



## Master Leasing and Landlord Engagement Notice of Funding Availability Announcement

Issue Date: Tuesday, January 31, 2023

Responses Due:

**Friday, February 24, 2023, 11:59 PM**

Optional Info Session:

Tuesday, February 7, 2023, 1-2 PM

Refer Questions to:

Erin Goldwater

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Email: [erin.goldwater@multco.us](mailto:erin.goldwater@multco.us)

### INTRODUCTION

The Joint Office of Homeless Services (JOHS) seeks responses from all qualified providers through JOHS or tri-county RFPQ procurements (see Appendix B for the list of qualified providers). The Metro Supportive Housing Services Program (SHS) is a regional funding program to address homelessness and housing stability, prioritizing Communities of Color. The program aims to increase housing stability and equitable services delivery across the region through inclusive community engagement, investments in programs that advance equity, and tracking indicators that demonstrate success in these areas. More information related to the SHS strategic plan may be found in the [Metro SHS Work Plan](#) and [Multnomah County's Local Implementation Plan \(LIP\)](#).

### GUIDELINES

The following values outlined in the Metro Work Plan are incorporated into Multnomah County's local implementation plan and are intended to guide program implementation at all levels:

- Strive toward stable housing for all
- Lead with racial equity and work towards racial justice
- Fund proven solutions

- Leverage existing capacity and resources
- Innovate: evolve systems to improve
- Demonstrate outcomes and impact with stable housing solutions
- Ensure transparent oversight and accountability
- Center people with lived experience, meet them where they are, and support their self-determination and well-being
- Embrace regionalism: with shared learning and collaboration to support systems coordination and integration
- Lift up local experience: lead with the expertise of local agencies and community organizations addressing homelessness and housing insecurity

## **PROGRAM SCOPE**

JOHS is launching two areas of investments to increase access to housing opportunities for those with the greatest barriers to housing: 1) **Master Leasing** and 2) **Landlord Engagement**. Providers are eligible to submit a proposal for Master Leasing, for Landlord Engagement, for both Master Leasing and Landlord Engagement independently, or for an integrated Master Leasing and Landlord Engagement program.

### **1. MASTER LEASING**

*Budget: up to \$3M on-going*

Program Summary: This funding opportunity increases access to units in the private market by supporting homeless service providers in guaranteeing rents for the duration of a lease through a master lease. **Master leasing** is when the service provider holds the lease with the landlord or property manager and is responsible for paying rent. There are several master leasing models: where the provider leases scattered units in different properties and locations; where the provider leases a whole building that includes multiple units; where the provider leases blocks of units in a larger apartment community; where the provider leases a house and rents out rooms within the house in a shared housing model. Master leasing programs can also include a range of service models.

Please note: JOHS understands that Low Income Housing Tax Credit (LIHTC) properties are prohibited from master leasing units. JOHS is open to proposals that include agreements creating exclusive access to units at LIHTC properties. If your proposal includes this approach, please state that clearly in your proposal.

### **Program Details**

JOHS has intentionally left the program scope and service model flexible and welcomes innovative proposals from qualified service providers.

- Proposals must serve households experiencing or at imminent risk of experiencing homelessness who will most benefit from a master leasing program (i.e. those who private market landlords are unlikely to rent to due to barriers such as criminal history, immigration status, lack of rental history, and past evictions). Within that, service providers can define the target population.
- Proposals can leverage existing supportive services and/or include requests to fund new supportive services. Depending on the proposed program and target population, proposals could include Permanent Supportive Housing (PSH) services or lighter touch services. JOHS funds PSH services at up to \$10K/unit and expects to fund non-PSH programming at a lower rate. The proposal must demonstrate how appropriate services are offered to match the needs of the population served.
- Proposals that demonstrate the ability and expertise to serve households with the highest barriers with a focus on serving Black, Indigenous, and other People of Color will be prioritized.
- Program requirements:
  - Master leased units must be "rent reasonable" as defined by the Department of Housing and Urban Development (HUD) and cannot exceed 120% of Fair Market Rent (FMR).
  - Providers must operate the units in compliance with the Housing First approach and implement no or low-barrier tenant screening and occupancy policies. Master leased units must be made available to households with adverse credit, rental, and legal histories who have extremely low incomes. Selected providers must submit tenant screening criteria to JOHS for review and approval before funding is released.
  - The project must have written termination, exclusion, and eviction policies that appropriately protect the interests of tenants by 1) applying a trauma-informed and equity lens to evaluating rule violations; 2) imposing sanctions short of termination or eviction wherever reasonably possible; 3) informing participants in clear terms of the reason for their termination, exclusion and/or eviction; and 4) outlining the process for appealing or grieving the decision. Except in extreme situations, termination, exclusion, and eviction policies should allow for re-entry into programming under appropriate conditions.
  - The program must have clear policies and procedures regarding property management functions including: maintenance of master

leased properties and units; tenant screening and selection; rent collection; and lease-enforcement.

- If the program includes Permanent Supportive Housing, client referrals will need to be through Coordinated Access.

JOHS is actively working with a consultant through June 2023 to provide guidelines, support, and best practices to ensure master leasing success with a focus on outlining roles and responsibilities of the service provider, the landlord, Home Forward, JOHS, etc. All approved proposals will be expected to be flexible and incorporate relevant consultant recommendations into the programs.

Eligible expenses (see budget template):

- Personnel costs (budget lines 1-3)
- Direct materials and services including the cost of a subcontractor less than \$25k (budget lines 5-18)
- Indirect costs (budget line 19)
- Client assistance (budget line 20)
- Rent assistance (budget line 21): To ensure that rent estimates are relatively consistent across proposals, estimate the cost of long-term rent assistance for high barrier households using the following data from Home Forward. If your program has an alternate way of calculating rent assistance costs based on existing programming, indicate it in your proposal. The default cost estimator that JOHS uses is:
  - Studio: \$12,622/unit/year
  - 1 BR: \$15,832/unit/year
  - 2 BR: \$17,886/unit/year
  - 3 BR: \$22,650/unit/year
- Landlord incentive costs (budget line 22)
- Subcontracting expenses in excess of \$25k (budget line 23)

## 2. LANDLORD ENGAGEMENT

Budget: up to \$350,000 on-going

Program Summary: This opportunity funds a Landlord Liaison team of up to 2 FTE that will recruit and retain private market landlords through ongoing engagement to expand supportive housing opportunities across the system of homeless services providers.

### Program Details

This team will prioritize the recruitment of landlords who agree to rent to Regional Long-term Rent Assistance<sup>1</sup> (RLRA) voucher holders. Tenant-based RLRA works as a subsidy that increases housing choice for households to find housing in the open market. RLRA guidelines and policies aim to streamline screening criteria, simplify application processes, and reduce eligibility barriers to increase housing access and support long-term housing stability for people who have been disproportionately impacted by homelessness and restricted from housing opportunities. RLRA voucher holders tend to face significant barriers to finding suitable housing because of criminal records, eviction history, or other barriers that often prevent them from being accepted into private market housing. RLRA voucher holders receive ongoing services and case management from existing service providers. The Landlord Liaison team will coordinate closely with these service providers to connect RLRA voucher holders to the right available unit.

- Expectations of the Landlord Liaison team:
  - Recruit, engage, and build relationships with private market landlords through direct outreach, networking, and referrals from Multnomah County.
  - Function as a system-wide resource that tracks vacancies and supports the process of connecting available units with service providers who support RLRA voucher holders. This team won't directly support clients.
  - Provide neutral third-party mediation and between landlords, tenants, and service providers as needed.
  - Represent Multnomah County in regional landlord engagement coordination, program improvement and development, and racial equity evaluations. It is critical that this team centers racial justice in regional coordination efforts.
  - Provide a variety of landlord incentives, including existing landlord incentives outlined in the linked RLRA policies. This includes access to

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<sup>1</sup> See [Supportive Housing Services Program Regional Long-term Rent Assistance Program Policies](#)

a regional Risk Mitigation Program administered through a contract with Housing Development Center.

- Proposals that demonstrate positive relationships and history with Black, Indigenous, and other Communities of Color will be prioritized.

This investment expands on existing system-wide efforts to increase access to market rate units. There will be an expectation for coordination and ongoing collaboration with other partners doing this work.

Eligible expenses (see budget template):

- Personnel costs (budget lines 1-3)
- Direct materials and services including the cost of a subcontractor less than \$25k (budget lines 5-18)
- Indirect costs (budget line 19)
- Client assistance (budget line 20)
- Landlord incentives (the RMP cost is already covered) (budget line 22)
- Subcontracting expenses in excess of \$25k (budget line 23)

## **PROGRAM EXPECTATIONS**

JOHS is seeking proposals that demonstrate an understanding of and commitment to the following program components:

- **Low Barrier:** Low barrier programs should be designed to expedite a participant's entry or return to permanent housing. Programs should follow established best practices to deliver low-barrier services. These service components may vary, but providers should endeavor to reduce as many barriers as possible.
- **Informed Service Delivery:** Programs are expected to adhere to best practices in service delivery, including providing trauma-informed, person-centered, and culturally responsive or culturally specific services. Programs that allow for participant involvement in ongoing program development are encouraged.
- **Commitment to Racial Equity:** All providers should work continuously to reduce and eliminate racial disparities in service access and provision. In accordance with that expectation, providers should engage in ongoing racial equity work in regards to their organizational structure; staff; policies, procedures, and practices; programming; biases; restrictions; and community engagement.
- **Culturally Specific Services:** JOHS strongly encourages the participation of culturally specific and emerging, small service providers in providing these services. Approaches to this work that deliver culturally-responsive and/or culturally-specific services will be prioritized.

## NOFA PROPOSAL PROCESS

### Step 1: Review

If you are interested in these opportunities for Master Leasing and/or Landlord Engagement, please begin by reviewing the attached documents. These documents will also be available on our website: [Current Notices of Funding](#)

- **Attachment A** - Proposal Instructions
- **Attachment B** - FY23 JOHS NOFA Budget Template

### Step 2: Information and Support

An **optional information session** will be held on **Tuesday, February 7, 1-2 PM** to elaborate on this process, the intentions for Master Leasing and Landlord Engagement, and to address any questions from providers. A follow-up FAQ will be shared with all providers.

Join Zoom Meeting

<https://multco-us.zoom.us/j/99787900697?pwd=WkMwVldqUjlSWmtJMjZTUWpdTltdz09>

Meeting ID: 997 8790 0697

Passcode: 42722150

Call in option: 1-253-215-8782 or Find your local number:

<https://multco-us.zoom.us/j/99787900697?pwd=WkMwVldqUjlSWmtJMjZTUWpdTltdz09>

If you are a qualified provider without an existing JOHS contract or would like support with your application, JOHS encourages you to sign up for **office hours** with Siniva Bennett, Equity Engagement Coordinator here: [Master Leasing and Landlord Engagement NOFA Office Hours](#). You can also reach her via email at [siniva.bennett@multco.us](mailto:siniva.bennett@multco.us).

### Step 3: Proposal Submission

Submit proposal and completed Attachment B by **11:59 PM on Friday, February 24, 2023**. Submissions should be sent to: [erin.goldwater@multco.us](mailto:erin.goldwater@multco.us)

### Step 4: Evaluation and Selection

A review committee will evaluate and score proposals. Selection emails are expected to be sent out mid-April. More information about this process can be found in Attachment A.

## PROPOSAL SUBMISSION TIMELINE

NOFA Issued	Tuesday, January 31, 2023
Optional Information Session	Tuesday, February 7, 2023, 1-2 PM
FAQs Released	Friday, February 10, 2023
<b>Proposal Deadline</b>	<b>Friday, February 24, 2023 by 11:59 PM</b>
Funding Announcement	JOHS expects to make funding announcements Mid- April
Program Implementation	Projects could begin May-July 2023

If you prefer interpretation services for the Information Session or need translation for any part of this NOFA process, please contact Erin Goldwater [erin.goldwater@multco.us](mailto:erin.goldwater@multco.us).

## **APPENDIX A: DEFINITIONS**

Anti-racism - Anti-racism names and addresses racism as a root cause of inequities impacting the lives of Black, Indigenous, and all People of Color ("BIPOC"), including Latinx, Pacific Islanders, and Asians, as well as Immigrants and Refugees or color, and negatively impacting all people living in the United States, and acts to counter the effects of racism in society through racially equitable policies, programs and procedures. Anti-racist organizational policies, programs, and procedures follow the understanding of racism as a root cause of social inequities affecting Black, Indigenous, and all People of Color, act on this understanding and act to correct racist inequities and disparities.

Joint Office of Homeless Services (JOHS) - A collaboration between the city of Portland and Multnomah County governments whose aim is to provide funding, support and services to help end homelessness and to ensure safe, supportive housing for all who need it.

Master Leasing - In a Master Lease the service provider is the lease holder for dedicated housing units from the property owner, and in turn subleases the units to the tenant. The service provider arranges to lease units either in a single building or in scattered sites and assumes responsibility for tenant selection in conformance with agreed upon criteria. The property owner continues to own and manage the housing.

Permanent Supportive Housing (PSH) - Permanent Supportive Housing provides permanent wraparound support services like behavioral health care, case management, and other support to people who are disabled and have experienced chronic homelessness.

Regional Long-Term Rent Assistance (RLRA) - A program that provides a regional framework for administration of rent assistance to ensure consistency for landlords, service providers, and participants, while also allowing counties to independently implement the program based on local priorities. RLRA works as both a tenant-based subsidy that increases housing choice for households to find housing on the open market, and a project-based subsidy that helps households who need on-site supportive services.

Risk Mitigation Program (RMP) - The Metro regional Risk Mitigation Program, modeled after Portland Housing Bureau's Risk Mitigation Pool, aligns efforts across Clackamas, Multnomah, and Washington Counties to provide an incentive for landlords who participate in the RLRA program. All landlords leasing to RLRA voucher holders will have access to the RMP to cover costs of expenses not covered by security deposits, insurance payments, or other forms of reimbursement. Such expenses would include costs to repair physical damages beyond normal wear and tear, extraordinary operating costs or rental losses, and other costs determined eligible by the county's designated program manager. This program is administered by Housing Development Center.

## APPENDIX B: LIST OF QUALIFIED PROVIDERS

Qualified Provider	Master Leasing	Landlord Engagement
211info	x	x
African Youth and Community Organization (AYCO World)	x	x
Black Mental Health Oregon	x	x
Black Therapist and Company, LLC	x	x
Boys and Girls Aid	x	x
Bradley Angle	x	
BRIDGE Housing	x	x
Bridge-Pamoja	x	x
Bridges to Change	x	x
Cascade AIDS Project	x	x
Cascadia Health	x	x
Catholic Charities	x	x
Central City Concern	x	x
City of Gresham	x	x
Clackamas Service Center	x	
Clackamas Women's Services	x	x
Community Development Corporation of Oregon	x	x
Community Development Partners	x	x
Community Vision	x	x
Community Warehouse	x	x
Corvallis Neighborhood Housing Services Inc., dba DevNW	x	x
Cultivate Initiatives	x	x
Do Good	x	x
Easterseals Oregon	x	x
Ecumenical Ministries	x	
El Programa Hispano (EPHC)	x	x

<b>Qualified Provider</b>	<b>Master Leasing</b>	<b>Landlord Engagement</b>
EMO	x	
Equitable Social Solutions, LLC	x	x
Family Promise of Tualatin Valley	x	x
Greater New Hope Family Services	x	x
Hacienda Community Development Corporation	x	x
Hollywood Senior Center--Community for Positive Aging	x	x
Home First Development	x	x
Home Forward	x	x
Housing Development Center	x	x
Impact NW	x	x
Innovative Housing, Inc.	x	x
IRCO	x	x
Janus	x	
JOIN	x	x
Kizimani	x	x
Latino Network	x	
LoveOne	x	x
Lutheran Community Services NW	x	x
Mental Health Association of Oregon	x	x
Mercy Housing Northwest	x	x
NAMI Clackamas	x	x
NARA	x	x
NAYA	x	x
New Avenues for Youth	x	x
New Narrative	x	x
Northwest Family Services	x	x
Northwest Housing Alternatives	x	x

<b>Qualified Provider</b>	<b>Master Leasing</b>	<b>Landlord Engagement</b>
NW Pilot Project	<b>x</b>	<b>x</b>
Oasis of Praise International Ministries	<b>x</b>	<b>x</b>
Open Door HousingWorks	<b>x</b>	<b>x</b>
Oregon Change Clinic	<b>x</b>	<b>x</b>
Our Just Future	<b>x</b>	<b>x</b>
Outside In	<b>x</b>	<b>x</b>
Parrott Creek Child and Family Services	<b>x</b>	<b>x</b>
Path Home	<b>x</b>	<b>x</b>
Pine Street Recovery Housing	<b>x</b>	<b>x</b>
POIC	<b>x</b>	<b>x</b>
Portland Community College Foundation	<b>x</b>	<b>x</b>
Project Access NOW	<b>x</b>	<b>x</b>
Providence Portland Medical Center	<b>x</b>	<b>x</b>
Public Health Institute	<b>x</b>	<b>x</b>
Quest Center for Integrative Health	<b>x</b>	<b>x</b>
Raphael House	<b>x</b>	
Rosewood Initiative	<b>x</b>	
Safety Compass	<b>x</b>	<b>x</b>
SEI	<b>x</b>	<b>x</b>
Street Roots		<b>x</b>
The Black Parent Initiative	<b>x</b>	<b>x</b>
The Father's Heart	<b>x</b>	<b>x</b>
The Lasko Refuge	<b>x</b>	<b>x</b>
The Marie Equi Institute	<b>x</b>	<b>x</b>
The Miracles Club	<b>x</b>	<b>x</b>
The Salvation Army	<b>x</b>	<b>x</b>
Transcending Hope	<b>x</b>	<b>x</b>

Qualified Provider	Master Leasing	Landlord Engagement
Transition Projects	x	x
Unite Oregon		x
Up and Over, LLC	x	x
Urban League	x	x
Volunteers of America Oregon	x	x
Worksystems, Inc.	x	x
YWCA	x	