



**The Framework for  
an Equitable COVID-19  
Homelessness Response**  
#HousingEquity

# Advancing Equity and Impact

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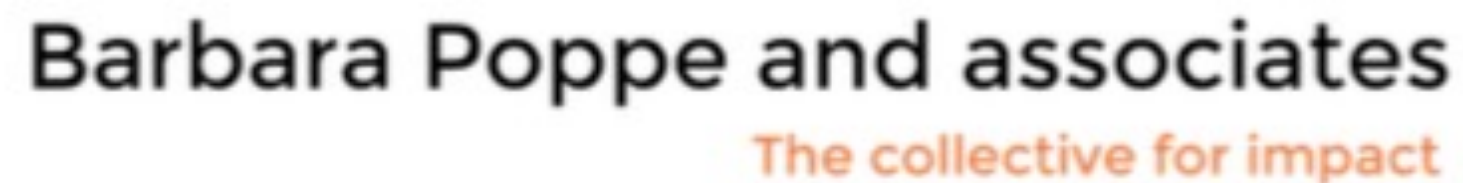
**Effective Landlord Engagement and  
Unit Cultivation Strategies**

***Webinar #3 in Series***

<http://housingequityframework.org>

# Partners

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# The Framework: Guiding Strategies

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1. Advance racial justice and equity
2. Address the highest needs first
3. Grow partnerships
4. Get people into housing
5. Act quickly



# Webinar Series on Advancing Equity & Impact

1. Harnessing the American Rescue Plan to Prevent and End Homelessness (Today)
2. Funding and Implementing an Equitable Rehousing Continuum (July 22)
- 3. Effective Landlord Engagement and Unit Cultivation Strategies (TODAY)**
4. Aligning Services Funding and Resources (To Be Announced)



# Special Guest

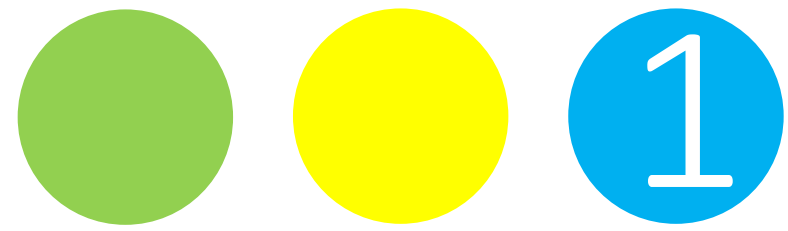
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**Richard S. Cho, Ph.D.**

Senior Advisor for Housing and Services  
Office of the Secretary  
U.S. Department of Housing and Urban  
Development







# Racial Inequities and Homelessness

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Housing instability and  
homelessness  
*are*  
inextricably linked to  
long standing racial disparities  
*and*  
have been amplified  
during the pandemic.

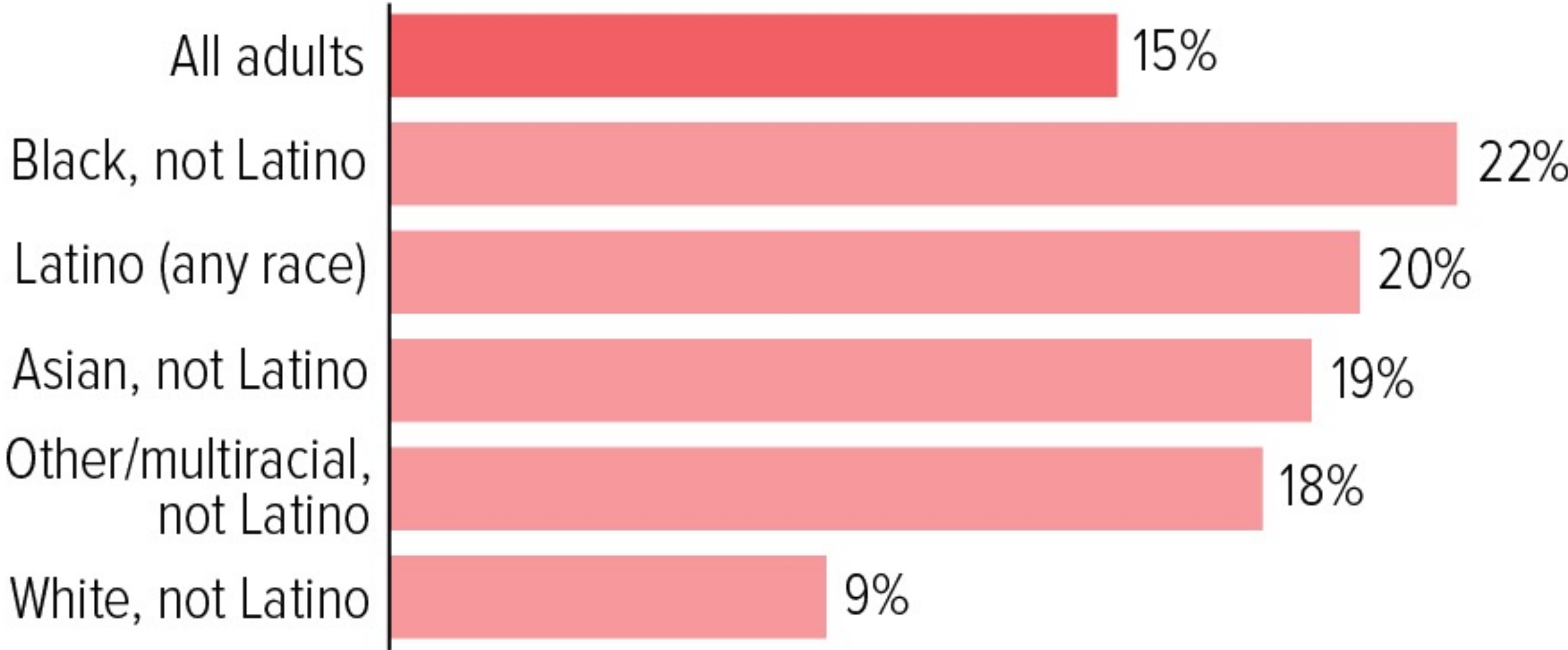






# Over 1 in 7 Renters Not Caught Up on Rent During Pandemic, With Renters of Color Facing Greatest Hardship

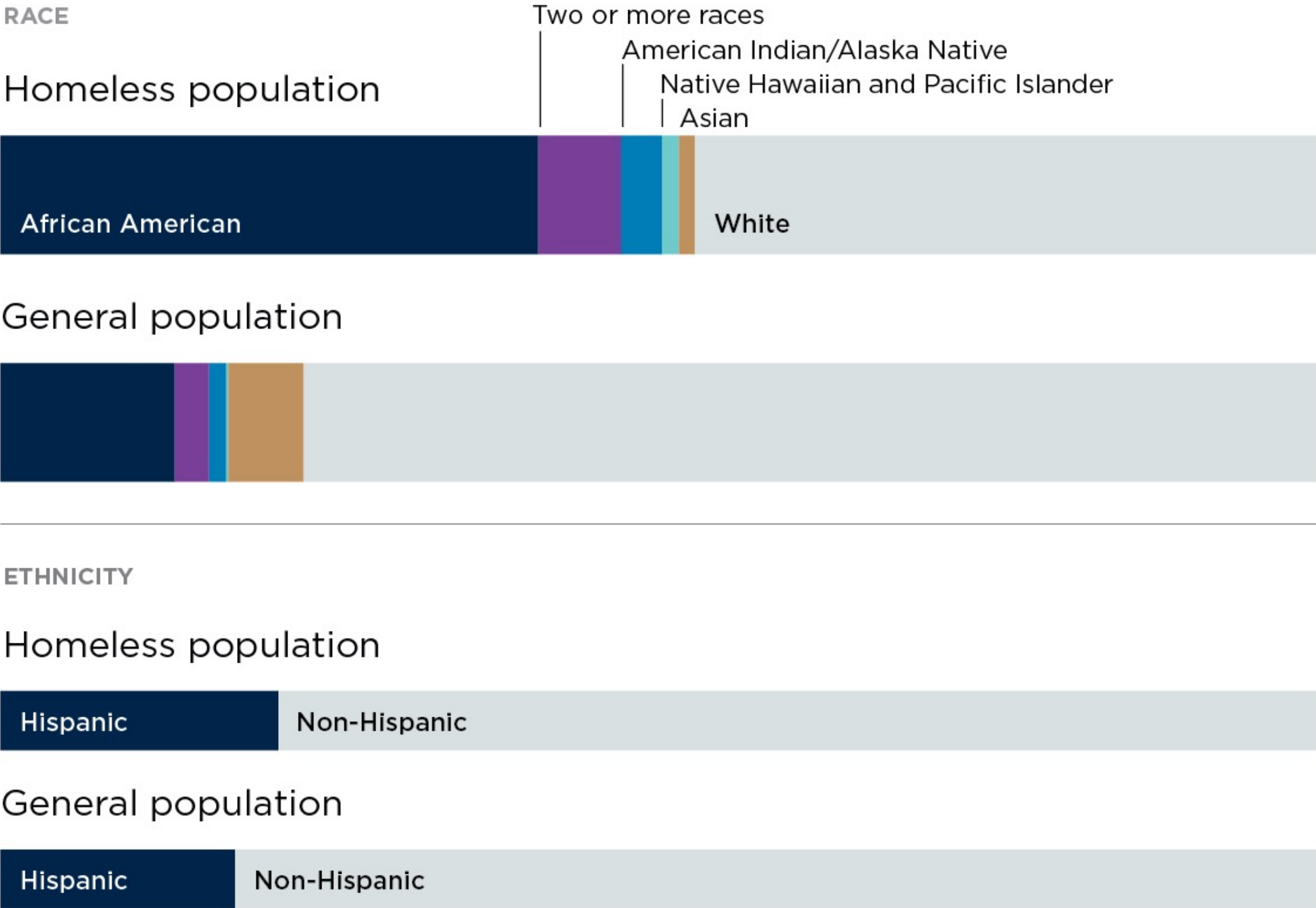
Share of adult renters saying their household is not caught up on rent



Note: Other/multiracial, not Latino = people identifying as American Indian, Alaska Native, Native Hawaiian or Pacific Islander, or more than one race. Chart excludes renters who did not respond.  
Data Source: CBPP analysis of Census Bureau Household Pulse Survey tables for March 17 - 29

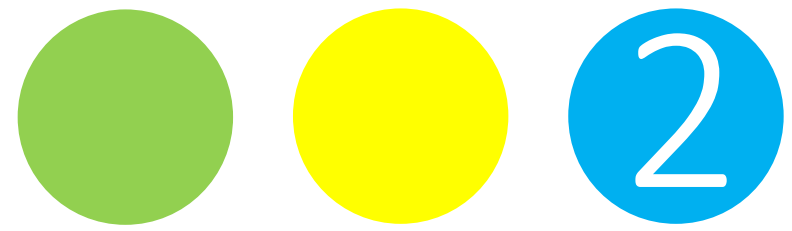
# People of color are more likely to experience homelessness

Race and Ethnicity of people experiencing homelessness compared to the general population



Note: Homeless population data are for a given night in 2017

Data Source: National Alliance to End Homelessness, 2017 Annual Homeless Assessment Report to Congress, Part 1



# Effective Landlord Engagement and Unit Cultivation Strategies

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# STREAMLINING HOUSING PLACEMENTS

Housing Acquisition and Navigation Strategies from the Flexible Housing Subsidy Pool, a Nationally Recognized Supportive Housing Solution







**William F. Pickel**

Chief Executive Officer,  
Brilliant Corners



**Cynthia Nagendra**

Director of Policy and Planning,  
San Francisco Department of Homelessness  
and Supportive Housing



# OUR FOUNDING MISSION





# OUR IMPACT AT A GLANCE

10000+

PERMANENT SUPPORTIVE  
HOUSING PLACEMENTS



EACH MONTH, WE  
MOVE

200+

PEOPLE OUT OF  
HOMELESSNESS  
INTO PERMANENT  
HOMES



1000+

PEOPLE WITH  
DEVELOPMENTAL  
DISABILITIES HOUSED



1700+

PEOPLE SERVED  
THROUGH  
INTENSIVE CASE  
MANAGEMENT



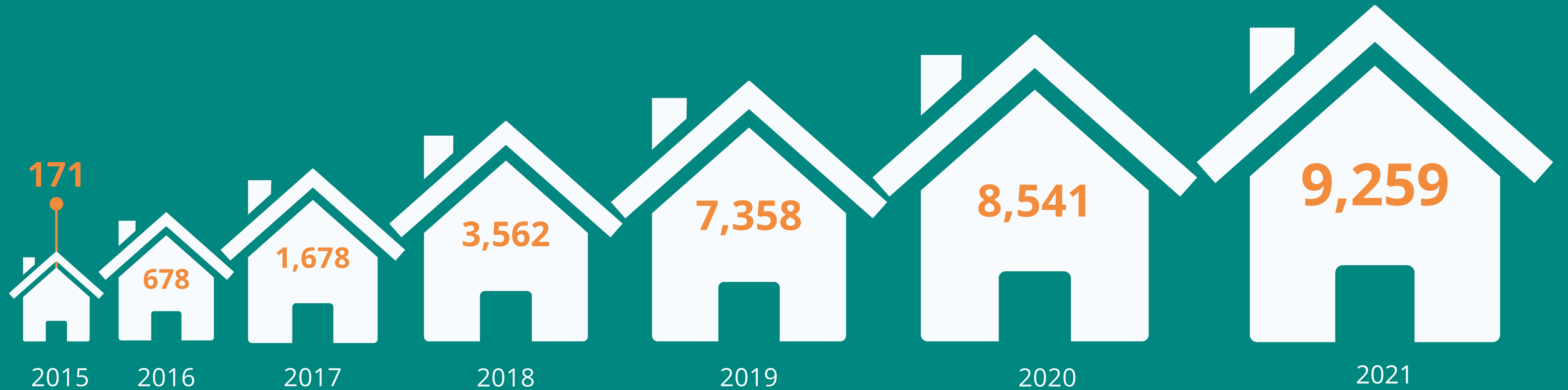


**The solution to  
homelessness is housing.  
Throughout the country,  
there are vacant units  
waiting to be leased.**



## WHAT'S THE IMPACT?

There were **171** housing placements in Year 1 of LA County's Flex Pool. Since then, there have been over **9,200** cumulative placements.



# Model Overview



**Landlord  
Engagement  
Creates Portfolio  
of Units**



**Tenancy  
Supports Team  
Ensures Housing  
Stability**

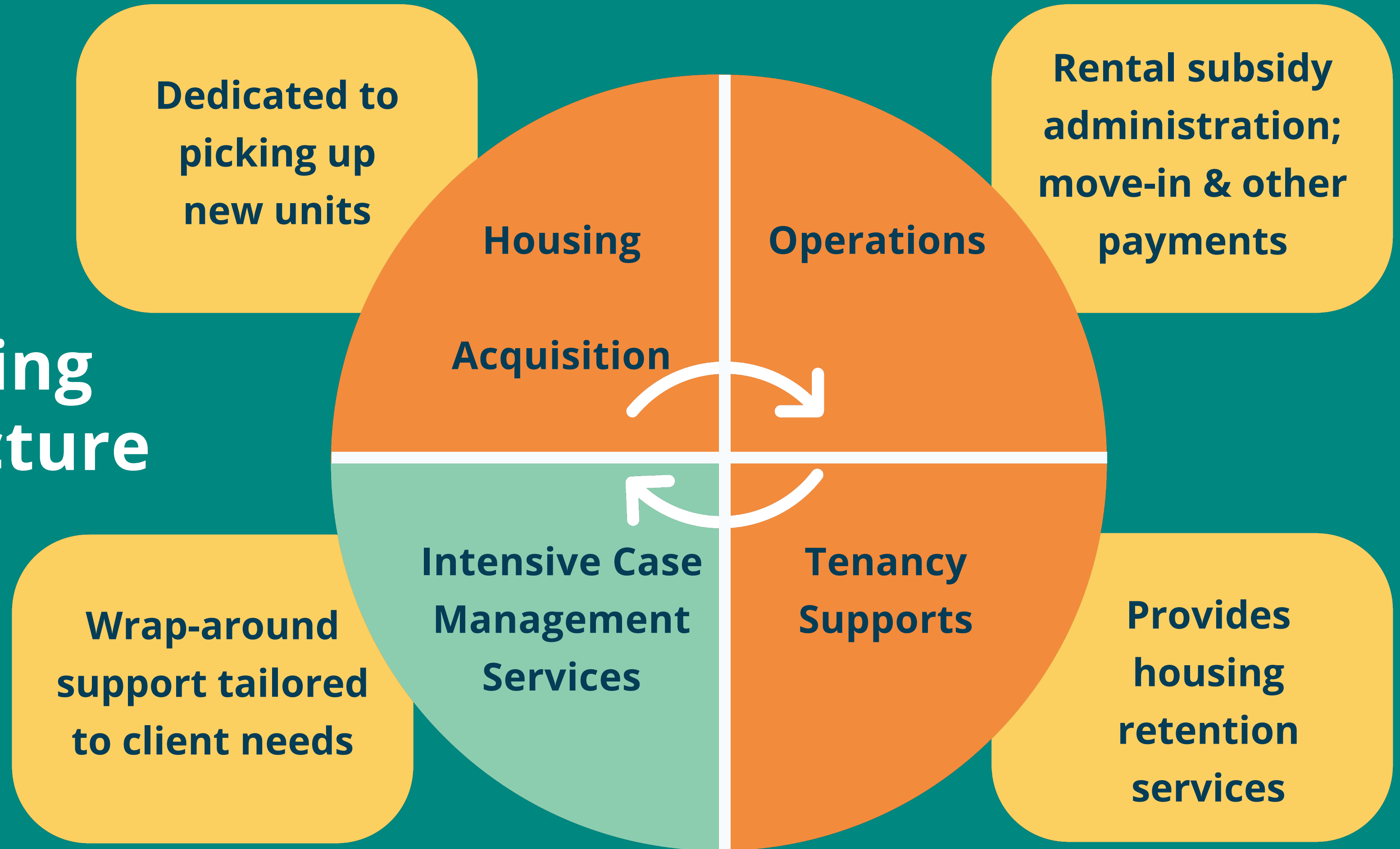


**Operations Team  
Streamlines Lease  
& Rent Process**



**Intensive Case  
Management Provides  
Wrap-Around  
Support**

# Staffing Structure

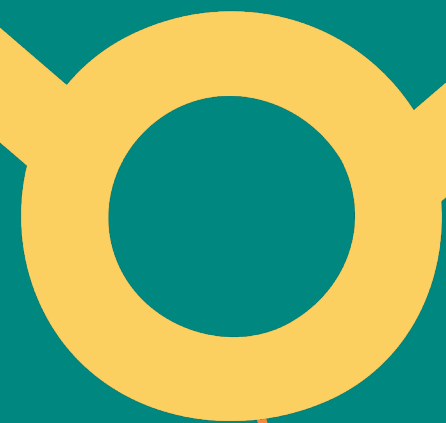


# How it Works

Brilliant Corners curates a portfolio of units based on client needs through landlord engagement



Partners refer client



Client moves into unit and is provided housing retention and case management services

Units are held to create pool

Brilliant Corners matches client to available unit



# Understanding Landlord Motivation

**Rent**

**No  
Vacancies**

**Damage  
Mitigation**

**Support**

# Brilliant Corners' Housing Acquisition Model

## STANDARD FINANCIAL TOOLS

### **Unit Holding Agreement**

Funding to quickly hold vacant units for client match.

### **Streamlined Inspections**

Specialists are mobilized to conduct housing quality inspections, making this process happen faster than traditional Housing Authorities, shortening the time to bring units online.

### **Move-in Payments**

Security deposit, first & last month's rent.

### **Move-in Assistance**

Funding for household needs: furniture, bedding, cookware, & utility turn-on fees.

### **Property Provider Incentives**

Encourage property provider participation, such as lease-signing bonus & inspection repair funds.

### **Flexible Financial Assistance**

Funding to support & maintain client's tenancy: past-due rent balances; unit repairs; unit modifications.

### **Rent Subsidy Administration**

Brilliant Corners administers ongoing rental payments, requiring full Operations Team capacity.

# Housing Retention Services

## WRAPAROUND SUPPORT

After moving into a unit, tenants receive ongoing support from Brilliant Corners Housing Coordinators during the lease to ensure positive tenant-landlord relationships and lease compliance.



# How This Can Work in Your Community

## **BUILD OUT A HOLISTIC PROGRAMMATIC APPROACH**

- ✓ Convene all stakeholder agencies and their key personnel responsible for implementation
- ✓ Develop comprehensive program design and structure
- ✓ Centralize and/or standardize resources and processes to the extent possible
- ✓ Dedicate adequate time for a process design and ramp up period before launch

# How This Can Work in Your Community

## **BUILD MEANINGFUL STAKEHOLDER RELATIONSHIPS**

- ✓ Build relationships with your local county, government stakeholders, Public Housing Authority
- ✓ Navigate relationships with Continuums of Care, Coordinated Entry System
- ✓ Engage with your local Public Housing Authority to strategize ways to streamline the application and inspection process
- ✓ Engage with your local government to see if funds available to cover any gap funding needed to ensure vouchers are used

# How This Can Work in Your Community

## IDENTIFY FUNDING NEEDS

- ✓ Centralize the framework for client-related costs
- ✓ Create a line-item budget for every client assistance and landlord incentive payment that could block or delay housing
- ✓ Make sure you've identified all of the one-time funds you need before the move-in process:
  - Client Assistance Funds
  - Set-aside Funding for Move-In Costs (security deposits, furniture)



# How This Can Work in Your Community

## CONTRACT AND PAYMENT STREAMLINING

- ✓ Streamlining contracts and payments to ensure that providers aren't slowed down by contract and budget negotiations and difficult billing timelines
- ✓ Consider an advance structure, especially where providers need to move quickly on deploying flexible client assistance funds or to hold vacant units

# How This Can Work in Your Community

## DEVELOP A ROBUST STAFFING MODEL

- ✓ A robust staffing model includes dedicated personnel for landlord engagement, tenancy support services, program operations, and case management
- ✓ Having disaggregated case management, tenancy supports and landlord engagement enables a laser-like focus on the practical challenges of securing units, forming stable landlord partnerships, and supporting tenants for long term housing stability

# How This Can Work in Your Community

## CREATING A POOL OF UNITS

- ✓ If you can hold vacant units in advance of placement – this can decrease the time needed to place someone into housing.
- ✓ A pooled approach to unit acquisition helps decrease lease-up time and provide a range of housing options that clients can be quickly matched to.

# How This Can Work in Your Community

## LANDLORD ENGAGEMENT AND RETENTION STRATEGIES

- ✓ Engage with local landlords and property owners now to see if they have units coming online soon.
- ✓ Maintain positive relationships with them even after client move-in.
- ✓ Hold an event for prospective and current landlords you work with to pitch program/vouchers/goals.
- ✓ Create a one-pager for landlords that explain the benefits of the program/vouchers.
- ✓ Work closely with all parties involved in a client's case to ensure a smooth move-in process.

# A Place to Call Home

A key takeaway from operating the Flexible Housing Subsidy Pool is that the **combination of housing locator services, tenancy support and wrap-around case management is the key recipe for success.**

Professionalizing these functions—as they are different skill sets—contributes to:

- 🏠 Program impact
- 🏠 Exceptional service for clients and landlord partners alike
- 🏠 Ability to rapidly scale housing placements thousands of our unhoused neighbors



The Shockley Family at their new home.

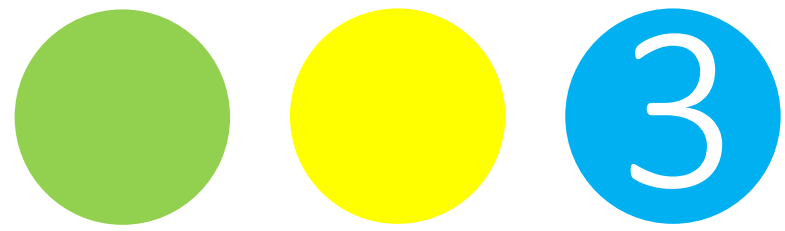
# Thank you!

## Please contact us with any further questions:

**William F. Pickel**, Chief Executive Officer | Brilliant Corners  
bpickel@brilliantcorners.org | c: 415.509.7660







# Tools and Resources

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# Additional Tools & Resources

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- Urgent Message About **Prioritizing People for Emergency Housing Vouchers**
- Having **Greatest Impact on Preventing Homelessness and Addressing Racial Inequities** with New Federal Emergency Rental Assistance Resources
- **Equity-Based Decision-Making Guide** and Assessment Tool
- **What We Heard from People with Lived Experience** about COVID-19, Homelessness, and Services
- **Making the Case for Homeless Children and Families** During the Pandemic
- Strengthening **Partnerships for Better Health Outcomes**
- **Videos** introducing and accompanying tools
- **Library of hundreds of other tools and resources** re: federal funding, operational guidance, State and local examples
- Available at [HousingEquityFramework.org](https://HousingEquityFramework.org)

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# Questions?

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