

# Deep Dive: Engaging Landlords and Acquiring Units

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NCCEH

OCTOBER 2020

# Agenda

## Engagement

System Approach  
Components of  
Effective  
Engagement

## Recruitment

Outreach Vs  
Solicitation  
Strategic Targeting  
Developing the Pitch

## Retention

Retention Strategies  
Eviction Prevention  
Staffing for Success

# A Systemic Approach to Landlord Engagement

## Centralized/Single Function

- Ensures focus on housing search
- Reduces duplication and competition
- Ability to use various methods to secure range of affordable housing options

## Stakeholder Collaboration

- Support on-going tenancy
- Informs strategies and priorities

## Dedicated Resource

- Staffing
- Financial assistance

# Components of Effective Engagement Strategies

## Access

- Establish a system for outreach and engagement
- Develop tools to support outreach and marketing activities

## Recruit

- Speak to landlord motivations and concerns
- Use data to inform and target recruitment efforts to maximize impact

## Retain

- Minimize burden on through administrative flexibility
- Proactively identify ways the program can benefit landlords
- Provide long term support & rapid crisis response

# Developing an Outreach System

- Ensure that individuals responsible for implementation of the outreach campaign are:
  - Familiar with the program and its talking points
  - Well-versed in the language and motivations of landlords and the local rental sector
- Mobilize community stakeholders to leverage and identify key entry points for engagement
- Develop tools and other resources to support outreach and marketing activities

Direct  
Solicitation  
vs  
Outreach



# Leverage System Partners



Municipal Housing  
Depts.

Existing strategies  
Credibility  
Marketing



Income Assistance  
Programs

Eligibility  
Opportunities to fast  
track benefits



PHA

Inspections  
HCV recruitment  
Marketing



Homeless/Housing  
Related Service  
Providers

Resource Sharing  
LL's lists

# Marketing Materials

## Materials should be:

- Informative
- Visually engaging
- Succinct
- Inspire LL's to schedule meeting/discuss program details
- Clearly outline the point of contact

## Examples

- Agency Program/Brochure
- Fact Sheets
- One Pagers
- Media Coverage
- Infographics
- Social Media





**GOT  
APARTMENT  
UNITS  
FOR RENT?**



Are you a **property owner** in  
Rhode Island with **vacant units**?

We are looking for units **immediately available** across the state to provide safe harbor to vulnerable Rhode Islanders without a home. Units must be **safe and habitable**.

We want to **support each of you** with the rental income our state will be issuing in the coming weeks. Our programs will pay **market rent reliably** on the first of each month.

We are challenging our state to pledge at least **100 units** by **July 1st!**

**CALL  
211**

- **\$2,000** signing bonus for the first pledged unit
- **\$500** for each additional unit
- Up to **\$2,000** per unit for move-in upgrades and repairs
- Guaranteed **first and last** month's rent

up to \$1000 per leased unit

# It PAYS to be an EHA LANDLORD!



## \$100 INCENTIVE: CURRENT LANDLORD

EHA will offer a \$100 incentive for all new Housing Assistance Payment (HAP) Contracts signed with current landlords between 9/1/2020 and 12/31/2020. Multiple units may qualify for this incentive. \*HAP Contract renewals not covered.

## \$200 INCENTIVE: CURRENT LANDLORD

EHA will offer a \$200 incentive to any current participating landlord who signs a new HAP Contract between 9/1/2020 and 12/31/2020 for a unit that has not been subsidized for 12 consecutive months (as of 8/31/2019). Multiple units may qualify for this incentive.

## \$500 INCENTIVE: NEW LANDLORD

EHA will offer a \$500 incentive to any new landlord participating in the program for the first time who signs a new HAP Contract between 9/1/2020 and 12/31/2020. Multiple units may qualify for this incentive. \*May opt-out for \$1000 incentive.

For a limited time only, recent CARES Act funding allows the Evansville Housing Authority to offer financial incentives to landlords who qualify and agree to partner with EHA's Housing Choice Voucher (HCV) Program for a minimum of one year. Our applicants have vouchers in hand and are ready to lease up immediately!

## \$1000 INCENTIVE: NEW LANDLORD

After a pre-inspection is conducted by EHA, first-time participating landlords may be reimbursed UP TO \$1000 to correct Housing Quality Standard (HQS) Inspection violations for units that have never been on the program. Repair reimbursements to landlords are contingent upon a HAP Contract being signed for the specific unit between 9/1/2020 and 12/31/2020. Multiple units may qualify for this incentive. \*Reimbursement requests up to \$1000 must include invoices/receipts for work completed after the pre-inspection and before the HAP Contract is signed..



### EVANSVILLE HOUSING AUTHORITY

Contact: Marques Terry, Housing Choice Voucher Program Director

Phone: 812-428-8548 x115

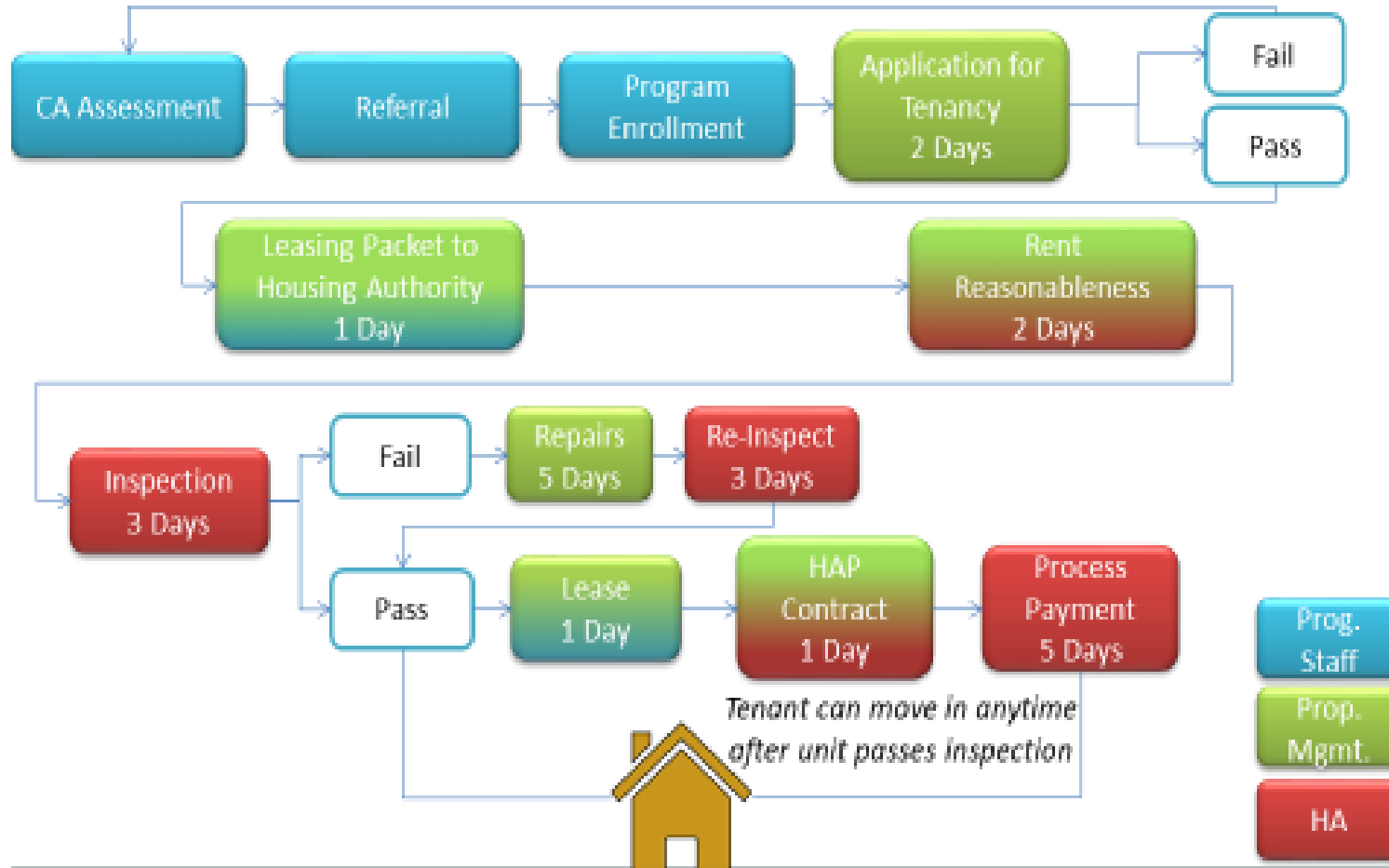
Email: [marques.terry@evansvillehousing.org](mailto:marques.terry@evansvillehousing.org)

Website: [www.evansvillehousing.org/landlords](http://www.evansvillehousing.org/landlords)



Disclosure: Only one incentive offer may be accepted per signed HAP Contract. Incentives will be offered for a limited time only while budgeted funds remain.

# Rapid Re-Housing Leasing Process



# Recruiting Landlords



# Getting in the Mindset

## Speak Their Language

Translate our language throughout every conversation

Learn their language

## Actual vs. Perceived Risk

Asset Management

Building Community

## Make the Business Case

Rent

Eviction Prevention/Mutual Rescissions

Support Services

# Making the Business Case

- Where the rent will come from and whether the source will be reliable?
- How will renting to high risk tenants will affect insurance rates?
- Who will be held accountable if issues arise?
- The hassles of dealing with income assistance payments
- Lack of control
- Lack of input into screening prospective tenants
- Participants' lack of housing reference and/or poor credit
- Substance use and mental health issues among program participants
- Traffic and guest management issues
- Bedbugs
- Property damage
- Nuisance and disturbances for other tenants in the building
- Turnover and empty units

# Targeted Recruitment



Define System Needs

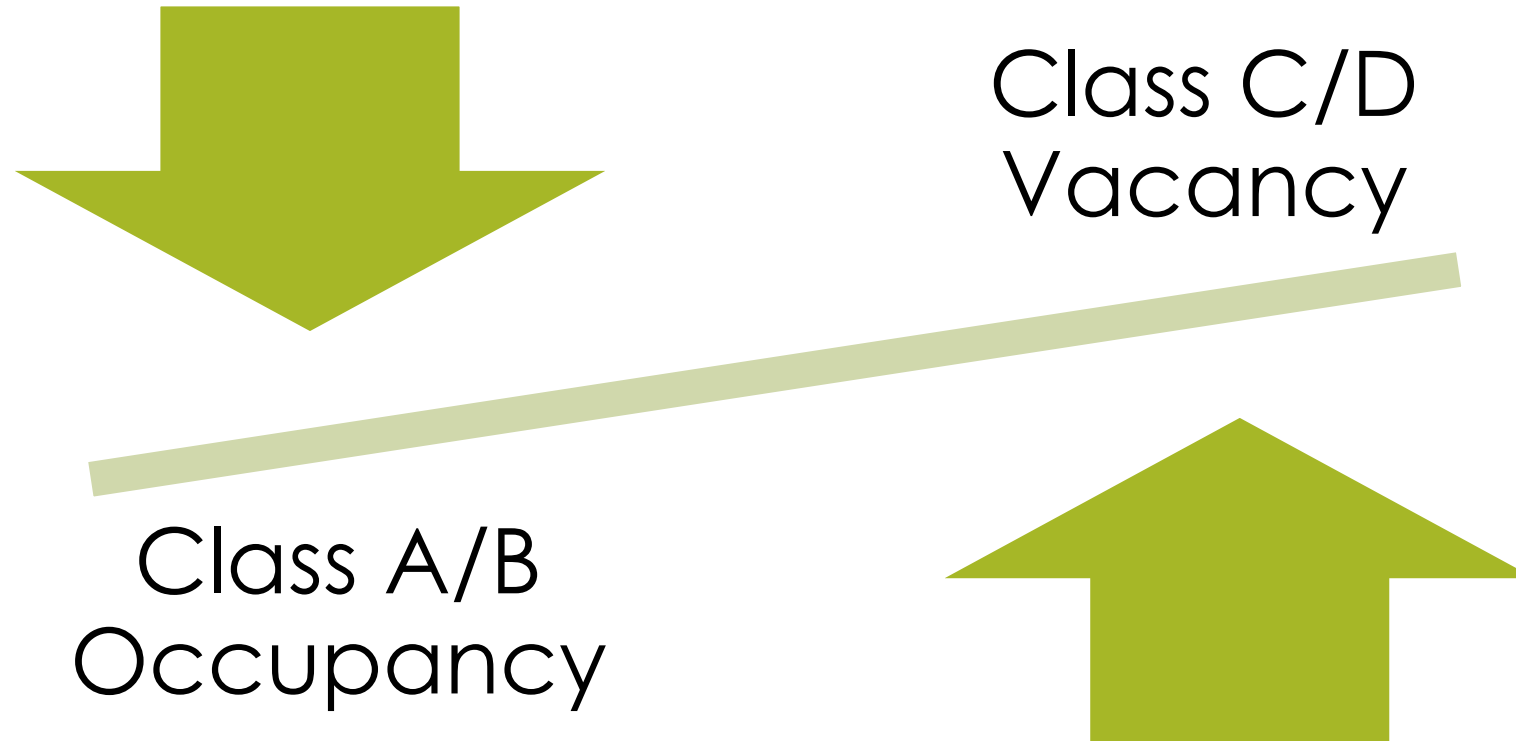


Assess Market Conditions



Identify Pain Points

# Market Analysis – Houston Example



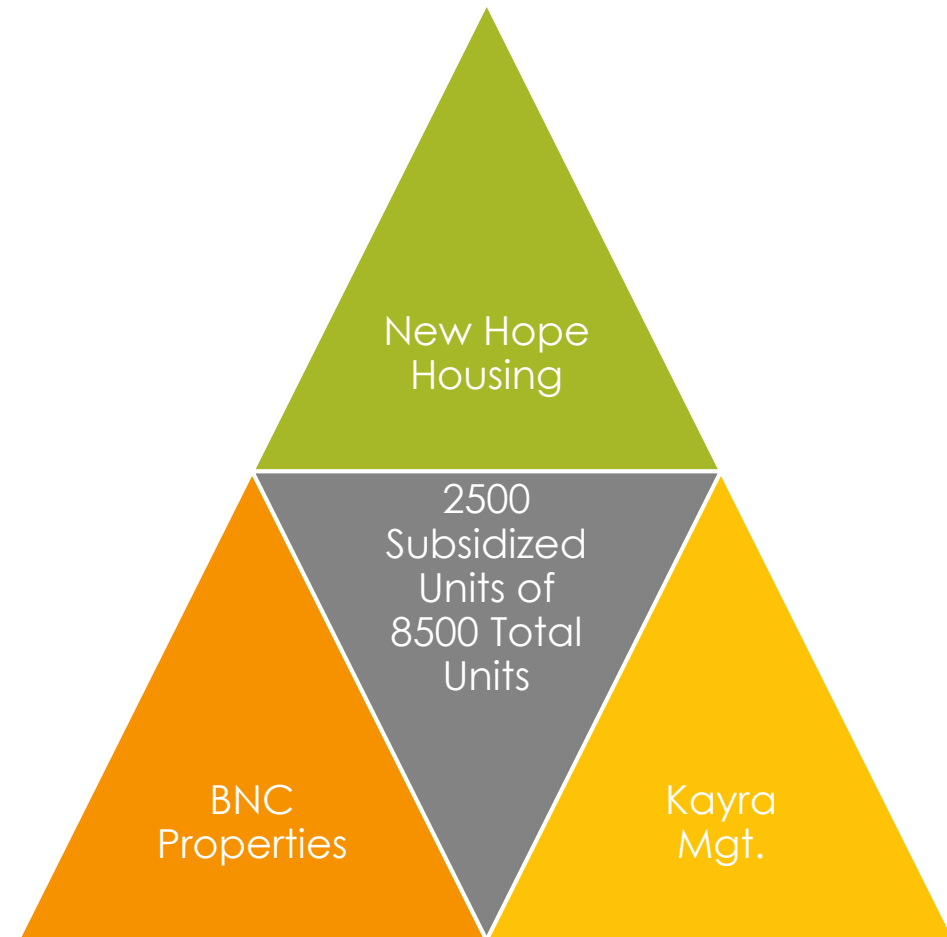


# Strategic Recruitment – Houston Example

- CoC and the Houston Apartment Association identified the following multifamily properties:
  - Occupancy rate of 89% or below
  - Classified as C or D class property
  - More than 275 units on property
  - Mix of 1, 2, & 3 bedroom units
- Identified those that already accept some form of subsidy
- Began engaging the top 3 most viable owners with the largest portfolios



# The Results – Houston Example



# Examine Market Conditions

## Overview

NC MF report

Buildings

**647**

Avg. Rent Per Unit

**\$896**

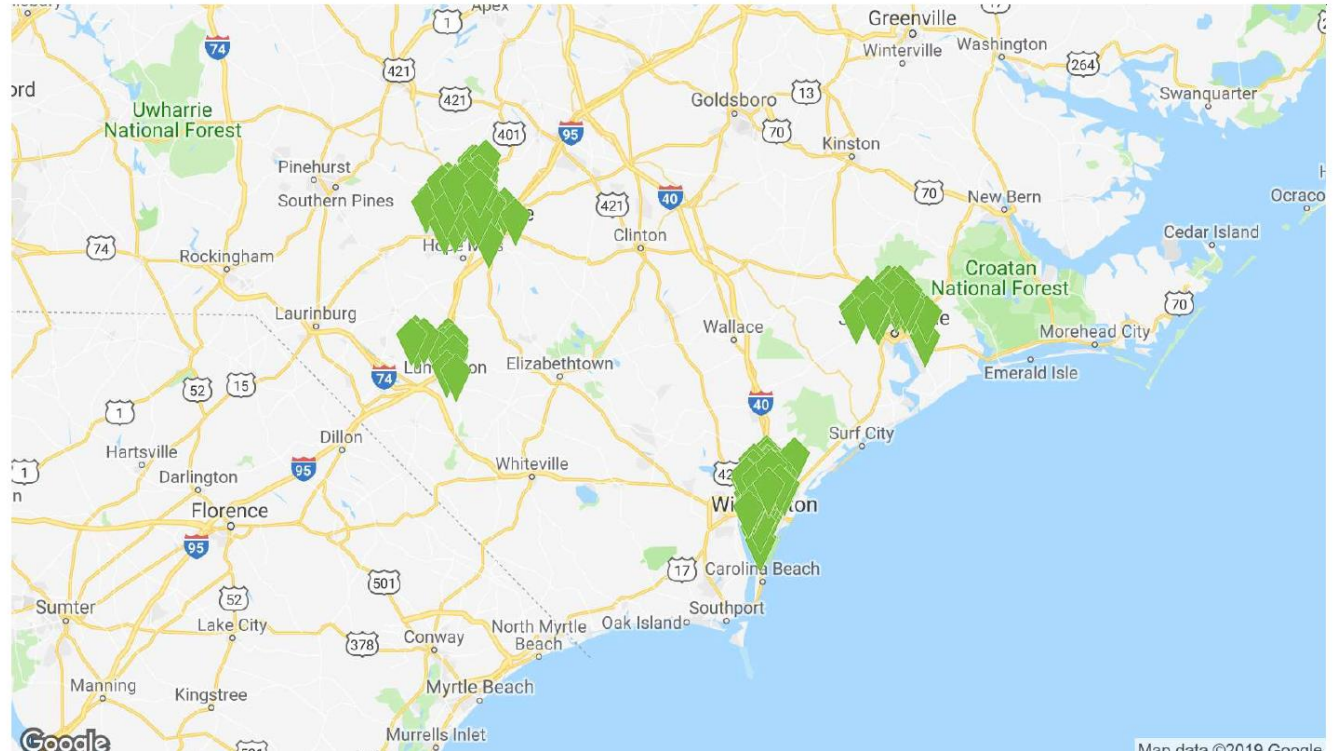
Avg. Rent Per SF

**\$0.94**

Avg. Vacancy Rate

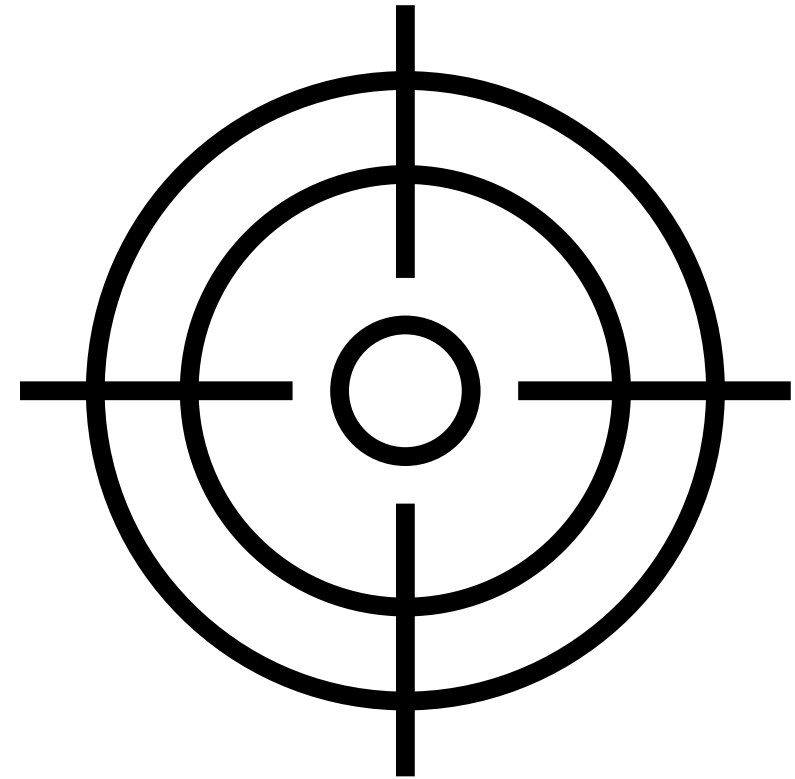
**5.9%**

### PROPERTIES IN SURVEY



# Potential Pain Points

- Trends show a “suburban flight” resulting in vacancy in urban, central core
- C/D Class properties experience limited movement month over month.
  - 53% renewed leases from Aug to Sept
- C/D Class properties have reduction in on-time rental payments
  - 32% of renters did not pay rent during first week of Sept



# “The Delivery”

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Be conscious of your body language and other non-verbal signals you are sending.

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Establish a peer-level interaction

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Build on their ideas; Listen to what the other person is saying and look for shared experiences or circumstances.

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Use non-threatening and ‘safe topics’ for initial small talk.

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Never disagree, try and find a way to bridge gap without getting combative

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Try to inject an element of humor.

# Pitching via Phone

## Things to consider...

- Demonstrate your enthusiasm and expertise in first 30 seconds of call
- Tailored/clear asks: available units or connection to decision maker
- Always ask for contact information for property manager

## Things to avoid...

- Explaining too much over the phone/email even before viewing the unit.
- Taking too long to follow-up with information requests.
- Leaving out critical details; i.e. the funding source.
- Focusing too much on the client and not the program or system

A	B	C	D	E	F	G	H
Property Name		Address	Zip Code	Units	Owned Owner	Notes	
Anson On the Lakes	704-552-5446	7908 Waterford Lakes Dr	28210	1368	Bcore Mf Anson Llc	19 1B available	
Waterford Sq Apts	704-542-3332	4808 Waterford Knoll Dr	28226	1366	Waterford Square Apartments Assoc Llc	10 1B, slightly over FMR	
The Bryce	704-599-1033	4110 Double Creek Crossing	28269	976	Psreg Double Creek Owner	14 1B available	
Country Club Apts	704-536-5208	2523 Dunlavin Way	28205	898	2332 Dunlavin Way Llc		
Mallard Glen	704-769-2568	2020 Laysan Teal Ln	28262	896	Mallard Glen Apartments Llc		
The Avant at Steelescreek	704-666-2436	13017 Winter Hazel Rd	28278	888	Avant At Steele Creek	six 1B, slightly over FMR	
		1708 Nantuckett Ln	28270	832	Bedrock Holdings li Charlotte Llc		
Addison Park Apt	704-741-8593	6245 Hackberry Creek Trl	28269	828	Wrpv Xii Addison Park Charlotte Llc	10+ 1B	
The Marquis of Carmel	888-228-0395	6760 Poppy Hills Ln	28226	826	Cws Carmel Valley Associates, Stonegate Austin-Carme Cws		
Inspire SouthPark Apts		345 Sharon Township Ln	28211	820	Northland Inspire Llc		
Tyvola Centre	844-850-5455	405 Rollingbrook Dr	28217	784	Tyvola Apartments Llc	Approx \$100 over FMR	
Hunters Pointe	704-596-0446	1807 Prospect Dr	28213	784	Hunters Pointe Clt Llc	9/nine 2-1B @ 805	
CONDO		9719 Commons East Dr	28277	774	Csp Community Owner Llc		
Southwide Homes Apt	704-336-5294	2924 S Tryon St	28203	769	Hdp Southside Homes Llc	INLIVIAN?	
Autumn Park Apt	844-867-3026	8413 Compatible Way	28262	762	Autumn Park Owner Llc	17 oneB	
Mission Matthews Place	704-568-3808	8010 Woodway Oak Cir	28105	762	Charlotte Owner 1 Llc, Charlotte Owner 2 Llc	14 oneB	
Aurea Station	704-761-7576	8617 N Wood Lake Ct	28210	760	West Shore Aurea Llc	4 oneB and 5 2B	
		7709 Creekridge Rd	28212	756	Bmf Iv Nc Park 2300 Llc		
Arbor Steele Creek	844-556-6347	13421 Arbor Trace Dr	28273	744	Steele Creek Property Llc	one 1B and one 2B	
Venue		2351 E 7th St	28204	725	Scq/Tbr Venue Owner Llc		
Berkeley Place Apts	704-946-6427	9310 Bonita Ln	28262	724	Berkeley Place Apartment Owner Llc	3 1B and 3 2B	
		1315 Ivy Meadow Dr	28213	720	Charlotte Nc Apartments Spe Llc		
Solis SouthPark Apt	980-237-4860	4905 Charlton Ln	28210	716	Post Apartment Homes		
		5521 Albemarle Rd	28212	705	Pfalzgraf Communities 4 Llc		
Somerstone Estates	704-536-1000	7101 Winding Cedar Trl	28212	704	Somerstone Nc Llc		
CONDO		10702 W Tigerton Ln	28269	702	The Tradition At Mallard Creek Llc		
Beacon Hill Apts	704-879-3616	1424 Beacon Ridge Rd	28210	690	Breit Mf Beacon Hill Llc	10 1B and 7 2B	
The Vinoy at Innovaqtion	704-717-4811	7525 Marchand Ln	28262	688	Bel Vinoy Llc	7 Units	
CONDO		8920 Avebury Dr	28213	684	Waypoint Barrington Owner Llc		
Hill Rock Estates	704-535-2642	3317 Magnolia Hill Dr	28205	670	Mag Hill Nc Llc		
Colonial Village at Chanc	704-598-0803	8211 University Ridge Dr	28213	669	Mid-America Apartments	14 1B available	
Bexley SteeleCroft Apt	833-871-1128	13120 S Steelescreek Pkwy	28278	660	Wmci Charlotte Xi Llc	25 1&2B units available; slightly ov	
Courtland 77	980-819-4893	1009 Sharview Cir	28217	660	Free Throw Nc Partners Llc	Apprx \$100 over FMR	
Central Pointe Apt	844-655-0658	4935 Central Ave	28205	656	Central Pointe Apartments Llc	4 Units available, slightly over FMR	
The Fairways at Piper Glen	704-541-1647	5918 Sycamore Hill Ln	28277	654	Piper Glen Apartments Associates Llc	12 one bedrooms available on west	
Woodland Estates Apt	833-298-2969	6124 Winged Elm Ct	28212	648	Bridge Wf Nc Woodland Ests Llc	one 1B available two 2B	
Berden Park		355 W Martin Luther King Blvc	28202	647	401 South Mint Street Apartments Investors Llc		
Residences at Brookline	844-282-7015	8628 Reames Rd	28216	645	Residences At Brookline Llc	1B starting at 100+ FMR	
The Towns at University F	833-239-3414	6350 W Countryside Dr	28213	642	Mm Tup Llc	5 1B available, no pricing	
		5211 Gallant Fox Way	28277	636	Rock Creek At Ballantyne Owner Llc		
		7036 S Modern Way	28217	632	Breit Mf Modern Way		
		9739 Kings Parade Blvd	28273	630	Shlp Gramercy Square At Ayrslsy Llc		
		7701 Krefeld Glen Dr	28227	624	Mc Ridge Nc Llc		
		2720 South Blvd	28209	624	Colonial Realty, Cr At South End		
		8007 E Shadow Oaks Dr	28269	620	Presley Oaks		
		7015 Berolina Ln	28226	614	Carmel Valley li, Cws Lamplighter Tx-Carmel Valley li		
		1501 Kelston Pl	28212	612	1207 Kelston Place		
		12609 Atkins Circle Dr	28277	608	Atkins Circle I Llc		
		14215 Ballantyne Lake Rd	28277	607	Post Ballantyne Llc		

## Technique #1: The YES Ladder

People follow predictable patterns

Technique aims to get prospect to say yes to a specific question or situation

Each subsequent “yes” makes them more likely to comply with the next, bigger ask



## Technique #2: The Hot Potato

When prospect says “no” rephrase objection to propel convo forward

Active listening is important

Intention is to clarify what was said in an effort to discover real intentions

## Technique #3: Turning the Corner

Feel objection with as much force as they do (like they are right)

Lean in and validate experience

Take their hand and walk with them through objections

Turn the corner with an idea, walking with them along the path to solution

# Retaining Landlord Partnerships

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Honest and  
Reliable

Don't overpromise

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Deliver on what you promise

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Regular  
Communication

Open, consistent communication

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Purposeful

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Cultivate  
Relationship

Takes time to understand needs and limitations

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Remain neutral

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# Retention Strategies

Ensure payment is made/received every month

Frequent check-ins on property vacancy and turnover

Develop a Mutual Rescission Process

Develop tools to support efficiency

Never expect them to learn our system

# Eviction Prevention

- Eviction Prevention = Housing Preservation
- Prevent eviction by intervening early and often
- Recognize re-housing as solution to assist in maintaining housing
- Steps to minimize fallout and preserve relationship should be planned for and shared prior to lease up. Develop tenancy action plan that is :
  - Individualized
  - Solutions oriented
  - Outline whom to contact when there is a problem
  - Defines what constitutes a “problem” and timelines for action

# Managing Resistance

## Effective Tactics

Deal with the issue, not the person

Ask open ended questions

Explain from their point of reference

Create win-win situations

## Ineffective Tactics

Attempting to force into submission with logical arguments

Ignoring their values, emotions, and behaviors

Arguing about someone else's perceptions

Not knowing when to stop or giving up too soon

# Staffing for Success

- Previous experience working in homelessness is not enough.
- Staff must be aligned in their personal approach with philosophy of “whatever it takes!”
- Previous experience in sales or similar industry
  - Relationship Management
  - Problem Solving
- Dedicated roles for landlord engagement

# Key Takeaways

## Develop and deploy a coordinated, system wide plan to engage landlords through strategic entry points

- Ensure outreach is managed by staff able to initiate and foster landlord relationship and buy in
- Develop marketing materials and talking points tailored and responsive to landlord concerns and motivations

## Launch an integrated, multifaceted strategy to recruit and sustain landlord relationships

- Develop targeted strategies for recruitment based on market conditions and system needs
- Ensure staff responsible for engagement have strong skills and experience in sales and/or customer service
- Identify opportunities to integrate strategies with system partners

## Identify and adopt strategies to mitigate landlord concerns

- Implement effective, responsive administration of program supports for tenancies
- Ensure procedures and systems are in place to rapidly address tenant crises and damage





Q&A



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