

LANDLORD SYMPOSIUM TOOLKIT

INTRODUCTION

The Department of Housing and Urban Development (HUD) created the Landlord Task Force in 2018 in response to declining participation in the Housing Choice Voucher (HCV) Program. The goal of the task force is to increase the number of landlords participating in the HCV Program and to increase HCV landlord satisfaction. The Landlord Task Force hosted Landlord Listening Sessions, Focus Groups, and Landlord Symposiums to connect and learn from landlords. Further, the Landlord Task Force created an HCV Landlord Resources Webpage, a Landlord Newsletter, a Webinar series and HCV Landlord Program Materials.

This Landlord Symposium Toolkit utilizes the resources HUD has developed and provides a framework for public housing authorities (PHAs) to host a successful landlord symposium. A symposium can be an effective strategy for the PHA to attract new landlords, to encourage the retention of existing landlords, and ultimately to improve the experience and outcomes for voucher holders as well as the PHA. Landlord symposiums are utilized to educate landlords by providing current, relevant information and resources, and to build working relationships between landlords and PHA staff. For the purposes of this toolkit, the term “landlord” refers to property owners and management agents.

Important: This toolkit capitalizes on resources that are already available on HUD’s HCV Landlord Resources webpage and on the HUD Exchange. To get the most out of this toolkit, you are highly encouraged to visit the referenced materials.

THE FOLLOWING SECTIONS ARE INCLUDED IN THIS TOOLKIT:

- [Event Planning](#)
- [Materials and Marketing](#)
- [Preparing the Agenda](#)
- [Evaluation](#)
- [Appendix A Templates](#)
- [Appendix B HCV Landlord Strategies Guidebook References](#)
- [Appendix C Agenda Topics](#)
- [Appendix D.1 Landlord Handouts](#)
- [Appendix D.2 Landlord Handouts Spanish Versions](#)

EVENT PLANNING

OVERVIEW

Identify your planning team and agency stakeholders. Investing time at the beginning of the planning process to define roles for members of the planning team and to jointly identify stakeholders will minimize confusion and tension along the way. For smaller agencies the planning team may consist of one or two people whereas larger agencies may have several people planning and others who are contributing to, or approving, content. It is rare to have a designated person in the agency for event planning, therefore staff will have other responsibilities competing for their time. Getting commitment, and clearly defining roles and responsibilities for the event will increase the likelihood of a successful planning process.

TIMELINE

Set a realistic timeline to ensure that all planning components are completed in time for the event. If the date is not already set, estimate the amount of time needed to complete each planning task and determine availability of key staff and presenters before setting the event date. If the date has already been set, plan the timeline working backward from that date. In the latter case, the agenda, speakers and staff participation will be subject to availability.

An [event timeline template](#) is included in Appendix A.

FRAMEWORK

Utilize the Event Framework when planning your landlord symposium. This framework will guide you through the decisions necessary to plan your event. This section of the toolkit will walk you through each question in the framework. For more in-depth discussion of each of the areas in the framework, see the [Education and Outreach chapter](#) in HUD's HCV Landlord Guidebook.

The [Event Framework](#) will guide you in identifying:

- Who is the target audience;
- Who will present;
- What will be presented;
- How will the information be delivered;
- Why is this important;
- Where will the event take place;
- When will the event take place;
- Event Logistics

Once you answer these questions, you will be able to design the event to meet your objectives. Revisit the Event Framework throughout the planning process to ensure that the intent and focus of the symposium are consistent with the desired outcome.

WHO IS THE TARGET AUDIENCE?

Consider the characteristics of your city or community, and how they compare to the landlords who currently participate on your program.

Here are some things to consider in identifying your target audience:

- **Current HCV landlords** – your data system will have the names and contact information for all of the landlords who are currently under contract with your PHA.
- **Former HCV landlords** – your data system will also have the names and contact information for landlords who previously worked with your PHA but are not currently under contract.
- **Prospective landlords** – who are the landlords in your community who have not yet worked with your PHA? How will you identify and engage this group?

Also consider the type of landlord and the unique characteristics and needs of each:

- **Small landlords** – Often referred to as “mom-and-pop” landlords, typically only have one or two properties and this is not a primary source of income for them. Personal outreach to these landlords will be effective as they may be less likely to respond to email or other broad marketing strategies feeling that it isn’t meant for them. These landlords may benefit from breakout sessions that address their unique needs.
- **Medium landlords** – Landlords who have a few rental properties but generally have limited staff beyond building management. Direct calling followed by a flyer and email invitation may be effective professional outreach but with a personal element.
- **Large landlords** – Development companies with many staff and multiple properties. Staff may be very busy; however, they may also be more likely to attend if they view this as part of their job. Flyers, emails, and cold call marketing may be effective.

Marketing in landlord association newsletters will reach a large group of people.

WHO WILL PRESENT?

When deciding who will present different segments of the symposium, think about who has strong knowledge in that particular area and can deliver information and respond to questions with confidence. Current program staff are a good option for general program information and have the added benefit of the providing the opportunity for landlords to meet and engage directly with them. Program and policy updates might best be presented by leadership staff who have the knowledge and authority to respond to more nuanced questions related to new

changes. For your panel or headline presentation, it is often a good idea to invite community members, especially for areas of expertise outside of direct housing authority activities.

WHAT WILL BE PRESENTED?

There are a few core topics that should be included in each symposium and a variety of topics to consider including depending on your particular objectives. More information on this during the [Agenda](#) section of this toolkit.

- **Housing Choice Voucher Overview.** This session should be presented at the beginning of the symposium so that new landlords can attend, and existing landlords can choose to attend or join later.
- **Program Updates.** This session is an opportunity to introduce new staff, provide information on program changes such as procedures, policies, and technology, and introduce future or proposed changes. This session can also be used to reinforce procedures or policies that impact all landlords.
- **Headline Topic.** This session is where you are most likely to generate interest in attending. Consideration of current events that impact the landlord community, information about local or regional rental ordinances, or other areas of interest. Inviting guest speakers or a panel for this session is encouraged.
- **Q&A.** Every symposium should have time for a question-and-answer period where landlords can ask questions of PHA staff or share their concerns and ideas.

HOW WILL THE INFORMATION BE DELIVERED?

A symposium is typically framed around speaker style presentations. Utilizing slides along with information delivered verbally allows you to present technical information clearly while also keeping the audience engaged. A PowerPoint [template](#) is available for you to use and adapt. Depending on the symposium size and budget you might consider having printed slides available for attendees and at a minimum, slides should be available on the PHA website subsequent to the symposium. Having written information for attendees to take with them is also a good idea; there are several landlord handouts available in [Appendix D1](#) and Spanish Versions in [Appendix D2](#).

While a landlord symposium is typically an in-person event, it may be held virtually if necessary. As you are planning your event, consider making a remote, or call-in, option available for landlords who are interested but unable to attend. Additionally, it would be of value if you are able to make a recording of the event available on your website for landlords who were unable to attend or who were interested in hearing the information again. If you do this, be sure to obtain consent from the presenters and notify the audience that the session is being recorded.

WHY IS THIS IMPORTANT?

Having clearly defined goals and objectives is essential to the planning process. A landlord symposium provides an opportunity for PHAs to connect with a broad audience of landlords and to share information on a variety of topics. Some examples of goals include:

- To provide a wider range of housing options through the recruitment of new landlords
- To reduce failed inspections through improved landlord awareness of HUD physical inspection standards
- To improve landlord retention through strengthening communication and working relationships

WHERE WILL THE EVENT TAKE PLACE?

As soon as possible you should identify and confirm the location of your event. Utilizing PHA properties or public partner spaces will help to manage costs. To identify potential venues, consider:

- What capacity is needed?
- Is space needed outside the main conference room for information tables and/or breakout sessions?
- What public transportation access and/or parking availability is needed?
- Equipment and/or technical support needs, e.g. speakers, microphones, projectors, and laptop connections.
- Does the facility have a sufficient number of tables and chairs?

WHEN WILL THE EVENT TAKE PLACE?

Setting a date when the landlord symposium will take place will influence each of the dates on the timeline.

Considerations that may influence the date you select:

- Avoid scheduling in close proximity to a holiday or during peak travel times
- In determining the time of day and length of the event be mindful that many landlords have other jobs and may not be able to attend events during business hours
- Keep in mind the leave or work demands of the participants and presenters

DAY OF EVENT LOGISTICS

On the day of the symposium there will be a lot of things to remember to bring and do. Planning ahead and knowing what to expect will allow the day to flow smoothly. Creating a Day of Event Checklist will decrease the likelihood anything will be forgotten.

Some of the things a Day of Event Checklist should include:

- Who will manage technical aspects, advance slides, facilitate & monitor Q&A?
- What you will need to bring with you, for example laptop and charger, sign in sheets, landlord handouts, posters or other signage, flipcharts
- If you are providing coffee, water, and snacks, cups, napkins, plates

MATERIALS AND MARKETING

MATERIALS

Materials for your landlord symposium will likely include PowerPoint presentations, marketing materials and handouts. An agenda should be made available on the PHA website or included with marketing materials.

Marketing materials should include the subject, target audience, date, location, time, and registration information, and if applicable, include bios of speakers.

Sample handouts can be found [here](#) and in [Appendix D1](#) and [Appendix D2](#).

Templates can be found [here](#) and in [Appendix A](#).

MARKETING

Marketing the event should begin 1-2 months prior to the symposium.

Strategies to consider:

- Post flyers in various PHA locations as well as in libraries or other local bulletin boards
- Advertise on your website, create a page with symposium information which can later be used to post recordings or other materials from the event
- Email and/or direct mailers
- Social media: Twitter, Facebook, other
- Contact local apartment associations
- Contact community partners
- Place ads in newspapers
- Include flyers in newsletters
- Include flyers with materials you already send out such as monthly checks

You already have a database containing information for current and prior HCV landlords for mailing flyers or emailing invitations. Other ways to reach potential landlords include:

- Partners in the jurisdiction who would have landlord databases
- Landlord Registration programs within the city/county for landlord databases
- Realtor groups

- City/county housing departments

Include information on registration, transportation options, parking, the agenda, speakers, and any other relevant information.

PREPARING THE AGENDA

While not all PHAs will have the time and resources to hold regular landlord symposiums, consider thinking ahead for the ideal frequency based on your goals and resources.

The following core topics should be included in each symposium:

- Housing Choice Voucher Program Overview
- Program Updates
- Headline Topic(s)
- Q&A

HOUSING CHOICE VOUCHER PROGRAM OVERVIEW

This session will ideally be presented at the beginning of the symposium so that new landlords can attend, and existing landlords can choose to either attend or not. At a minimum, the session should include:

- HCV program introduction
- Local context
- Benefits to the landlord
- Details specific to your program, such as procedures and who to contact

PROGRAM UPDATES

- Staff Changes and current contact information for landlord inquiries
- Procedural updates and improvements such as workflow changes that decrease the time from Request for Tenancy Approval to Inspection, or simplification of forms. Always frame these based on their potential impact on landlords
- Policy changes and/or proposed policy changes. This could include changing frequency of inspections, adopting flexibility during the inspection process, or changes to the program eligibility criteria.
- Areas needing landlord input
- Local, state or national policy changes that are relevant to the landlord community

HEADLINE TOPIC

The headline topic is the main attraction to generate interest in attending the symposium. The topic should be current, relevant, and useful to the audience. There are several suggestions listed in [Appendix C](#), however it could be anything you think might be of interest to local landlords.

Think of key topics that will be interesting and useful to the attendees. This is important for marketing and ensuring strong attendance. It also communicates to the landlords that you are aware and considerate of their needs and wants. In the presentation, use the framework below to cover important elements about each topic:

- Background of the topic
- Why this is relevant to the landlord community
- Why this is relevant to the PHA community and/or to voucher holders
- Participant questions or feedback
 - Summary

HEADLINE TOPIC IDEAS

Inspections

Landlord-tenant Law

Fair Housing

Tenant Education

Community Partnerships

Special Voucher Types

Q&A

Always allow time at the end for a question-and-answer period.

EVALUATION

METRICS

Your desired outcomes are defined during the early part of planning the symposium. Once the objectives are clear, metrics can be identified to determine if the objectives were met. This should be clearly defined before the event takes place so that the appropriate data can be collected.

In general landlords should come away from the symposium having learned something new, felt that they had an opportunity to be heard, better understand processes and had an opportunity to connect with others.

Some ideas of what and how to measure include:

What to Measure	How to Measure
How many people attended	<ul style="list-style-type: none">• Sign in Sheets• Approximate head count during the event
Of attendees, how many had never rented to a voucher holder	<ul style="list-style-type: none">• Sign in Sheets (include a column to check) or match with your database
New landlords to the program	<ul style="list-style-type: none">• When a new landlord submits a Request for Tenancy Approval, ask how they heard about the program
Usefulness of the content	<ul style="list-style-type: none">• Evaluation forms• Follow up email with a survey• Direct call survey

EVENT RETROSPECTIVE

Soon after the event, meet to review the event with the planning team and others involved. Discuss what went well, what could have been done better, e.g. was the length of the event appropriate, was the cadence of presentations and breaks adequate, and was the length of time allotted to speakers sufficient? Document your team's observations and use this information when planning your subsequent events.

APPENDIX A – TEMPLATES

These templates are available for you to adapt and use as you are planning your landlord symposium:

General Planning Templates

- [Event Framework](#)
- [Event Framework example](#)
- [Event Timeline](#)
- [Agenda](#)

Presentation Templates

- HCV Landlord Symposium – General
- HCV Landlord Symposium - HUD-VASH Focus

Communications Templates

- [Event Flyer](#)
- [Event Tweets](#)
- [Invitation email](#)
- [Registration Confirmation email](#)
- [Event Reminder email](#)
- [Sign-in Form](#)
- [Comment Card](#)
- [Event Poster](#)

EVENT FRAMEWORK

Landlord Symposium Event Framework

This framework will guide you in the decisions that need to be made throughout the planning process



WHO IS THE TARGET AUDIENCE?	
WHO WILL PRESENT?	
WHAT WILL BE PRESENTED?	
HOW WILL THE INFORMATION BE DELIVERED?	
WHY IS THIS IMPORTANT?	
WHERE WILL THE EVENT TAKE PLACE?	
WHEN WILL THE EVENT TAKE PLACE?	
DAY OF EVENT LOGISTICS	

EVENT FRAMEWORK EXAMPLE

Landlord Symposium Event Framework

This framework will guide you in the decisions that need to be made throughout the planning process



WHO IS THE TARGET AUDIENCE?	The target audience for a Landlord Symposium includes current, former and prospective HCV landlords. Landlords can range from just a single rental property to large corporate property management companies. You may also want to invite people from community groups, organizations or industry partners.
WHO WILL PRESENT?	Consider using current program staff or mid-level leadership to present information the HCV Overview, they know the program well and will be able to answer questions easily. Use current Program mid-level leadership to present program updates Consider an expert presenter or panel of experts for the headline topic.
WHAT WILL BE PRESENTED?	HCV Program Overview Program and Policy Updates Headline Topic Q&A
HOW WILL THE INFORMATION BE DELIVERED?	A landlord symposium is framed around speaker style presentations. Utilize slides along with verbal presentations to deliver concise information. You may consider having information booths before, after and in between presentation sessions.
WHY IS THIS IMPORTANT?	A landlord symposium supports current landlords and potential landlords by providing current program information, policy and program and other industry information that is useful to the landlord community and voucher holders.
WHERE WILL THE EVENT TAKE PLACE?	Landlord symposiums can vary greatly in size and complexity. For smaller PHAs, this event may take place in a community room at a PHA location, resource tables can be available in the same room as the presentations. Larger PHAs might consider renting a space to accommodate many people.
WHEN WILL THE EVENT TAKE PLACE?	Available resources and interest will influence how frequently you hold Landlord Symposia. Individual events may take more planning, whereas the planning for regular events is repetitive and thus becomes easier. For one-time events consider time of year so as not to conflict with holiday and peak vacation times.
DAY OF EVENT LOGISTICS	As you are planning the details of the event, keep a running checklist of all the things you will need to bring and do on the day of the event.

EVENT TIMELINE

Landlord Symposium Planning Timeline

Use this template to keep your event on schedule. There are two ways to approach the timeline, if you already know the date of the event, start by entering that date and then calculate backwards for key dates. If you don't yet have an event date set, begin with the date the planning will begin and calculate the dates going forward.



90 Days Prior to Event	Date:
Confirm Venue and speakers Begin materials development	
60-45 Days Prior to Event	Date:
Begin Marketing	
14 days Prior to Event	Date:
Finalize materials	
10 Days Prior to Event	Date:
Confirm speakers and room availability	
1 Day Prior to Event	Date:
Conduct Event	
5 Days After Event	Date:
Evaluate	

AGENDA

Insert Date here: Month, Day, Year



Housing Choice Voucher Program Landlord Symposium

Housing Choice Voucher Overview

This session is designed to provide basic information for landlords and property owners who are interested in learning the basics of the Housing Choice Voucher Program.

- HCV Program Basics
- Local context
- Benefits to the landlord
- Key program details, how things work

Program Updates

This session will cover any recent changes in the Housing Choice Voucher program, or upcoming changes to expect.

- Staff Changes
- Procedural updates, improvements - always keeping in mind how this will benefit the landlords, or how it responds to a landlord concern
- Policy changes and/or proposed policy changes
- Areas needing landlord input
- Local, state or national policy changes that are relevant to the landlord community

Headline Topic

- Background of the topic
- Why this is relevant to the landlord community
- Why this is relevant to the PHA community
- Action steps
- Summary

Question and Answers

- Open or guided session

Insert Your PHA Logo Here



EVENT FLYER



Insert Your Public Housing Authority Here

Housing Choice Voucher Landlord Symposium

Insert Weekday, Month, Day, Year Here

Insert Start Time - End Time Here

Insert Location Here

Housing Choice Voucher (HCV) Program Overview
Insert Start Time - End Time Here
This session is designed to provide basic information for landlords and property owners who are interested in learning the basics of the HCV Program.

HCV and Housing Authority Updates
Insert Start Time - End Time Here
This session will cover recent changes in the HCV program and to share upcoming changes.

Headline Topic
Insert Start Time - End Time Here
This session will share relevant information

Questions and Answers (Q&A)
Insert Start Time - End Time Here
This is a chance to ask questions and to provide feedback to the Housing Authority.

Insert PHA Logo Here

Questions? Comments? Contact: *insert contact email here*

EVENT TWEETS

Housing Choice Voucher Landlord Symposium

Draft tweets:

Calling *insert your PHA jurisdiction here* landlords! Join us for a Housing Choice Voucher (HCV) landlord symposium on *insert date and time here*.
Link for more information including registration details: *Insert web link here*

Join us for our HCV landlord symposium on *insert day and date here*! for those interested in expanding your rental portfolio and helping house low-income families
Link for more information including registration details: *Insert web link here*

Do you own rental housing in *insert your PHA jurisdiction here*? Join us for a free event on *insert day and date here* where you'll learn about opportunities to help house low-income families in your area.
Link for more information including registration details: *Insert web link here*

Interested in housing homeless veterans – join us and the VA for a virtual session on the HUD-VASH program on *insert day and date here*.
Link for more information including registration details: *Insert web link here*

INVITATION EMAIL

Housing Choice Voucher Landlord Symposium

Invitation Email:

Subject: You're invited! Housing Choice Voucher Program Landlord Symposium

Please join us for our Housing Choice Voucher (HCV) Landlord Symposium! The symposium will be held in person at *Insert Time here on Insert Day here, Insert Date here at Insert Location here*. A webcast option is also available, please see below.

This Symposium is an opportunity for you to learn the basics about the Voucher Program, program updates, and *Insert Headline Topic Here*. You will also have an opportunity to meet Housing Authority staff.

We know that you may be limited on time so we've organized the Symposium so that you can get the most out of attending. The event is broken up into different segments, you can attend any or all that interest you.

We highly encourage you to attend in-person, but if you are unable we will have a virtual option. Onsite registration will be available, although for planning purposes advance registration is appreciated.

To register, please visit *Insert Registration Link Here*

Not able to attend in-person? We hope you'll consider tuning in to the Symposium at the following link: *insert hyperlink to virtual symposium here*

Event: HCV Program Landlord Symposium
Date: *Insert Date of Event Here*
Time: *Insert Time of Event Here*
Location: *Insert Location of Event Here*

Overview of the HCV Program	<i>Insert Time Slot Here</i>
Program updates and Policy Changes	<i>Insert Time Slot Here</i>
Headline Topic & Panel Discussion	<i>Insert Time Slot Here</i>
Session Three will be followed by Q&A	<i>Insert Time Slot Here</i>

Reminder – Each segment consist of different content, we encourage you to attend all if your schedule allows.

Questions? Please contact *Insert Contact Info Here*

REGISTRATION CONFIRMATION EMAIL

Housing Choice Voucher Landlord Symposium

Registration Confirmation Email:

Subject: Landlord Symposium Registration Confirmation

Thank you for registering for HCV Landlord Symposium! We look forward to having you. Additional information related to the event is attached, including the agenda and information on parking and nearby restaurants. Please note that lunch will not be provided. A list of nearby food establishments will be provided to assist you with finding lunch in the nearby area. Should your plans change, please cancel your registration so someone else may attend.

If you have questions leading up to the event, please contact *Insert Contact Information Here*

EVENT REMINDER EMAIL

Housing Choice Voucher Landlord Symposium

Upcoming Event Reminder Email:

Subject: Landlord Symposium on *insert date of event*

We look forward to seeing you at the *insert your PHA Name here* Housing Choice Voucher (HCV) Landlord Symposium on *insert date of event here!* We look forward to having you. The event starts at *insert event start time here* at *insert event location here* (individual times are listed below).

Additional information related to the event is attached, including the agenda and information on parking and nearby restaurants. Please note that lunch will not be provided. A list of nearby food establishments will be provided to assist you with finding lunch in the nearby area. Should your plans change, please cancel your registration so someone else may attend.

Event: HCV Program Landlord Symposium

Date: *Insert Date of Event here*

Time: *Insert Time of Event here*

Location: *Insert Location of Event here*

Overview of the HCV Program	<i>Insert Time Slot here</i>
Program updates and Policy Changes	<i>Insert Time Slot here</i>
Headline Topic & Panel Discussion	<i>Insert Time Slot here</i>
Session Three will be followed by Q&A	<i>Insert Time Slot here</i>

Reminder – Each segment consists of different content; we encourage you to attend all if your schedule allows.

If you have questions leading up to the event, please contact *Insert Contact Information here*

SIGN-IN FORM

[illegible]

COMMENT CARD

Insert your PHA name here

Public Housing Authority


Landlord Symposium

Insert date here

Insert location here

Thank you for attending today's Landlord Symposium


We value your feedback and welcome any comments you have about today's event



Comments

Name:	
Email:	
Phone Number:	
Have you rented to a voucher holder? (circle one of the following)	
currently	previously
	never

EVENT POSTER



Insert Your PHA Logo Here

Insert Your Public Housing Authority Here


Housing Choice Voucher

Landlord Symposium

Insert Weekday, Month, Day, Year Here

Insert Start Time - End Time Here

Insert Location Here



Questions? Comments?

Contact: Insert [_email@your_pha.org](mailto:your_pha.org) Here

APPENDIX B - HCV LANDLORD STRATEGIES GUIDEBOOK REFERENCES

SUMMARY

Related strategies can be found in the [HCV Landlord Strategies Guidebook](#). The following are sections from the Guidebook. Each of these sections provides suggestions to increase landlord participation. As you are planning your symposium, consider sharing information with landlords where your PHA has already implemented some of these strategies. If there are strategies you haven't yet implemented, consider what your PHA would be willing to do and bring the idea to landlords for their input.

ADMINISTRATIVE FLEXIBILITIES

Landlords may have concerns about the perceived administrative burden of renting to a voucher holder. There are several strategies a PHA can utilize to lessen this burden. This section provides options designed to benefit HCV landlords e.g., during the inspection process; flexibilities to match local rental markets; to screen HCV tenants; and for portability coordination.

EDUCATION AND OUTREACH (EO)

This section provides a highly detailed event planning framework as well as additional strategies to connect with landlords in your community. These strategies include a new landlord orientation, outreach events, expanding your network, tenant education and information sharing.

TECHNOLOGY

Landlords appreciate ways that a PHA increases the use of technology to make information more easily accessible and enhance the efficiency of the HCV program. This section provides information regarding landlord webpages, landlord portals and inspection technology.

MONETARY INCENTIVES AND REIMBURSEMENTS

Monetary strategies can be effective in the recruitment and retention of landlords. This section discusses the types of landlord monetary incentives and reimbursements designed to lessen landlord concerns about potential financial burdens.

INSPECTIONS

Inspections are a critical component of the HCV Program. Inspection timing and results can impact how quickly a resident can move in and when a landlord will receive a Housing Assistance Payment (HAP). It is important to consistently manage the inspection process and implement efficiencies so that inspections are seen as a benefit rather than a barrier to renting to voucher holders.

MATCHING LOCAL RENTAL MARKETS

Ensuring that payment standards match the local rental market increases the likelihood that a landlord will receive the same amount of rent from a voucher holder as they would from a private market tenant. Educating landlords on how payment standards are established is beneficial to landlord's confidence in the program.

PARTNERSHIPS

PHAs and other agencies collaborate through effective partnerships for the betterment of the respective organizations. Sharing the benefits of these partnerships, especially as they relate to administrative efficiencies and helping families fulfill their responsibilities as renters, can increase landlord confidence in the program.

APPENDIX C – AGENDA TOPICS

LANDLORD STRATEGIES GUIDEBOOK

Each separate section from the Landlord Strategies Guidebook can be incorporated into existing agenda topics or as a Headline Topic. See [Appendix B](#) for details.

INSPECTIONS

Although inspections are already listed in the Landlord Strategies Guidebook section, and as part of the HCV Overview section of the agenda, they could warrant a separate topic as well. In the Guidebook the focus is on increasing efficiencies with inspections. Having a core or headline agenda topic on HUD physical inspection standards generally is valuable.

VETERANS AFFAIRS SUPPORTIVE HOUSING (HUD-VASH)

If your PHA has a HUD-VASH Program, consider highlighting HUD-VASH as a headline topic, or as part of your general HCV overview. There are materials available on the HUD-VASH website and referenced in Appendix D.1 of this guide.

LANDLORD TENANT LAW

Landlord Tenant Law and how it interacts with the HCV Program is a useful topic for landlords of all types. Inviting staff from community organizations to present this topic is recommended. Consider inviting two different organizations, one that represents the viewpoint of the landlord and one that represents the viewpoint of the tenant, for a balanced and thought-provoking session.

Provide updates if there have been changes to local ordinances.

Provide information on local rules that are different from state or national regulations, such as Source of Income Discrimination (SOI) laws.

FAIR HOUSING

Fair housing laws protect from discrimination in accessing and maintaining housing. It's important that landlords are familiar with fair housing laws. These protections are designed to remove barriers so that everyone has an equal opportunity to access housing.

TENANT EDUCATION

What type of education do you provide to tenants? Do you provide certificates of completion? How are they counseled if they have a failed inspection, landlord complaint etc.?

COMMUNITY PARTNERSHIPS

Landlords may be aware of the administrative responsibilities of a PHA; however, they may not be aware of how we interact with other community agencies. Invite partners to participate on a panel or provide a presentation about their agencies and how they partner with the PHA.

Examples of community partnerships include partnering with the schools or community health centers in distributing information through mailings or offering PHA meeting space to hold events, offering staff paid time to volunteer at community resource events, or entering into referral agreements with agencies that provide move-in or rent arrears assistance.

APPENDIX D.1 – LANDLORD HANDOUTS

THE [HCV LANDLORD RESOURCES WEBPAGE](#) HAS MANY RESOURCES AVAILABLE INCLUDING INFORMATIONAL HANDOUTS; MAKE THESE HANDOUTS AVAILABLE AT THE SYMPOSIUM.

- [HCV Fact Sheet for Landlords](#)
- [Steps to Become an HCV Landlord](#)
- [Myth-busting and Benefits for HCV Landlords](#)
- [Flowchart of HCV Lease Up Process for Landlords](#)
- [Housing Quality Standards \(HQS\) Initial Inspection Flowchart](#)
- [Housing Quality Standards \(HQS\) Biennial Inspection Flowchart](#)

FOR PHAS WITH A HUD-VASH PROGRAM, YOU CAN ALSO FIND THE FOLLOWING HUD-VASH MATERIALS ON THE [HCV LANDLORD RESOURCES WEBPAGE](#).

- [Steps to Become a HUD-VASH Landlord](#)
- [HUD-VASH Landlord FAQ](#)
- [HUD-VASH Fact Sheet and Benefits for Landlords](#)

HCV FACT SHEET FOR LANDLORDS



HOUSING CHOICE VOUCHER FACTS

WHAT IS THE HOUSING CHOICE VOUCHER PROGRAM?

The housing choice voucher (HCV) program is the federal government's primary program for assisting very low-income families, the elderly, and persons with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the HCV tenant, participants are able to find their own housing, including single-family homes, townhouses and apartments. Housing choice vouchers are administered locally by public housing agencies (PHAs) that receive federal funds from the U.S. Department of Housing and Urban Development (HUD). This means that the tenant, landlord and PHA all have obligations and responsibilities under the HCV program. A brief summary of each party's role is below:

HUD: HUD provides funds to allow PHAs to make housing assistance payments on behalf of the HCV tenants. HUD also pays the PHA a fee for the costs of administering the program. HUD monitors PHA administration of the program to ensure program rules are properly followed.

Public Housing Agency: The PHA administers the HCV program locally and provides the HCV tenant with the housing assistance. The PHA must examine the tenant's income, household composition and ensure that their housing unit meets minimum housing quality standards. The PHA enters into a contract with the landlord to provide housing assistance payments on behalf of the family.

Landlord: The role of the landlord in the HCV program is to provide decent, safe, and sanitary housing to a tenant at a reasonable rent. The dwelling unit must pass the program's housing quality standards and be maintained up to those standards as long as the owner receives housing assistance payments. The Landlord enters into a lease agreement with the tenant.

Tenant: When a tenant selects a housing unit, they are expected to comply with the lease and the program requirements, pay their share of rent on time, maintain the unit in good condition and notify the PHA of any changes in income or family composition.

Rent: The PHA determines a payment standard that is between 90% and 110% of the Fair Market Rents regularly published by HUD representing the cost to rent a moderately-priced dwelling unit in the local housing market. The housing voucher tenant must pay 30% of its monthly adjusted gross income for rent and utilities, and if the unit rent is greater than the payment standard, the tenant required to pay the additional amount.

HCV Households

- **8.75 years** is the average household time in the program.
- **29.2%** are elderly (older than 62)
- **25.5%** are non-elderly disabled
- **45.5%** are single person
- **Over 75,000 HCVs** are designated for Veteran Affairs Supportive Housing

HCV Unit Type*

- **24.6%** are single family detached
- **11.4%** are semi-detached
- **17.2%** are rowhouse/townhouse
- **33.9%** are low-rise buildings
- **10.3%** are high-rise buildings
- **1.9%** are manufactured homes

*Does not include MTH agency data.

HCV Unit Location

- **59.1%** are in central cities
- **27.4%** are in suburbs
- **2.9%** are in rural areas

The data in this document is current as of December 2020.

Revised May 2021

More detailed information regarding the HCV Program can be found at: https://www.hud.gov/program_offices/public_indian_housing/programs/hcv

STEPS TO BECOMING AN HCV LANDLORD



INTERESTED IN BECOMING A HOUSING CHOICE VOUCHER (HCV) LANDLORD?

The role of the landlord in the HCV program is to lease decent, safe, and sanitary housing to a tenant at a reasonable rent. The housing unit must pass the program's housing quality standards (HQS) and be maintained up to those standards as long as the owner receives housing assistance payments (HAPs).

1. CONTACT YOUR LOCAL PUBLIC HOUSING AUTHORITY (PHA)

Landlords who would like to rent to voucher holders should contact their local PHA(s). The PHA may provide you details on the local process and the method for posting your vacant units. The PHA may also share locally used websites or platforms for advertising available rental units. Use the following link to find your local PHA's contact information: https://www.hud.gov/program_offices/public_indian_housing/pha/contacts.

2. SELECT A TENANT

The PHA admits eligible families to its HCV program. Select and approve one of these voucher holders based on your own rental criteria, then fill out the voucher holder's Request for Tenancy Approval form. The PHA must determine that the proposed rent is reasonable compared to similar units in the marketplace and not higher than those paid by unassisted tenants on the premises.

3. MAKE SURE HOUSING MEETS MINIMUM STANDARDS

An inspector will conduct an HQS inspection. All housing units with HCV tenants must meet the following thirteen (13) HQS performance requirements both at commencement of assisted occupancy and throughout the assisted tenancy:

- Sanitary facilities
- Food preparation and refuse disposal
- Space and security
- Thermal environment
- Illumination and electricity
- Structure and materials
- Interior air quality
- Water supply
- Lead-based paint
- Access
- Site and neighborhood
- Sanitary conditions
- Smoke detectors

4. SIGN LEASE AND HAP CONTRACT, AND START RECEIVING PAYMENTS

Once you and the tenant sign a lease and you submit the signed lease to your local PHA, you will receive a HAP contract from the PHA to sign. Once the HAP contract between you and the PHA is executed, you will begin to receive monthly HAPs from the PHA and the remainder of the rent payment from the tenant.

Resources

https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/landlord

MYTH-BUSTING AND BENEFITS FOR HCV LANDLORDS



HOUSING CHOICE VOUCHER (HCV) MYTH-BUSTING AND BENEFITS FACT SHEET

MYTH-BUSTING FOR HCV LANDLORDS

“Landlords can't charge HCV participants the same rent as their non-HCV tenants.”

FALSE- Landlords can charge the full rent no matter who the tenant is. The housing authority must determine that the proposed rent is reasonable and is not higher than units in that area with similar amenities.¹

“HCV Voucher tenants are problem tenants.”

FALSE- Actually, HCV tenants are typically long-term tenants, living in a unit for 7-8 years on average. There are no documented statistics showing that HCV participants are any more likely to damage units or not pay rent than are non-HCV tenants. Landlords use their own screening criteria and should screen HCV tenants as they would screen any other tenant to avoid problem tenants.²

“It is almost impossible to evict a HCV tenant when they violate the lease.”

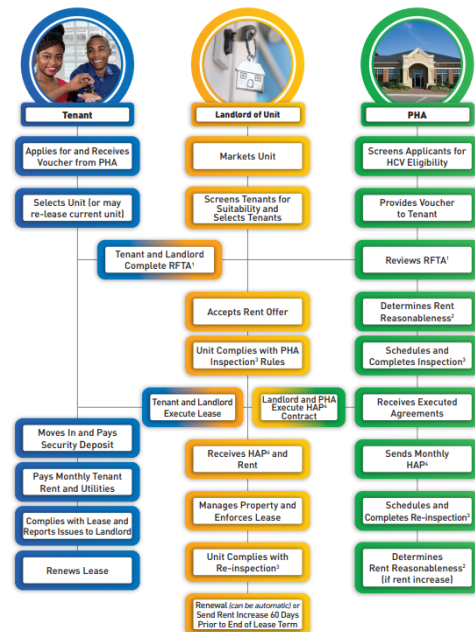
FALSE- HCV tenants are bound by the terms of their rental agreements and are subject to eviction as is any non-HCV tenant.³

“If you accept one HCV Program tenant, then all of your units must be rented to HCV Program tenants.”

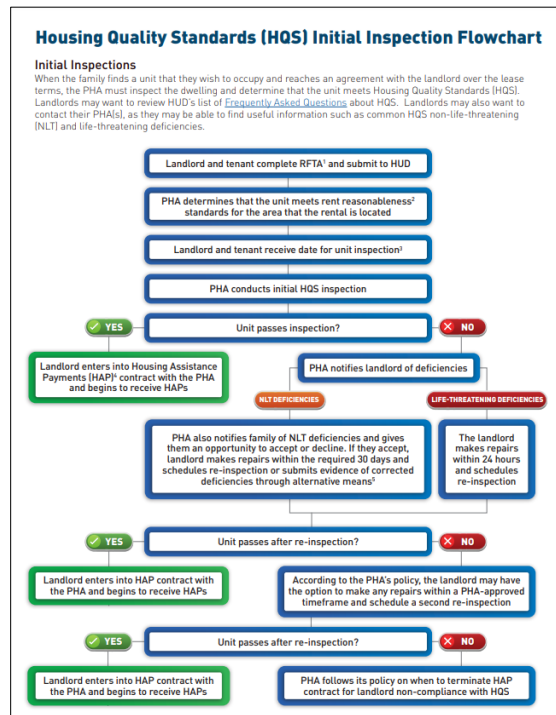
FALSE- Renting units to HCV tenants does not in itself further obligate you to rent to other HCV tenants. For each vacancy, you should follow your established policies for screening prospective tenants.

FLOWCHART OF HCV LEASE UP PROCESS FOR LANDLORDS

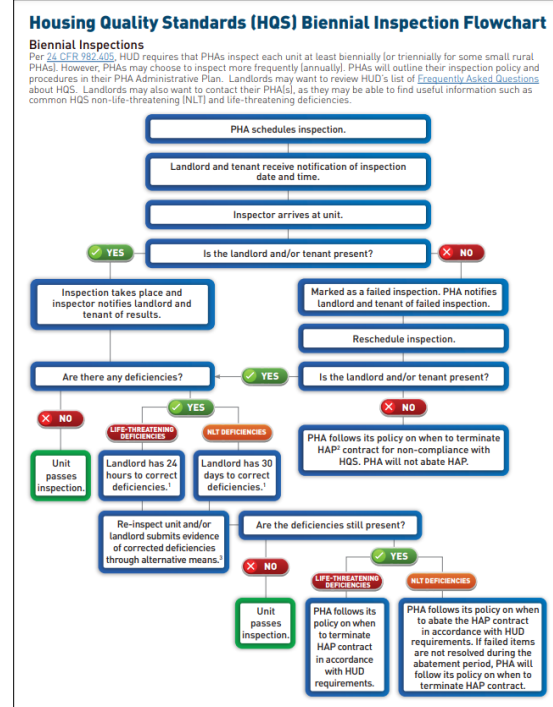
Housing Choice Voucher Program General Lease-Up Process for Landlords, Public Housing Authorities (PHAs) and Tenants



HOUSING QUALITY STANDARDS (HQS) INITIAL INSPECTION FLOWCHART



HOUSING QUALITY STANDARDS (HQS) BIENNIAL INSPECTION FLOWCHART



STEPS TO BECOME A HUD-VASH LANDLORD

Veterans Affairs Supportive Housing (HUD-VASH)



Steps to become a HUD-VASH landlord

Landlords

Participate in a program that has helped tens of thousands of veterans and their families overcome the challenges of homelessness.

Contact your local public housing authority (PHA)

Find out if your local housing authority has a HUD-VASH program

<https://resources.hud.gov/>

Fill out paperwork to register as a landlord with the PHA

It is not a requirement to be pre-registered as a landlord with the PHA, however it will expedite the paperwork and inspection process once you've found a tenant you want to rent to.

Find a tenant

Promote your property as one that accepts HUD-VASH vouchers or by contacting the VA homeless coordinator in your area:

www.va.gov/directory.

Screen applicants

The PHA determines if a veteran is eligible to receive a voucher, but you retain the right as a landlord to apply your rental screening criteria prior to approving a veteran to rent your property.

Submit a Request for Tenancy Approval

This is the paperwork that the PHA requires to approve a veteran voucher holder to rent your property. The PHA will review the proposed rent to be sure that it is in line with comparable rental properties in your area and that it is affordable for the family to rent with a voucher. The PHA will also inspect your property if it hasn't already been pre-inspected.

Schedule an inspection

The PHA will inspect your rental property to be sure that your property meets HUD inspection standards.

Complete Lease and Contract

Have your tenant review and sign your lease. The PHA will have you sign a Housing Assistance Payments Contract that details the terms of rental assistance.

Receive Payments

The veteran will pay 30-40% of their monthly income towards rent and utilities; the housing authority pays the rest each month.

¹ U.S. Department of Housing and Urban Development

HUD-VASH FACT SHEET AND BENEFITS FOR LANDLORDS



Department of
Housing and
Urban
Development

Veterans Affairs Supportive Housing (HUD-VASH)

As a landlord you can help end veteran homelessness

Veteran homelessness

U.S. military veterans are 50% more likely to become homeless than other Americans.

Veteran homelessness is a complex issue that goes beyond just lack of affordable housing and poverty; it includes challenges like trauma, mental health and substance abuse.

Housing homeless veterans

Through the HUD-VASH program, homeless veterans receive rental assistance through a Housing Choice Voucher to rent privately owned housing.

HUD-VASH is a collaborative program between HUD and the Department of Veterans Affairs (VA). HUD-VASH combines housing vouchers with VA services to help veterans who are homeless and their families find permanent, affordable housing.

Advantages of becoming a HUD-VASH landlord:

- A Housing Choice Voucher pays a portion of the rent each month which reduces the veteran's portion of the rent to an affordable amount.
- Ongoing case management provides an additional resource for communication between the landlord and tenant.
- Regular inspections conducted by the Housing Authority help protect your real estate investment by identifying potential property concerns early.
- Special incentives for HUD-VASH landlords may be available and vary by PHA.

Leasing under the HUD-VASH program



HUD-VASH LANDLORD FAQ

Veterans Affairs Supportive Housing (HUD-VASH) Rental Assistance for Homeless Veterans FAQ



What is the HUD-VASH program?

HUD-VASH provides rental assistance through Housing Choice Vouchers to homeless veterans and their families along with case management and supportive services. The program is a collaborative effort between HUD and the Department of Veterans Affairs (VA), and administered by local public housing authorities (PHAs).

What is a Housing Choice Voucher?

Formerly known as Section 8, a Housing Choice Voucher enables low-income individuals and families afford to rent market rate units by providing a rental subsidy. Voucher holders contribute between 30-40 percent of their monthly income towards rent and the subsidy covers the rest.

How does it work?

The VA case manager assesses veteran's eligibility and refers them to the PHA to receive a Housing Choice Voucher. Case management is individualized for each person, however some of the housing supports provided through the HUD-VASH program include:

- Help navigating the voucher application process
- Assist with finding a rental unit
- Secure financial assistance with security deposit and move-in costs
- Coordinate with the landlord and PHA through the leasing process
- Educate on property maintenance
- Liaison with landlord if needed

How does HUD-VASH benefit landlords?

- A Housing Choice Voucher pays a portion of the rent each month which reduces the veteran's portion of the rent to an affordable amount.
- Ongoing case management provides an additional resource for communication between the landlord and tenant.
- Regular inspections conducted by the PHA help protect your real estate investment by identifying potential property concerns early.
- Special incentives for HUD-VASH landlords may be available and vary by PHA.

How can I help?

The HUD-VASH program is successful because of partnership with local landlords who support the program by renting to veterans. Contact your local Housing Authority to find out if there is a HUD-VASH program in your area.

<https://resources.hud.gov/>


¹ U.S. Department of Housing and Urban Development

APPENDIX D.2 – LANDLORD HANDOUTS SPANISH VERSIONS

HUD'S [LANDLORD WEBPAGE](#) HAS MANY RESOURCES AVAILABLE INCLUDING INFORMATIONAL HANDOUTS MAKE THESE HANDOUTS AVAILABLE AT THE SYMPOSIUM.

- [HCV Fact Sheet for Landlords \(Spanish Version\)](#)
- [Steps to Become an HCV Landlord \(Spanish Version\)](#)
- [Myth-busting and Benefits for HCV Landlords \(Spanish Version\)](#)
- [Flowchart of HCV Lease Up Process for Landlords \(Spanish Version\)](#)
- [Housing Quality Standards \(HQS\) Initial Inspection Flowchart \(Spanish Version\)](#)
- [Housing Quality Standards \(HQS\) Biennial Inspection Flowchart \(Spanish Version\)](#)

HCV FACT SHEET FOR LANDLORDS (SPANISH VERSION)



DATOS ACERCA DE LOS VALES DE ELECCIÓN DE VIVIENDA

¿QUÉ ES EL PROGRAMA DE VALES DE ELECCIÓN DE VIVIENDA?

El programa de Vales de Elección de Vivienda (HCV) es el programa principal del gobierno federal para ayudar a familias de muy bajos ingresos, ancianos y personas con discapacidades a pagar una vivienda digna, segura y sanitaria en el mercado privado. Dado que la asistencia para la vivienda se proporciona en nombre del inquilino de HCV, los participantes pueden encontrar su propia vivienda, incluidas viviendas unifamiliares, casas adosadas y apartamentos. Los Vales de Elección de Vivienda son administrados localmente por Autoridades de la Vivienda Pública (PHA) que reciben fondos federales del Departamento de Vivienda y Desarrollo Urbano de los Estados Unidos (HUD). Esto significa que el inquilino, el arrendador y la PHA tienen obligaciones y responsabilidades en virtud del programa HCV. A continuación, se muestra un breve resumen del papel de cada parte:

El HUD: El HUD proporciona fondos para permitir que las PHA realicen pagos de asistencia para la vivienda en nombre de los inquilinos de HCV. El HUD también paga a la PHA una tarifa por los costos de administración del programa. El HUD supervisa la administración del programa por parte de la PHA para garantizar que se sigan correctamente las reglas del programa.

Autoridad de la Vivienda Pública: La PHA administra el programa HCV a nivel local y proporciona al inquilino de HCV la asistencia para la vivienda. La PHA debe examinar los ingresos del inquilino y la composición del hogar y asegurarse de que su unidad de vivienda cumpla con los estándares mínimos de calidad de vivienda. La PHA celebra un contrato con el arrendador para proporcionar pagos de asistencia para la vivienda en nombre de la familia.

Arrendador: La función del arrendador en el programa HCV es proporcionar a un inquilino una vivienda decente, segura y sanitaria a un precio de alquiler razonable. La unidad de vivienda debe aprobar los estándares de calidad de vivienda del programa y mantenerse a la altura de esos estándares siempre que el propietario reciba pagos de asistencia para la vivienda. El arrendador celebra un contrato de arrendamiento con el inquilino.

Inquilino: Cuando un inquilino selecciona una unidad de vivienda, se espera que cumpla con el contrato de arrendamiento y los requisitos del programa, pague su parte del alquiler a tiempo, mantenga la unidad en buenas condiciones y notifique a la PHA sobre cualquier cambio en los ingresos o la composición familiar.

Renta: La PHA determina un estándar de pago que está entre el 90% y el 110% de los alquileres de mercado justo, publicados regularmente por el HUD, que representan el costo de alquilar una unidad de vivienda de precio moderado en el mercado de vivienda local. El inquilino con vales de vivienda debe pagar el 30% de su ingreso bruto ajustado mensual por alquiler y servicios públicos, y si el alquiler de la unidad es mayor que el estándar de pago, el inquilino debe pagar el importe adicional.

Hogares con HCV

- **8.75 años** es el tiempo promedio del hogar en el programa
- **29.2%** son personas de edad avanzada (mayores de 62 años)
- **25.5%** son discapacitados no ancianos
- **45.5%** son solteros
- **Más de 75,000 HCV** están designados para el programa de Apoyo para la Vivienda de Asuntos de los Veteranos

Tipo de unidad HCV*

- **24.6%** son viviendas unifamiliares
- **11.4%** son viviendas semiadosadas
- **17.2%** son viviendas adosadas
- **33.1%** son edificios de poca altura
- **10.3%** son edificios de gran altura
- **1.9%** son casas prefabricadas

*No incluye datos de la agencia Moving to Work (MTW)

Ubicación de la unidad HCV


- **59.1%** están en ciudades centrales
- **37.4%** están en los suburbios
- **2.9%** están en áreas rurales

Los datos de este documento están actualizados a diciembre de 2020

Revisado en mayo de 2021

Puede encontrar información más detallada sobre el Programa HCV en: https://www.hud.gov/program_offices/public_indian_housing/programs/hcv

STEPS TO BECOMING AN HCV LANDLORD (SPANISH VERSION)



¿ESTÁ INTERESADO EN CONVERTIRSE EN ARRENDADOR DEL PROGRAMA VALES DE ELECCIÓN DE VIVIENDA (HCV)?

El papel del arrendador en el programa HCV es arrendar una vivienda decente, segura y sanitaria a un inquilino a un alquiler razonable. La unidad de vivienda debe aprobar los Estándares de Calidad de Vivienda (HQS) del programa y mantenerse a la altura de esos estándares siempre que el propietario reciba Pagos de Asistencia para la Vivienda (HAP).

- 1. COMUNÍQUESE CON SU AUTORIDAD DE LA VIVIENDA PÚBLICA LOCAL (PHA)**

Los arrendadores que deseen alquilar a los titulares de vales deben comunicarse con su(s) PHA local(es). La PHA puede proporcionarle detalles sobre el proceso local y el método para publicar sus unidades vacantes. La PHA también puede compartir sitios web o plataformas de uso local para anunciar las unidades de alquiler disponibles. Utilice el siguiente enlace para encontrar la información de contacto de su PHA local: https://www.hud.gov/program_offices/public_indian_housing/pha/contacts.
- 2. SELECCIONE UN INQUILINO**

La PHA admite familias elegibles en su programa HCV. Seleccione y apruebe uno de estos titulares de vales según sus propios criterios de alquiler; luego complete el formulario de Solicitud de Aprobación de Arrendamiento del titular del cupón. La PHA debe determinar que el alquiler propuesto es razonable en comparación con unidades similares en el mercado y no más alto que los que pagen los inquilinos sin asistencia en las instalaciones.
- 3. ASEGÚRESE DE QUE LA VIVIENDA CUMPLA CON LOS ESTÁNDARES MÍNIMOS**

Un inspector realizará una inspección de HQS. Todas las unidades de vivienda con inquilinos de HCV deben cumplir con los siguientes trece (13) requisitos de cumplimiento de los HQS, tanto al comienzo de la ocupación asistida como a lo largo del alquiler asistido:


 - Instalaciones sanitarias
 - Preparación de alimentos y eliminación de desechos
 - Espacio y seguridad
 - Climatización del ambiente
 - Iluminación y electricidad
 - Estructura y materiales
 - Calidad del aire interior
 - Suministro de agua
 - Pintura a base de plomo
 - Acceso
 - Sitio y vecindario
 - Condiciones sanitarias
 - Detectores de humo
- 4. FIRME EL CONTRATO DE ARRENDAMIENTO Y EL CONTRATO DE HAP Y COMIENCE A RECIBIR PAGOS**

Una vez que usted y el inquilino firmen un contrato de arrendamiento y usted presente el contrato firmado a su PHA local, recibirá un contrato HAP de la PHA para firmar. Una vez que se ejecute el contrato de HAP entre usted y la PHA, comenzará a recibir HAP mensuales de la PHA y el resto del pago del alquiler del inquilino.

Recursos

https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/landlord

MYTH-BUSTING AND BENEFITS FOR HCV LANDLORDS (SPANISH VERSION)



DERRIBANDO EL MITO DE LOS VALES DE ELECCIÓN DE VIVIENDA (HCV) - HOJA DE DATOS DE BENEFICIOS

DERRIBANDOMITOS PARA LOS ARRENDADORES DE HCV

“Los propietarios no pueden cobrar a los participantes de HCV el mismo alquiler que a sus inquilinos que no son de HCV.”

FALSO: Los arrendadores pueden cobrar el alquiler completo sin importar quién sea el inquilino. La autoridad de vivienda debe determinar que el alquiler propuesto sea razonable y no sea más alto que el de las unidades en esa área con instalaciones similares.¹

“Los inquilinos de los vales HCV son inquilinos problemáticos.”

FALSO: En realidad, los inquilinos de HCV suelen ser inquilinos a largo plazo, que viven en una unidad durante 7-8 años en promedio. No hay estadísticas documentadas que demuestren que los participantes de HCV tienen más probabilidades de dañar las unidades o no pagar el alquiler que los inquilinos que no son de HCV. Los propietarios usan sus propios criterios de evaluación y deben evaluar a los inquilinos de HCV como lo harían con cualquier otro inquilino para evitar inquilinos problemáticos.²

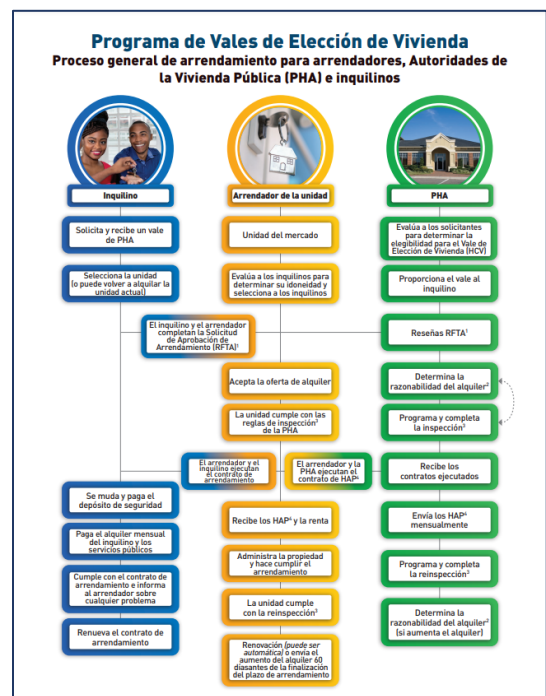
“Es casi imposible desalojar a un inquilino de HCV cuando viola el contrato de arrendamiento.”

FALSO: Los inquilinos de HCV están sujetos a los términos de sus contratos de alquiler y están sujetos a desalojo, al igual que cualquier inquilino que no sea de HCV.³

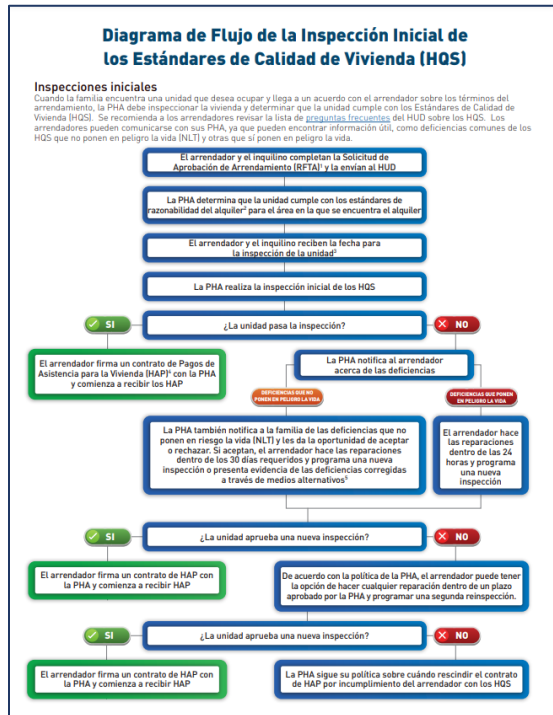
“Si acepta un inquilino del programa HCV, todas sus unidades deben ser alquiladas a los inquilinos del programa HCV.”

FALSO: Alquilar (a) unidades a los inquilinos de HCV no lo obliga a alquilar a otros inquilinos de HCV. Para cada vacante, debe seguir sus políticas establecidas para la selección de posibles inquilinos.

FLOWCHART OF HCV LEASE UP PROCESS FOR LANDLORDS (SPANISH VERSION)



HQS INITIAL INSPECTION FLOWCHART (SPANISH VERSION)



HQS BIENNIAL INSPECTION FLOWCHART (SPANISH VERSION)

