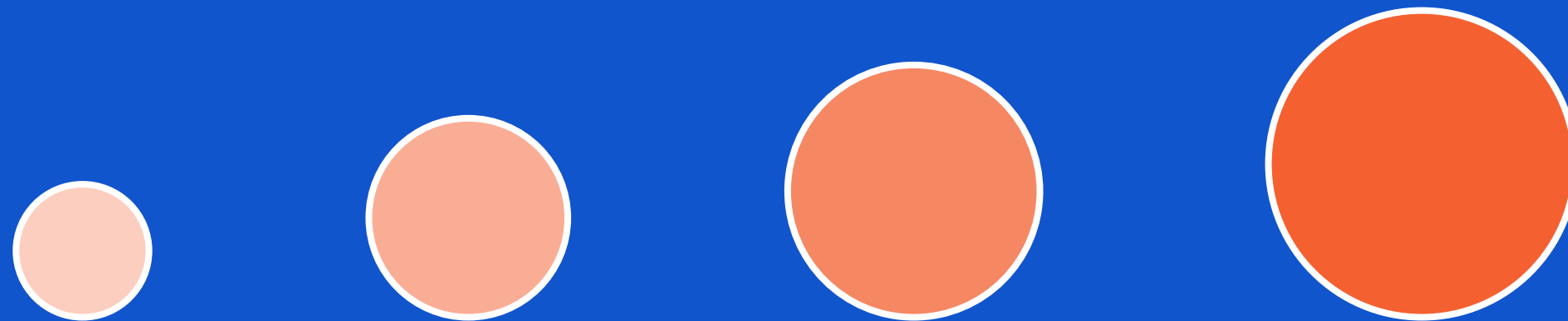


# Eviction Diversion

## Maturity Model

A Prototype for Emergency Rental Assistance



# What is the Eviction Diversion Maturity Model?

## What is a maturity model

A maturity model is a tool that helps organize strategy, practices, and process into a framework that can act as a blueprint for building stronger capabilities. It shows programs at the evolving stages of their development.

## Purpose

The Eviction Diversion maturity model will help people understand where they are at, shape strategy, and implement actionable steps. The model also creates goal posts for grantees to move towards, motivating the types of improvements that lead to robust, comprehensive, and effective programs.

## Medium-term Vision

This maturity model can become the skeleton for layering promising practices, case studies, and change mechanisms. As Treasury and its partners gather greater understanding of implementation challenges, the model and content can evolve to ensure the provided knowledge is always timely and relevant.

*Disclaimer: The practices referenced in this model may contemplate the leveraging of ERA funding with other federal, state, and local resources. The model's reference to an example practice should not be construed as confirming such practice's eligibility for any particular type or category of federal funding. Grantees should consult the governing federal program authorities for additional guidance before expending funds for such purposes to confirm eligibility.*

*Treasury recognizes that programs vary according to local circumstances; these examples are intended to help programs identify opportunities to enhance the effectiveness of their own programs but may not be universally applicable to all grantees. The program information provided herein is intended solely to illuminate "promising practices" and "guidelines" that grantees might consider when developing their jurisdiction's program policies and infrastructure. All such policy development must proceed in accordance with the governing legal authorities and published policy guidance. Nothing herein should be construed as (i) altering these requirements or (ii) confirming that any specific grantee's program policies or administrative practices have been fully reviewed and found compliant.*

# Starting

# Emerging

# Adapting

# Maturing

## Resource and shape programs

### ● Leverage existing system assets

Utilize existing system resources, programs, staff, and community organizations to help manage and shape the program.

### ● Build with the community

Listen to local residents to understand needs; leverage partners outside the traditional housing system; and determine how to best use funding sources.

### ● Prepare for volume of evictions

Automate and optimize processes with tech and data; Connect directly with tenants before court; Expedited rental payments.

### ● Sustain for the future

Plan and prepare for the systemic housing challenges after evictions.

## Tenant-based

### ● Do community-based outreach

Work closely with trusted community sources and people to get the word out about rental assistance.

### ● Use aimed outreach

Increase awareness and accessibility through a portfolio of partners and approaches to connect with specific high risk populations.

### ● Connect to options

Provide information and pathways to services that can help stabilize tenants and their housing while in crisis.

### ● Advocate for and empower

Provide education, guidance and legal representation on housing rights before and during eviction process.

## Landlord and property manager-based

### ● Accept ERA applications from landlords

Encourage and give tools or processes to landlords that helps them be a proactive applicant.

### ● Use aimed outreach

Increase awareness through partnerships with real estate, homeowners and property managers groups.

### ● Engage and educate

Encourage landlords to honor eviction moratorium and provide information that can help proceed.

### ● Incentivize and support

Provide immediate financial assistance to reduce the burden on landlords and offer recognition for service provided to the community.

## Relationship-based

### ● Advocate for early communication

Create messaging and outreach that encourages early and transparent communication between parties.

### ● Create connected applications

Create an application process that connects tenants and landlords easily and makes transparent each parties part.

### ● Build bridges between parties

Provide mediation services between tenants, landlords, and property managers.

### ● Incentivize resolutions

Change property management and eviction courts incentives in order to reward dismissal of evictions.

## Prioritizing evictions

### ● Flag tenants in imminent danger of eviction

Prioritize tenants for emergency rental assistance who face immediate evictions.

### ● Collaborate courts around evictions

Connect ERA grantees with courts processing evictions so they can collaborate to assist eligible tenants.

### ● Partner to expedite

Work with multiple partners to optimize collaboration to connect with tenants missing documentation and on the eviction court docket.

### ● Proactively address

Share data across the system to create shared understanding and automated processes that allows grantees to better prioritize and connect with tenants.

# Resource and shape programs

## Starting

### ● Leverage existing system assets

Utilize existing system resources, programs, staff, and community organizations to help manage and shape the program

Practices might include:

- Listen to community organizations and advocates and host conversations
- Utilize existing system resources, programs, staff, and contract vehicles to help manage the program
- Use fact-specific proxy and categorical eligibility to expedite processing assistance
- Apply for HUD grants to support legal aid for tenants at risk of eviction

## Emerging

### ● Build with the community

Listen to local residents to understand needs; leverage partners outside the traditional housing system; and determine how to best use funding sources.

Practices might include:

- Listen to local residents to understand needs
- Leverage partners outside the traditional housing system to help deliver services and outreach, e.g. Libraries and faith-based organizations
- Determine how to best use funding sources
- Establish living experience groups for continuous feedback

## Adapting

### ● Prepare for volume of evictions

Automate and optimize processes with tech and data; Connect directly with tenants before court; Expedited rental payments

Practices might include:

- Hire data scientists and technologist to manage processing systems
- Use ERA funds to staff up legal assistance for housing court programs
- Develop capacity and means to immediately connect with tenants who are on the docket for eviction to facilitate pre-eviction interventions
- Create a payment vehicle that can quickly send out rental assistance to prevent eviction, even if ERA application is still being processed

## Maturing

### ● Sustain for the future

Plan and prepare for the systemic housing challenges after evictions

Practices might include:

- Create a sustainability plan for longevity of the eviction diversion program beyond ERA
- Set up displacement resources and funds for households that have been evicted
- Pool funding from justice, health, and housing services to create a accountability and shared resources for housing stability
- Create a review process where households can have evictions removed from their records

## Tenant-based

### Starting

#### ● Do community-based outreach

Work closely with trusted community sources and people to get the word out about rental assistance

Practices might include:

- Reach out to populations at high risk of eviction
- Work closely with local housing advocates and organizations
- Inform tenants about any locally-based eviction moratorium and alert them that they need to give the local eviction moratorium form to their landlord
- Debunk common myths on ERA
- Follow up directly with tenants who are missing documentation but have started applications

### Emerging

#### ● Use aimed outreach

Increase awareness and accessibility through a portfolio of partners and approaches to connect with specific high risk populations

Practices might include:

- Use data-informed/ targeted outreach to high risk households and households being evicted
- Share information through a diverse portfolio of channels (digital, media, door to door, peer to peer; clinics, Facebook live, etc.)
- Partner with grassroots organizations to deliver services related housing stability
- Provide in-person assistance for people who are not able to navigate the site on their own (office or their homes)
- Use place-based outreach (ie. grocery stores, clinics, etc.)

### Adapting

#### ● Connect to options

Provide information and pathways to services that can help stabilize tenants and their housing while in crisis

Practices might include:

- Court-based interventions/connections to services and education
- Connect tenants to a housing counselor
- Deliver wrap-around services supporting the social determinants of health
- Offer a hotline for legal aid across agencies and include phone number on eviction notices
- Provide information about legal aid and resources online

### Maturing

#### ● Advocate for and empower

Provide education, guidance and legal representation on housing rights before and during eviction process.

Practices might include:

- Provide legal representation in court and consistent advocacy throughout the process
- Establish educational centers/courses that are accessible and promoted even before eviction begins
- Provide a universal and codified right to counsel

# Landlord and property manager-based

## Starting

### ● Accept ERA applications from landlords

Encourage and give tools or processes to landlords that helps them be a proactive applicant.

Practices might include:

- Encourage applications from landlords even if tenants have not applied
- Accept documentation provided by landlords on a tenant's behalf
- Require a landlord's agreement not to evict assisted tenants for nonpayment of rent for at least 30-90 days as a condition to receiving ERA assistance
- **Make bulk ERA payments to landlords to expedite payment processing**

## Emerging

### ● Use aimed outreach

Increase awareness through partnerships with real estate, homeowners and property managers groups.

Practices might include:

- Leverage local community organizations to publicize ERA (i.e., real estate groups, and property management resource centers)
- Message the community benefits of keeping people in their homes and the important role that housing providers play
- Outreach and messaging so landlords know they are included in "rental assistance"

## Adapting

### ● Engage and educate

Encourage landlords to honor eviction moratorium and provide information that can help proceed.

Practices might include:

- **Establish strong local eviction moratoriums**
- Establish court-based educational opportunities and courses
- **Target housing providers of large buildings in low-income areas and encourage them to apply for emergency rental assistance**

## Maturing

### ● Incentivize and support

Provide immediate financial assistance to reduce the burden on landlords and offer recognition for service provided to the community.

Practices might include:

- Reduce financial burden on property managers and landlords and provide immediate assistance or temporary funds
- **Provide a court order for landlords to seek assistance before being able to file for an eviction of tenants**

## Relationship-based

### Starting

#### ● Advocate for early communication

Create messaging and outreach that encourages early and transparent communication between parties.

Practices might include:

- **Require landlords to provide tenants sufficient notice of eviction, dollar amount owed, and information on where to find rental assistance**
- Encourage landlords to inform their tenants about emergency rental assistance
- Remind landlords that evicting tenants prevents them from collecting rental arrears via ERA programs

### Emerging

#### ● Create connected applications

Create an application process that connects tenants and landlords easily and makes transparent each parties part.

Practices might include:

- Create connectivity on the backend to connect landlord and tenant applications by street address for system integrity and expedited processing
- Create incentives for landlord/tenant cooperation in application (i.e., communicate expedited processing time)

### Adapting

#### ● Build bridges between parties

Provide mediation services between tenants, landlords, and property managers.

Practices might include:

- Offer landlord/tenant mediation before eviction process (as a preventative measure) and during eviction process
- Landlord walks away with tenant payment plan
- Connect advocacy groups of both parties to participate in the mediation process

### Maturing

#### ● Incentivize resolutions

Change property management and eviction courts incentives in order to reward dismissal of evictions.

Practices might include:

- "Loan programs" where tenant pays back local government what they owe landlord; government pays landlord to reduce burden/delay with payment plan
- Change success metric and incentives for courts, properties and lawyers so that they are rewarded for dismissal of evictions
- Offer landlord/tenant mediation before eviction process (as a preventative measure) and during eviction process

# Prioritizing evictions

## Starting

### ● Flag tenants in imminent danger of eviction

Prioritize tenants for emergency rental assistance who face immediate evictions.

Practices might include:

- Ask tenants to attach an eviction notice, if they have one, to their application
- Prioritize processing ERA applicants who receive an eviction or utility shut off notice while waiting for a decision on their application

## Emerging

### ● Collaborate courts around evictions

Connect ERA grantees with courts processing evictions so they can collaborate to assist eligible tenants.

Practices might include:

- Establish MOU between courts and ERA grantee
- Check to see if people at eviction court have applied for ERA assistance or are eligible
- Help courts increase their digital capacity
- Use legal service providers to flag upcoming cases on the eviction docket that are likely candidates for rental assistance
- Pause hearing eviction cases until their ERA applications are processed

## Adapting

### ● Partner to Expedite

Work with multiple partners to optimize collaboration to connect with tenants missing documentation and on the eviction court docket.

Practices might include:

- Establish MOU/ data sharing agreements among the entire ecosystem of providers
- Connect with at-risk people who are missing documentation
- Make public prioritization and processing times
- Create accessible databases that partners can access on their own without having to go through partner parties

## Maturing

### ● Proactively address

Share data across the system to create shared understanding and automated processes that allows grantees to better prioritize and connect with tenants.

Practices might include:

- Connect different data streams to knowledge base/case management system with input from different data streams
- Use analytics to pull applications to the top- prioritizing people who are behind on utilities/other risks