she was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of \_\_\_\_\_ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Dated this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
(signature of Notary)

Notary public in and for the state of \_\_\_\_\_,

residing at: \_\_\_\_\_

My appointment expires: \_\_\_\_\_

## Sample 3

### \_\_\_ RAPID HOUSING PROGRAM MATERIALS

#### \_\_\_\_\_ SUBLEASE AGREEMENT

**THIS SUBLEASE AGREEMENT** (this “Sublease” or “Agreement”) is dated as of this \_\_\_\_ day of \_\_\_\_\_, 20\_\_ (the “Effective Date”), by and between \_\_\_\_\_, a \_\_\_\_\_ nonprofit corporation (herein, the “Sublandlord”) and \_\_\_\_\_ (the “Subtenant”), who are collectively referred to herein as the “Parties.”

## RECITALS

**WHEREAS**, Sublandlord is a nonprofit corporation that assists unhoused individuals to find stable housing by leasing rental properties from landlords and releasing those properties to others as subtenants; and

**WHEREAS**, Sublandlord entered into a lease (the “Master Lease”) with \_\_\_\_\_ (the “Landlord”) dated \_\_\_\_\_, which leases real property situated in \_\_\_\_\_ County, \_\_\_\_\_ having a street address of \_\_\_\_\_ (the “Premises”), a copy of which is attached hereto as Exhibit A; and

**WHEREAS**, Sublandlord desires to sublease the Premises to Subtenant upon the terms and conditions as contained herein and further pursuant to the “\_\_\_ Rapid Housing Program” requirements, which are attached hereto as Exhibit B; and

**WHEREAS**, Subtenant desires to sublease the Premises from Sublandlord pursuant to the terms and conditions as contained herein, the Master Lease and the \_\_\_ Rapid Housing Program.

## AGREEMENT

NOW, THEREFORE, for and in consideration of the covenants and obligations contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereto hereby agree as follows:

### 1. TERM.

- 1.1 This Sublease shall bind the Parties upon mutual execution.
- 1.2 This Sublease, beginning on \_\_\_\_\_ (the “Commencement Date”) and terminating no later than \_\_\_\_\_ (the “Termination Date”), shall be a month-to-month sublease (“Term”).
- 1.3 A termination of the Lease by either party prior to the Termination Date is governed by Section 9 below.

### 2. RENT PAYMENTS.

- 2.1 Sublandlord shall pay rent to Landlord under the terms and conditions of the Master Lease on behalf of Subtenant; provided that Subtenant complies with all applicable provisions of the Master Lease and the \_\_\_ Rapid Housing Program.

### 3. POSSESSION.

- 3.1 Sublandlord shall deliver possession of the Premises in “as is” condition to Subtenant, and Subtenant agrees that no representations, statements, or warranties, express or implied, have been made by or on behalf of Sublandlord with respect to the buildings, improvements, and equipment, except as contained in the provisions of this Agreement.
- 3.2 Subtenant shall be entitled to possession on the Commencement Date of this Sublease, and shall yield possession to Sublandlord on the last day of the Term of this Sublease, unless otherwise terminated in accordance with the month-to-month nature of this Sublease. At the expiration of the Term, Subtenant shall remove all goods and effects and peaceably yield up the Premises to Sublandlord. Subtenant shall have no obligation to restore the Premises to its original condition, other than as described in this Sublease, or remove cabling or other telecommunication lines upon termination of the Sublease.

### 4. USE OF PREMISES.

- 4.1 Subtenant shall use the Premises only for residential use in compliance with the \_\_\_ Rapid Housing Program. Tenant shall be responsible for ensuring Subtenant is in strict compliance with the \_\_\_ Rapid Housing Program and any violation may result in the removal of Subtenant from the Premises.

- 4.2 Subtenant shall neither use nor occupy the Premises or any part of the Premises for any unlawful, disreputable, or ultra-hazardous purpose nor cause a nuisance of any kind. Subtenant shall immediately, on discovery of any unlawful, disreputable, or ultra-hazardous use, take action to halt such activity.
- 4.3 Subtenant shall comply fully, at Sublandlord's full cost, with all municipal, county, and state codes, statutes, ordinances, and regulations pertaining to Subtenant's use of the Premises.
5. **ACCESS.** Subtenant shall have access to and use of the Premises 24 hours a day, seven days a week.
6. **REMODELING OR STRUCTURAL ALTERATIONS.** Subtenant shall not make any alterations, additions, or improvements to the Premises during the Term of this Sublease.
7. **CREATION OF LIENS BY SUBTENANT.** Subtenant shall have no power to do any act or to make any contract that may create or be the foundation for any lien upon the present or other estate of the leasehold and Premises, or upon any of the buildings or improvements on the Premises, except as specifically provided elsewhere in this Sublease; and should any such lien be created or filed, Subtenant, at Subtenant's own cost and expense, shall liquidate and discharge the same in full within the next 14 days after the filing of the lien.
8. **ASSIGNMENT AND SUBLETTING.** Subtenant shall not assign this Agreement, sub-let the Premises, give accommodations to any roomers or lodgers, or permit the Premises to be used for any purpose other than as described in Paragraph 4.1 of this Agreement. Notwithstanding the foregoing, Subtenant may be afforded a guest (e.g., family member or friend) to stay for not more than fourteen (14) days during the Term. These fourteen (14) days may be used consecutively or nonconsecutively in the Subtenant's discretion.
9. **LEASE TERMINATION.** Subtenant understands that this tenancy shall terminate at 11:59 p.m. on the last day of Term. It is Subtenant's obligation to have the Premises vacant and thoroughly clean by that hour. If Subtenant vacates the premises prior to the expiration hereof or without notice as required by this paragraph, Subtenant shall be liable for additional rent as provided for in \_\_\_\_\_. Notwithstanding the foregoing, the Parties agree that either party, with 20 days of written notice to the other party, may terminate this Sublease. Any notice of termination must provide for the vacation of the premises by all occupants unless otherwise agreed to by Sublandlord in writing. Any items left behind by the Subtenant after termination of tenancy as per \_\_\_\_\_ will be considered garbage and be disposed of as the Sublandlord sees fit.
10. **ABANDONMENT.** The provisions of paragraph 10 of the Master Lease shall apply to this Sublease. Subtenant shall comply with the provisions of paragraph 10 of the Master Lease.
11. **MAINTENANCE AND REPAIRS.** Subtenant shall take good care of Premises and will report promptly to the Sublandlord any repairs which may be needed to the Premises, fixtures, or furnishings. Subtenant shall be responsible for the cost of all maintenance and repairs of the Premises. Pursuant to the Section 11.1 of the Master Lease, repairs exceeding five hundred dollars (\$500) in value shall require the Landlord's consent. At Landlord's request, all work performed shall be done by a qualified and/or licensed, bonded person in a professional manner consistent with existing finish and in quality and manner acceptable to Landlord. Subtenant shall also give Sublandlord prompt notice of any defects in or accidents to the water pipes, electric wiring, heating, or air conditioning apparatus, or any other part of said Premises.
12. **SUBTENANT CAUSED DAMAGES.** For any injury to property or rights of Sublandlord caused by Subtenant, Subtenant's agents, family, guests, servants, assignees, under Subtenants, or employees which can affect the health and safety of the Subtenant or other persons, or substantially increase the hazard of fire or accident that can be remedied by repair, replacement of a damaged item, or cleaning, the Subtenant shall comply within thirty (30) days after written notice by the Sublandlord specifying the damage or injury, or in case of emergency as promptly as conditions require. If the Subtenant fails to remedy the damage or injury within 30 days (or in case of emergency, as promptly as conditions require), the Sublandlord may enter the Premises and cause the work to be done and submit a bill for the cost of repair to Subtenant which Subtenant shall pay on the next date when periodic rent is due or payable immediately, if Sublandlord so demands. Any failure by the Subtenant to meet the conditions of this paragraph will constitute grounds for legal action including termination of tenancy.
13. **UTILITIES AND SERVICES.** Sublandlord agrees to maintain and pay for all utilities without delinquency, including but not limited to electricity, water, garbage, sewer, natural gas, and oil used in or charged against the Premises during the term of this agreement. Sublandlord agrees that Subtenant is not responsible for the payment of any utility costs for the Premises.
14. **TAXES AND INSURANCE.**
- 14.1 To the extent applicable, Sublandlord, or Landlord pursuant to the Master Lease, shall pay all property taxes, assessments and license fees on the Premises and property during the Term of this Sublease.
- 14.2 Sublandlord agrees to provide, at Sublandlord sole expense, fire, and extended coverage insurance in reasonable amounts on the Premises.
- 14.3 Sublandlord shall provide general liability insurance for the Premises against claims for bodily injury or death or for damage or injury to property occurring upon, in or about the Property, in such amount as may be reasonably required

by Sublandlord but in no event less than One Million Dollars (\$1,000,000.00) for bodily injury for one person for each occurrence and One Million Dollars (\$1,000,000.00) for property damage for each occurrence. Such insurance shall be in a form satisfactory to Landlord and provide that it may not be cancelled without ten (10) days' prior notice to Landlord. Such insurance shall specifically insure against all liability assumed by Subtenant and Sublandlord hereunder, as well as liability imposed by law, and shall name the Landlord as an Additionally Named Insured.

15. **SUBLANDLORD'S RIGHT OF ENTRY.** Landlord and Sublandlord and their authorized agent shall have the right upon reasonable notice, which shall not be less than twenty-four (24) hours, to enter the Premises for the purpose of inspecting the general condition and state of repair of the Premises and for the purpose of making any repairs required of the Sublandlord. Sublandlord will work with Subtenant to schedule an entry time that is least disruptive to Subtenant and in a manner that is most respectful of Subtenant's confidentiality. Additionally, Subtenant must comply with the \_\_\_ Rapid Housing Program requirements of check-ins, site visits, and any other provisions regarding contact with Sublandlord.
16. **SMOKE DETECTION DEVICES.** It is the responsibility of Subtenant to either maintain, or inform Sublandlord to maintain, all smoke detection devices, including replacement of any batteries. Subtenant shall not tamper with, remove batteries, or otherwise disable any smoke detection devices. Any Subtenant failing to comply with this provisions of paragraph 16 can be fined up to (\$200) in accordance with \_\_\_\_\_. Subtenant also agrees to test the smoke detector for proper operation once a month and report any malfunctions to the Sublandlord/agent in writing.
17. **WATER-HEATER.** Pursuant to Chapter 19.27 RCW, \_\_\_\_\_ requires that upon occupancy, the temperature control in an accessible domestic hot-water heater within a rental dwelling be set no higher than one hundred (120) degrees Fahrenheit. Subtenant acknowledges that, if accessible, Subtenant has inspected the hot-water heater and to the best of Subtenant's knowledge does not believe it to be set higher than 120 degrees.
18. **LIMITS ON SUBLANDLORD'S LIABILITY.** Subtenant hereby assumes all risks in and about the Premises and Subtenant will use and occupy the Premises at its own risk. All of Subtenant's improvements and personal property of every kind which may be on the Premises during the term of this Sublease shall be at the sole risk of Subtenant or those claiming under Subtenant, and the Sublandlord shall not be liable to Subtenant, or to any other person, for any injury, loss or damage to any person or property in or upon the Premises unless such loss or damage is due to the grossly negligent or willful acts of Sublandlord. Subtenant covenants and agrees to assume and save Sublandlord harmless from all liability for or on account of any such injury, loss or damage above described. Furthermore, Sublandlord shall not be liable to Subtenant or to Subtenant's patrons, employees, licensees, permittees, or visitors, for any damage to person or property caused by the act or negligence of Subtenant, or due to the Premises being improperly constructed, or being or becoming in need of repair. It is further especially understood and agreed that Sublandlord shall not be liable for any failure of water supply, gas supply or electric current, or for injury or damage which may be sustained to person or property of Subtenant or any other person, caused by or resulting from steam, electricity, gas, water, rain, ice or by snow or other liquid, which may leak or flow from or into any part of the Premises or caused by the breakage, leakage, obstruction or other defect of pipes, wiring, appliances, plate glass, plumbing or lighting fixtures of the same, or by the condition of the Premises or any part of the Premises, or by the elevator, if any, or by the street or subsurface, unless due to the gross negligence or willful acts of Sublandlord, Sublandlord's agents, servants, or employees.
19. **DAMAGE OR DESTRUCTION OF PREMISES.**
  - 19.1 In the event of damage to the Premises by fire, water or other hazard, and the damages are such that Subtenant's occupancy can be continued, Sublandlord shall make such repairs as needed with reasonable promptness. Repairs exceeding five hundred dollars (\$500) in value shall require the Sublandlord's and Landlord's consent, which shall not be unreasonably withheld. At Landlord's request, all work performed shall be done by a qualified and/or licensed, bonded person in a professional manner consistent with existing finish and in quality and manner acceptable to Landlord. If in Landlord 's sole opinion, the Premises are so damaged as to be unfit for occupancy, and Landlord elects to make such repairs, the rent provided for herein shall abate during the period the Premises are not occupied by Sublandlord or Subtenant, but in all other respects the terms and provisions hereof shall continue in full force and effect. In the event that the Premises are so damaged or destroyed as to be, in the sole opinion of Landlord, incapable of being satisfactorily repaired, then this Agreement shall terminate and Subtenant shall immediately vacate. In such case, Sublandlord shall pay rent up to the day Subtenant vacates the Premises.
  - 19.2 In the event the damage is caused by act of Subtenant, or someone on the property by reason of Subtenant, there shall be no reduction of rent and Sublandlord shall be liable and pay for costs of repair, without deduction of depreciation. Any insurance deductible incurred by a loss caused by Subtenant or Subtenant's family, guests, invitees, or others shall be payable by Sublandlord.
20. **DANGEROUS MATERIALS.** Subtenant shall not keep or have on the Premises any article or thing of a dangerous, flammable, or explosive character that might substantially increase the danger of fire on the Premises, or that might be considered hazardous by a responsible insurance company, unless the prior written consent of Sublandlord is obtained and proof of adequate insurance protection is provided by Subtenant to Sublandlord. However, this shall not apply to typical household cleaning materials.
21. **COMMISSION.** No brokerage fees will be associated with this transaction.
22. **NOTICE.** Notices under this Sublease shall not be deemed valid unless given or served in writing and forwarded by mail, postage prepaid, addressed as follows:

SUBLANDLORD:

-----  
Attn: -----  
-----  
-----

SUBTENANT:

-----  
-----  
-----

Such addresses may be changed from time to time by any party by providing notice as set forth above. Notices mailed in accordance with the above provisions shall be deemed received on the third day after posting.

23. **GOVERNING LAW.** This Sublease shall be construed in accordance with the laws of the \_\_\_\_\_; venue for any dispute concerning this Sublease shall be the Superior Court of \_\_\_\_\_ County.
24. **RIGHTS AND REMEDIES.** The rights and remedies under this Agreement are cumulative, and either party's using any one right or remedy will not preclude or waive that party's right to use any other. These rights and remedies are in addition to any other rights the Parties may have by law, statute, ordinance, or otherwise.
25. **ENTIRE AGREEMENT/AMENDMENT.** This Sublease Agreement and its exhibits contain the entire agreement of the Parties and there are no other promises, conditions, understandings, or other agreements, whether oral or written, relating to the subject matter of this Sublease. This Sublease may be modified or amended in writing, if the writing is signed by the Sublandlord and Subtenant.
26. **SEVERABILITY.** If any portion of this Sublease shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Sublease is invalid or unenforceable, but that by limiting such provision, it would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.
27. **WAIVER.** The failure of either party to enforce any provisions of this Sublease shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Sublease.
28. **BINDING EFFECT.** The provisions of this Sublease shall be binding upon and inure to the benefit of both Parties and their respective legal representatives, successors, and assigns.
29. **COSTS OF ENFORCEMENT AND ATTORNEYS' FEES.** The non-prevailing Party shall pay and discharge all reasonable costs, attorneys' fees and expenses that may be incurred by the prevailing party in enforcing the covenants, agreements, conditions, and terms of this Sublease.
30. **SUBORDINATION.** This Sublease is subordinate to all security interests which may now or hereafter affect the real property, of which the Premises form a part, and to all renewals, modifications, consolidations, replacements, and extensions thereof. In confirmation of such subordination, Subtenant shall execute promptly any certificate the Sublandlord may request. Subtenant hereby constitutes and appoints Sublandlord as Subtenant's attorney-in-fact to execute any such certificate or certificates for and on Subtenant's behalf.
31. **LOCKS & KEYS.** Subtenant shall not change existing locks on leasehold Premises and no additional locks shall be placed on doors of Premises. Sublandlord shall have the right to replace and/or reconfigure locks without Notice in the event Subtenant alters existing locks. Upon termination of this Sublease, the Subtenant shall surrender to the Sublandlord all keys to locks on the premises

#### Addendums:

- Smoke Detector Agreement
- Acknowledgment of Receipt of Mold Disclosure
- "Got Mold? Frequently Asked Questions About Mold"

#### Exhibits:

- Master Lease
- \_\_\_ Rapid Housing Program

IN WITNESS THEREOF, the Parties have executed this Lease Agreement as of the Effective Date written above.

SUBLANDLORD:

\_\_\_\_\_

a \_\_\_\_\_ non-profit corporation

By: \_\_\_\_\_

Its: \_\_\_\_\_

SUBTENANT(S):

\_\_\_\_\_

[Insert Name]

\_\_\_\_\_

[Insert Name]

STATE OF \_\_\_\_\_) ss.

COUNTY OF \_\_\_\_\_)

I certify that I know or have satisfactory evidence that \_\_\_\_\_ [is/are] the individual(s) who appeared before me and said person acknowledged that [he/she/they] signed this instrument to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Dated this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

(signature of Notary)

Notary public in and for the state of \_\_\_\_\_,

residing at: \_\_\_\_\_

My appointment expires: \_\_\_\_\_

STATE OF \_\_\_\_\_) ss.

COUNTY OF \_\_\_\_\_)

I certify that I know or have satisfactory evidence that \_\_\_\_\_ is the person who appeared before me and said person acknowledged that he or she signed this instrument, on oath stated that he or she was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of \_\_\_\_\_ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Dated this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

(signature of Notary)

Notary public in and for the state of \_\_\_\_\_,

residing at: \_\_\_\_\_

My appointment expires: \_\_\_\_\_

## Sample 4

### EXHIBIT B

#### \_\_\_ RAPID HOUSING PROGRAM MATERIALS

#### Rapid Re-housing (RRH) Program Agreement

Dated: \_\_\_\_\_

THIS AGREEMENT made and entered into this date by and between:

RRH Staff: \_\_\_\_\_

Participant: \_\_\_\_\_

PREMISES: \_\_\_\_\_

I, \_\_\_\_\_, understand that I must abide by the following program agreement during my time in the Rapid Re-housing Program:

#### Program Eligibility Criteria / Participation

- \_\_\_ Housing Referral Form

#### Stage I; 1 – 90 days (3 months)

- Case Management
  - Weekly tele check-in by service provider
  - Monthly in-person check-in by service provider
    - Monthly in-person facility assessment by RRH staff
- Responsible Renter classes completed

#### Stage II; 91 – 180 days (6 months)

- Case Management
  - Tele check-in by service provider as necessary
  - Monthly in-person check-in by service provider
    - Monthly in-person facility assessment by RRH staff
- Reassessment of Needs
  - Increased Resources, Reduced Barriers

#### Stage III; 181 – 270 days (9 months)

- Case Management
  - Tele check-in by service provider as necessary
  - Monthly in-person check-in by service provider
    - Monthly in-person facility assessment by RRH staff
- Transition Strategy
  - WATCH Report
  - Credit Check

## Fair Housing & Nondiscrimination

- Under the Fair Housing Act, it is a violation to take adverse action in housing because of a person's Race/ Color, Sex, Disability, National Origin, Religion/Creed, or Familial Status. \_\_\_\_\_ has additional protected classes that include Sexual Orientation, Gender Identity Marital Status, and Veteran Status.
- \_\_\_\_\_ is committed to ensure that the Fair Housing Act is enforced and none of the above protected classes are subject to disparate treatment for any reason. Any tenant in need of assistance with a fair housing issue can contact the Tenant's Union of \_\_\_\_\_ or the Northwest Fair Housing Alliance.

## Health, Safety, and Fire Prevention

- Smoking and vaping are allowed in the designated outside areas only, at least 25 feet away from the building doors. You may not smoke indoors at any time for any reason. You may not disable or remove the smoke alarm for any reason.

## Non-Violence Policy and Criminal Policy

- Any behavior that constitutes a risk to the safety and security of tenants, guests, or staff, including threats of violence or violent speech, will result in a program violation and/or program termination.
- Weapons and firearms are not allowed on the premises at any time.
- Criminal Activity will result in a program violation or in more serious situations immediate termination. Any drug dealing, manufacturing on the premises will result in immediate termination. Any physical or sexual assaults will result in immediate termination. Any possession of illegal drugs or drug paraphernalia could result in immediate termination from the program.

## Safety Interventions

- The first level of safety intervention is receiving a 'Safety Redirection' from staff. We use these to communicate with you that a behavior needs to be remedied. *Examples of problem behaviors include leaving a mess in the community spaces, conflict with another tenant, inappropriate or violent speech, and other similar things.* Safety redirections are considered informal and do not go in tenant files.
- The second level of safety intervention is the issuance of a formal 'Program Violation' letter, which will list the specific violation(s) committed, as well as what steps must be taken by a specific date. *Examples of program violations include repeated instances of bullying or similar behaviors, violations of the lease agreement, etc.* Program violations will also be issued for repeated and/or unresolved safety redirection notices.
- Tenants who consistently struggle to follow the program rules and expectations will be issued an 'Intent to Remain' letter. This letter will document the program policies and procedures that have been violated, which have placed your housing at risk. You will be asked to reflect on your choices and the consequences of those choices, and should you intend to remain in RRH, come up with a plan to address the problem behaviors.

## Program Extensions

- RRH is a temporary rental assistance program. A great deal of movement must be made in a year. In cases where extensions may be necessary to stabilize and to clear obstacles, an extension request may be submitted to staff. An extension request is required past a tenant's year in the program.
- To qualify for an extension, a tenant must (1) be in good standing with no unresolved safety warnings, (2) be actively looking for permanent housing, and (3) have a specific timeline for the request. The request must be submitted in writing no less than one week prior to your 9-month mark.

**In some cases, a tenant may transition quickly to a more permanent subsidy such as a Section 8 voucher, or move in to a Project based voucher unit. In these cases, you would graduate the program early.**

### Transitioning to Permanent Housing

- One of the primary goals of RRH is to help participants transition into their own permanent, stable housing. This process is unique for each individual or family, and the options for permanent housing are dependent on several factors. Staff will work with you to explore options for housing and pursue what is most appropriate for you.

### Exceptions to Policy

- Any exception to the program structure requirements must be submitted by written request to both the Case Manager and RRH staff. An answer will be provided within ten (10) business days.

### Services Offered

- **Peer Support**
- **Bus Passes**
- **Case Management**
- **Referrals to community services**

By signing below, I indicate that the above policies and procedures have been explained to me in detail, and any questions I have asked, have been answered. I understand that I will be given a copy of these policies so that I can, if needed, review them as needed during my tenancy.

Participant: \_\_\_\_\_ Date: \_\_\_\_\_

RRH Staff: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix D: Sample policies and procedures manual

----- Transitional Living Program Policies & Procedures Manual

### Program Description

----- is a federally funded program for youth ages 16-22 years who are who currently experiencing homelessness or at risk of experiencing homelessness. This program seeks to provide intensive supportive services and case management, while ensuring youth have a safe housing environment in which ----- is the leaseholder. Throughout the duration of this 12–18-month program, youth will have the opportunity to develop a Plan of Care outlining their vision and goals for themselves, which will be supported by their caseworker. This project utilizes a low-barrier Housing First approach with no preconditions regarding income, work, sobriety, or other factors required for program eligibility. After completing -----, the participant is eligible for a Section 8 Housing Voucher to utilize either in their current apartment (“transition-in-place”) or within a new unit. The participant can also choose to access Aftercare services.

### Program Eligibility

- Ages 16-22 years old at program entry (the oldest an individual can be is 21 years and 364 days)
- Must be considered homeless under the Runaway and Homeless Youth Act
  - “Not more than 21 years of age . . . for whom it is not possible to live in a safe environment with a relative and who have no other safe alternative living arrangement.”
- Can be pregnant or parenting

### Prioritization

- Individual circumstances are factored in throughout the referral process; assessment of other resources may affect prioritization:
  - Prioritization for those actively experiencing houselessness with no safe alternative placement
  - Youth with additional supports and resources (for example, voucher through the ----- or \_\_\_\_ program) can continue to be referred but will not be prioritized
- Waitlists are maintained when placement is not immediately available.

### Eligibility for a Section 8 Housing Voucher

- Must have entered this program from homelessness
- Must be a US Citizen
- Income must be below \$25,000/year
- Cannot have felony charges (there may be exceptions to this—we will check in with the housing authority on a case-by-case basis!

### Documentation Workflow

1. Referrals can be made from any source, including self-referral.
2. Upon receipt of referral, ----- Caseworker will contact the potential participant directly to provide a brief overview of the program and to schedule an in-person (if possible) interview.
3. The interview will take place in the location that best meets the needs, including confidentiality, of the participant. The ----- Caseworker will co-facilitate the interview with the Supervisor or Director.
4. The potential participant is welcome to have any support person with them at time of interview.

5. Upon completion of the interview, \_\_\_\_\_ will have 48 hours to determine if the potential participant will be accepted into a \_\_\_\_\_ unit and inform the participant of this. Depending on availability of units, participant will be offered either a one-bedroom unit or a roommate-situation within one of \_\_\_\_\_'s two-bedroom units.
6. An intake will be scheduled at the soonest available date to complete the below paperwork prior to move-in.
  - Shared Commitments
  - HMIS Intake
  - AC-OK
  - CSEC Screening Tool (for participants under 18)
  - Targeted Case Management Eligibility, Enrollment & Providers Documents
  - Appropriate Releases as outlined in File Checklist
  - Review Lease for Unit
  - Occupancy Addendum
  - Signed by: Participant, Landlord & VP of Finance
  - Safety Check Policy
  - Apartment Check Policy
  - Discharge Policy
  - Grievance Policy
  - Ansell-Casey Life Skills Assessment
  - Arizona Self-Sufficiency Matrix
  - Release of information for landlord
7. Caseworker will put Intake packet in Program Administrator's Intake Bin for chart to be opened & send an email informing them of intake date
8. PA will input client information into \_\_\_\_\_
9. Caseworker will add client to the \_\_\_\_ Tracking Spreadsheet, found on the \_\_\_\_\_
10. At move-in, the caseworker will complete the below paperwork
  - Condition of Rental Property Checklist
    - Provide a copy to the landlord, participant and for chart
11. Within one week of move-in, caseworker will ensure participant is on the Section 8 Waitlist
  - Youth and young adults accessing \_\_\_\_\_ are prioritized on the Section 8 Waitlist
  - Apply through the \_\_\_\_\_
    - Indicate in the "Additional Notes" Section that they are a part of the \_\_\_\_\_ program
    - Record the applicant number
    - If the individual is already on the waitlist, log-in to the portal and obtain their application number
  - Once application is complete, Caseworker and/or Supervisor should contact \_\_\_\_\_ Housing liaison
    - Send an email to liaison that you have accepted a new individual into the program and that you are including an updated "Active Client Log"
    - Include application number for PHA reference

12. Within the first 30 days of move-in, the caseworker will complete the below paperwork with participant
  - Initial Plan of Care
    - Goals related to stability and housing within the next 3 months and how their supports can assist in attaining their vision for themselves
    - Consider longer-term goals as well; break down into smaller more actionable items
  - Stress/Crisis Plan (participant has the right to decline this / updated as needed or semi-annually)
    - Opportunity to have a conversation about what might challenge and/or trigger individual, how they want to be supported, how they respond to stress, who would they like to be involved, who would they not like to be involved, activities that can help prevent a crisis from occurring, and so forth.
  - Monthly Budget
  - Rental Structure
  - \_\_\_\_\_ & SNAP applications (if needed)
  - Address Change for Mail & State ID
13. On a weekly basis, caseworker or supervisor will conduct an apartment check either in-person or by phone
14. On a bi-weekly basis, caseworker or supervisor will work the participant to complete a budget worksheet and review rental structure options
  - Any contribution made toward rent will be placed in a savings account for that young person to access upon discharge of the program
  - Rental contributions are not required throughout the duration of the program
15. Every 90 days, caseworker will complete a Plan of Care update with the participant, Ansell-Casey Life Skills Assessment, and the Arizona Self-Sufficiency Matrix
16. Case notes should be completed for all meaningful client interactions and engagements
  - These can include collateral contacts
  - Case notes are written objectively (e.g. instead of saying “client is obviously lying” caseworker might write “writer has not seen or learned of any evidence to support this statement. There is XYZ information drawing the opposite conclusion” or instead of saying “client was really comfortable” caseworker might write “client stated several times that being in her apartment made her happy.”)
  - Case notes should relate back to the Plan of Care / goals and vision the participant has outlined for themselves.

## Resources

- Upon move-in, caseworker will work with participants to determine individualized apartment needs and determine needed funds to purchase these items
- Furniture and other apartment items will be provided by \_\_\_\_\_ through utilization of community resources (Furniture Friends). Participants can keep all pieces of furniture upon graduation from the \_\_\_ program.
- Food Boxes
  - Caseworkers will provide a food box from the food pantry one time per week or participant can access a food box from the resource center with support from caseworker
    - Meat items are limited to two items per box; dairy, eggs, and milk are often limited
    - Oakhurst Milk (the one with a green cap) is not available for a food box
- Goodwill/\_\_\_ Vouchers (individualized, as available)

## Housing

- Apply for other housing waitlists, such as \_\_\_\_\_ or other property management companies which have waitlists longer than 1 year.
  - If the individual comes off the waitlist while in the program, they can typically ask to remain on the waitlist and let the property management company know that they are not able to move in at this time.

## Meetings & Shared Commitments

- Participant and Caseworker are encouraged to decide collaboratively the frequency of meetings throughout the duration of the program. It is encouraged that meetings are held no less than once weekly
- Meetings can be thought of in a few ways:
  - Housing Stability (landlord communication, dealing with neighbors, budgeting)
  - Casework meetings (\_\_\_\_\_ applications, housing applications, referrals)
  - Life-Skills meetings (cooking a meal, cleaning, returning bottles, grocery shopping, learning to ride the bus, resume-building)
  - Emotional Support (how is the transition going, how are they spending their time, connections with others in the community)
  - House Meetings (time for roommates to come together to discuss chores, what is going well, what they would like to change, and so forth.)
  - Community Outings (Youth Advisory Council meetings, outings with other \_\_\_\_\_ Housing programs)
  - Support in attending community-based appointments (doctor's appointments, vocational services)
  - The Plan of Care guides the meeting: we are supporting youth in meeting their goals & vision
  - Transportation: caseworkers can provide transportation as indicated by youth needs and will concurrently plan for sustainable transportation options
- This unit becomes the participant's home; be mindful of this when entering their space
- Participants are developing their resource network; as their caseworker boundaries are key. If conducting a meeting over lunch, bring your own food & drinks, we should not be enjoying their coffee—even if they offer! There can be exceptions to this as culturally appropriate.
- Hold meetings in the common area rather than the bedroom
  - Bedrooms are a part of the apartment check (please see below)
- As part of our work with young adults in the program, either the supervisor or the caseworker performs an apartment check weekly
  - This is our shared commitment to the landlord and to the participants, ensuring that the space is clean & hygienic and that there are no maintenance needs. We believe young adults deserve to live in dignified space and health and are there to support in developing a sense of what a safe living space is like for everyone.
    - What to consider:
      - Dishes are generally done
      - Trash & recycling are not overflowing (do participants have the information on how to navigate these systems)
      - Floors are free from unsafe clutter
      - Surfaces, like countertops and stove, are clean
      - We will not be opening drawers, unless there is a concern that has been articulated to the

tenant or in the event of an emergency.

- We will engage in conversation about what we see in a nonjudgmental manner: how can we assist with these needs?
- If there are maintenance items that need to be communicated to the landlord:
  - We will support youth in contacting landlord (either together or with a preparation discussion)
  - Provide information on what a reasonable expectation for a response from the landlord is

### **Discharge Paperwork**

- HMIS Exit Note

### **Aftercare**

- Caseworkers will begin planning for transition roughly three months prior to potential graduation date (12 months after beginning program).
  - What to Consider (logistics):
    - A conversation with the landlord about transitioning the lease to the participant
    - Follow-up with the housing authority regarding an HCV voucher
    - Timelines for HCV voucher including, but not limited to, documentation needs, voucher briefing, inspection of unit, potential fixes that need to occur, and signing of the lease
  - What to Consider (youth):
    - What they are interested in for services post-graduation
    - Level of support needed to maintain appointments, rent, and other basic life skills
    - If there are any current systems involvement (ex: DHHS, juvenile justice, applying for SSI)
- Within the Aftercare agreement, caseworker and participant will determine frequency of meetings and whether to continue in \_\_\_ services
- Aftercare can continue to up to a year post-graduation

### **Grant Tracking**

- Caseworkers must update the \_\_\_ Tracking Spreadsheet on an ongoing basis
- Supervisors should review tracking spreadsheet monthly

### **Lease Tracking**

- All leases can be found on the \_\_\_\_\_
- Finance Department maintains a spreadsheet as part of its financial tracking of leases' beginning and ending dates
- Supervisors should regularly interact with these spreadsheets to ensure an awareness of when leases are ending to ensure continuity of care

### **Financial Assistance Workflow**

- Caseworkers will discuss with supervisor any potential financial needs that arise for participants and which allowable expense category they fall.
- Caseworkers will complete a \_\_\_\_\_ Client Assistance Fund form for any check requests or credit card must be signed by their supervisor.
- Supervisor to submit this form to Director and PA; PA will store this the Client Assistance Funds Tracking Binder, which is located in the PA office.

- Director will work with finance to ensure that needs are tracked in a timely manner
  - Supervisor will have access to spreadsheets to be able to provide accurate and up-to-date financial statuses of each participant

#### **Rental Assistance Workflow**

- \_\_\_\_\_ would open a Savings Account on behalf of \_\_\_\_\_, under \_\_\_\_\_
- Each month, youth would write a check / submit a money order to \_\_\_\_\_, to be deposited into this account (based on their individualized plan. Please note not all participants may choose to do this)
- \_\_\_\_\_ would provide a receipt to the youth indicating we had received their deposit
- \_\_\_\_\_ would deposit participant money into the savings account
- \_\_\_\_\_ would have a master tracking spreadsheet to be managing exactly how much each participant is depositing, that a receipt was provided, and what program they are receiving services through
  - It was offered that organizations have utilized a physical ledger, complete with carbon copies, to have additional accountability mechanisms
- Upon discharge of the program, youth would be written a check from \_\_\_\_\_ with the full amount of money they had deposited into the account to be returned to them

## Appendix E: Sample marketing material



### Funding Available for Landlords and Property Managers

A Rapid Rehousing grant from the Washington State Department of Commerce, through the Right-of-Way (ROW) Project, has funded Spokane Low Income Housing Consortium (SLIHC) to secure 25 rental units by paying for:

- Double Deposits
- 12-18 months of rent
- Utilities
- Landlord mitigation fund
- Supportive services including
  - Landlord liaison
  - Case management
  - Furniture and supplies necessary for daily living

We are prepared to enter into a master leasing agreement for your property that values and protects your interests, while working together to solve our current housing crisis and respond to the scourge of homelessness in our Spokane community.

ROW Rapid Rehousing is part of the continuum of housing options offered to individuals, couples, and families who, while living at Camp Hope, have engaged in a variety of services preparing them to become independently, responsibly, and sustainably housed. To date, over 100 souls have been referred for the ROW Rapid Rehousing Project.

When you lease your property with SLIHC, our tenant/program participants have more than financial support. They have the wrap-around support offered through our three-stage case management program which includes weekly check-ins by case managers/peer support staff, and monthly site visits by our landlord liaison. Participants will begin their tenancy journey with a sub-lease agreement with SLIHC, and complete the Road to Renting classes to prepare them to become model tenants.

We invite you to work alongside us to house the previously unhoused by participating in the ROW Rapid Rehousing Project. This system has been crafted to protect your property, lift the most vulnerable members of our community into stability, and enrich our entire community by eliminating the barriers of circumstance and respecting the humanity of our fellow citizens.

Please contact Stacey Wells, ROW Rapid Rehousing Assistant with SLIHC, for more information.

[stacey@SLIHC.org](mailto:stacey@SLIHC.org)

Cell: 208-704-1506

A handwritten signature in black ink, appearing to be "Stacey Wells".



## Appendix F: Checklists

### **COSTS ASSOCIATED WITH GLOBAL LEASING PROGRAMS**

- Rental subsidies
- Gap funding
- Housing navigation
- Moving expenses
- Property management
- Fees
- Maintenance
- Damages
- Utilities
- Insurance
- Supportive services
- Furniture and household items
- Data entry and reporting
- Program performance and evaluation
- Security

### **POSSIBLE FUNDING SOURCES**

- U.S. Department of Housing and Urban Development grants:
  - Continuum of Care
  - Community Development Block Grants
  - HOME grants
  - Housing Opportunities for Persons with AIDS (HOPWA)
  - Vouchers
  - Coronavirus Aid, Relief, and Economic Security (CARES) Act resources
- Council of State Government (CSG) funds
- Department of Commerce Consolidated Homeless Grant (CHG) funds
- Family and Youth Service Bureau (FYSB)
- Flex funds from the county
- City or county general funds
- Foundations, charitable giving, and other philanthropic sources

## THINGS TO CONSIDER WHEN PLACING A TENANT/SUBTENANT IN GLOBAL LEASING HOUSING

- Rights of tenants/subtenants
- Service needs of potential tenants/subtenants
- Preferred housing styles
- Feelings about roommates
- Comfort with noise levels
- Cleaning styles
- Comfort with substances

## TYPES OF PARTNERS TO CONSIDER

- Colleges
- Behavioral health agencies
- Shelters
- Social service agencies
- Public housing authorities
- Peer support organizations
- Law enforcement
- City council

## STAFF TRAINING TOPICS TO CONSIDER

- Racial equity
- Cultural competency
- Confidentiality
- Support for people with serious mental illness, substance use disorders, and trauma
- Substance Abuse and Mental Health Services Administration permanent supportive housing toolkit
- Evidence-based practices (harm reduction, Housing First, trauma-informed care)

## Appendix G: Tips and Strategies for Success

### FOUNDATIONAL VALUES AND PRINCIPLES

- Draft value statements and ask for feedback from community members representing communities that will benefit from your global leasing program.
- Let your values guide the development of program services, policies, and practices. Use the value statements as a checklist before finalizing any policies and practices and ask yourself: Does this policy or practice reflect our stated values?
- Include your value statements in marketing and educational materials describing your global leasing program.
- Periodically take a step back to reflect and see what is working and what could be different.
- Consider writing down core principles for your global leasing program if your agency already has value statements. For example: “The core principles of our global leasing program are rapid access to supportive housing; tenant/subtenant choice and self-determination; tenant/subtenant choice in the support services they receive; personalized and recovery-oriented supports and services; and community integration.”

### COLLABORATION

- Build relationships with possible partners.
- Contract with organizations that are experts in reaching and engaging with underserved and marginalized populations (for example, YWCAs, Urban Leagues, CDCs, local NAACP chapters, communities of faith, culturally specific organizations).
- Build community collaborations with law enforcement, the city council, and so forth.
- Consider hosting monthly interagency meetings where people come together and talk about what they can offer. This provides case managers with needed information about available services.
- Consider using training as a strategy for bringing collaborators together. This enables community collaborators to learn together and have a day to build relationships.
- Collaborate to meet housing needs:
  - Collaborate with local PHAs.
  - Have contracts with community partners for repairs that require expertise beyond the team.
- Collaborate to meet legal needs:
  - Partner with an attorney who specializes in housing law.<sup>165</sup>
- Develop contracts and communication plans with all partners.

### STAFFING

- At a minimum, ensure an adequate number of staff members to provide case management and leasing and property management support.
- Ensure that there is a separation of housing and services in terms of job responsibilities for each staff role if at all possible.
- Identify a staff member to help reduce role conflict among program staff members.
- Ensure that everyone is aware of roles and responsibilities among all staff members.
- Reiterate responsibilities of each staff member when interacting with tenants/subtenants.
- Identify staff members to meet regularly with property owners and with community service providers serving tenants/subtenants to promote coordination and problem solve.
- Regularly offer workforce development trainings on various topics, including:

- Racial equity
- Cultural competency
- Confidentiality
- Support for people with serious mental illness, substance use disorders, and trauma
- Substance Abuse and Mental Health Services Administration permanent supportive housing toolkit
- Evidence-based practices (harm reduction, Housing First, trauma-informed care)
- Take time to answer the following questions as you prepare your staffing plan:
  - Will maintenance staff members be available for tenants/subtenants to call 24 hours a day or limited hours per day for maintenance issues?
  - Will service staff members meet with tenants/subtenants in their homes, in the community, in the office, or some combination?
  - What are the policies for various staff members to enter a tenant's/subtenant's apartment?
  - Will property management staff members be available to property owners to call 24 hours a day or limited hours per day for property concerns?
  - Who facilitates the grievance process if a staff member recommends a tenant/subtenant be evicted? Who does the tenant/subtenant call?
  - Who develops and monitors MOUs with partner agencies that provide services in the community that tenants/subtenants can access?

## POLICIES AND PROCEDURES

- When developing policies and procedures, consider racial equity and tenant/subtenant autonomy and choice in every step.
- Ensure that the people who develop the policies and procedures are representative of the people you will serve and that their rights are included and respected in every policy and procedure.
- Ask communities that have been marginalized to serve on collaborative boards in meaningful ways.
- Implement fair housing policies that ensure all tenants/subtenants, regardless of race or ethnicity, have equal access to housing opportunities. These policies should be enforced strictly, with clear consequences for any discrimination or bias against prospective or current tenants/subtenants.
- Use disaggregated data on race and gender to inform policies and procedures.
- Involve people of color in every step of policy and procedure development.
- Closely look at each policy and procedure and consider how it may disproportionately affect BIPOC communities.
- Include the voice of people with lived experience when writing subleases.
- Ensure that subleases are written in plain language.
- Be clear about the standards for the housing and who is responsible for code violations.
- Be flexible in policies and procedures — adapt as necessary.
- Determine if there are funding regulations regarding who can and cannot be housed (for example, if people have been convicted of certain crimes).
- Determine if there are other funding restrictions (for example, staying within fair market rent).
- Have insurance.
- Ensure that there is a clear understanding of obligations for each party and terms of termination in the property owner's or global leasing provider's lease.

- Ensure that everyone understands who is responsible for working with tenants/subtenants on lease violations. Subleases should spell out when the global leasing provider can enter the unit, and who delivers notifications to tenants/subtenants.
- Ensure that there is a clear understanding of who the landlord is, who the owner of the property is, and who the service provider is.
- All involved should have a plan and a strong commitment to ensuring housing for individual tenants/subtenants.
- Have an approved structure, processes, and forms, as well as collaborations with lawyers to be ready for evictions before the first tenant/subtenant moves in.
- Set up reporting mechanisms (for example, a hotline) for tenants/subtenants who feel that they are being harassed or if they feel unsafe.

## COMMUNITY

- Place units in various settings to provide choice:
  - Scatter units throughout various buildings/neighborhoods and not in one building, so that previously unhoused households are not concentrated in one place, allowing tenants/subtenants to move away from the negative aspects of experiences of homelessness.
  - Place units in one building for tenants/subtenants that prefer finding a sense of community among neighbors with similar lived experiences as themselves.
- Connect tenants/subtenants with a community. Feeling part of a community looks different for each tenant/subtenant, and it is important to have ongoing conversations to foster preferred community connections, whether it is to local barbershops, child care options, faith-based organizations, town parks, or healthcare services.

## INTAKE AND ASSESSMENT

- To protect tenants/subtenants, ensure that they know what is expected of them in terms of lease requirements.
- Ensure that emergency and grievance procedures are in place.<sup>166</sup>
- Intentionally match tenants/subtenants to units.
- During the assessment process, allow potential tenants/subtenants to discuss their needs and desires and what they would like to get out of the program, including housing and roommate preferences.
- Learn about potential tenants/subtenants by speaking to people they know and having discussions about their issues, hopes, and aspirations.
- Help potential tenants/subtenants understand what global leasing is.
- Actively reach out to diverse communities to promote their properties and encourage applications from individuals of all backgrounds. This can include outreach to historically marginalized communities, such as low-income or communities of color, through targeted marketing efforts or partnerships with community organizations.
- Ensure that tenant/subtenant screening processes are fair and unbiased. Screening criteria should be applied consistently and objectively, without any discriminatory or subjective factors that may disproportionately affect certain groups.
- Try to inform potential tenants/subtenants of your decision within a short period of time. Once a decision has been made, try to move the tenant/subtenant into housing fairly quickly.
- Consider having staff members dedicated to developing screening criteria, making referrals to properties, completing the necessary paperwork, and interfacing with the housing authorities.

## SERVICES

- When building the program, consider the services that you can offer. What can the agency offer, and what outside services will need to be brought in?
- Develop a plan to meet tenant/subtenant service needs, including life goals and recovery goals as appropriate.
- Determine the frequency of scheduled visits.
- Develop a plan for handling tenant/subtenant crises.
- Decide whether services will be mandated or optional. If optional, will there be times in which there are mandated services (for example, through court order)?
- Ensure adequate case management.
- Attach more services so that tenants/subtenants have more choice. *It is critical for a program to offer services that tenants/subtenants want.*
- Ensure that tenants/subtenants are aware of their obligations as a tenant/subtenant, grounds for eviction, and grievance processes, and provide services to help avoid eviction.
- Help tenants/subtenants establish goals and realistic expectations.
- If a tenant/subtenant is interested in developing a recovery plan or is interested in becoming part of a community that supports their chosen recovery way, connect them with recovery community organizations and networks in your state or region.
- Service providers play a critical role in eviction prevention. Ensure that tenants/subtenants are aware of their obligations as a tenant/subtenant, grounds for eviction, and grievance processes. Be as responsive as possible to problems and attempt to prevent issues before they become crises.<sup>167</sup>

## FURNITURE AND UTILITIES

- In the case of providing housing that is already furnished, check your state tenant leasing regulations so you know whether subtenants are allowed to take the furniture with them when they move out. This is important to know so that you can include relevant information in the sublease agreement and also so you can create a budget to replace furniture before the next move-in is scheduled.
- Check available funding sources to discern if the purchase of furniture is an allowable expense.
- Work with community nonprofits or furniture banks offering move-in kits, supplies, and furniture to people at risk of or experiencing homelessness and develop an MOU.

## MAINTENANCE PLANS

- Build maintenance into every step of the programmatic plan. What maintenance or repairs are needed to get the unit ready for occupancy? What are ongoing maintenance activities during occupancy? What maintenance or repairs are needed when the unit is vacated and before re-occupancy? In terms of maintenance of the building, what is the maintenance plan the property owner has developed? Would the development of a maintenance plan with the property owner make sense?
- When staffing the program, ensure that there is capacity for maintenance and repairs. For issues that require expertise beyond what the program has, line up contracts with community collaborators.
- Determine a schedule for needed inspections.
- Conduct quality assurance activities and ensure that the property is properly maintained.<sup>168, 169</sup>
- Be as responsive as possible to problems and attempt to prevent issues before they become crises.<sup>170</sup>
- Understand the real costs of doing the work (including maintenance fees), and build maintenance into the budget.
- It can be difficult to fundraise for repair and maintenance, so look for alternative funding sources or focus on fundraising based on the program's impact on tenants/subtenants.

- Be clear in agreements about the standards for the housing and who is responsible for code violations.<sup>171, 172</sup>
- Be prepared to have difficult conversations about damages with both tenants/subtenants and property owners. This may include educating property owners about the needs of tenants/subtenants.

## PROGRAM EXITS

- Focus on restorative processes to help people develop success plans, create safety plans, and stay in housing.
- Before the tenant/subtenant signs the lease, make sure the estimated exit date has been discussed (for example, between 3 and 24 months) so that all parties have the same expectation before the lease is executed.
- Using a strengths-based approach, offer the tenant/subtenant services to achieve self-determined goals related to health, home, purpose, and community.
- Ensure that the tenant/subtenant knows that if the housing unit is not the right fit, staff members will work to identify another housing option.

## EVICCTIONS

- Focus on using restorative processes to help keep people housed. Work with tenants/subtenants to resolve issues before they become crises that could lead to eviction.<sup>173, 174</sup>
- Ensure that contracts have language around eviction prevention.<sup>175</sup>

## FINANCES

- Determine how much the work will cost. Be sure to include eviction costs, damages to units, moving costs, insurance, and maintenance fees.
- Develop a realistic budget.
  - Allocate funding to address racial inequities in programs and systems.
  - Ensure that representatives of the communities a program serves are included in decisions about allocating resources.
- Determine how you will fund the program.
- Consider putting together a braided funding package.
- Pre-plan any grants or funding with restrictions to ensure that the program has the capacity and operations to meet agreements.
- Secure multiple funding sources to help subsidize the rent for tenants/subtenants in global leasing programs.
- Be aware of rules and regulations regarding funding.
- Ensure that everyone involved is aware of funding gaps.<sup>176, 177</sup>
- If a tenant/subtenant does need to be evicted, programs suggest having safety plans for staff members. This may involve helping a tenant/subtenant pack what they can carry and developing a plan to collect the rest of their belongings, and ensuring that the tenant/subtenant has a safe place to sleep.

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# Endnotes

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