



Table of Contents for the *Toolkit's* Housing Operations Section

USING THIS TOOLKIT:

CSH's web-based *Toolkit for Developing and Operating Supportive Housing*, available at www.csh.org/Toolkit2, currently contains more than 150 discrete informational pieces, tools, and sample documents that can help organizations address key challenges in the planning, development, and on-going operation of permanent supportive housing projects. First-time users of this *Toolkit* are strongly encouraged to visit the *Toolkit's Introduction and Overview* web page at www.csh.org/Toolkit2overview to be provided with an overview of the *Toolkit's* contents.

Each topic section of the *Toolkit* also includes a web page that describes the contents of that section and also provides links that section's individual documents.

The contents of the *Toolkit* are organized into the following sections:

UNDERSTANDING PERMANENT SUPPORTIVE HOUSING

DEVELOPMENT AND FINANCE

- Assessing Capacity
- Building the Development Team
- Assembling the Financing
- Selecting and Securing the Project Site
- Deal Structuring and Beyond

HOUSING OPERATIONS

- Introduction to Property Management in Supportive Housing
- Tenant Screening, Selection, and Move-In
- Leases, Lease Enforcement, and Rent Collection
- Reasonable Accommodations in Supportive Housing Operations
- Safety and Security
- Maintaining the Physical Plant

SUPPORTIVE SERVICES

- Designing the Supportive Services Plan
- Essential Service Strategies for Supportive Housing Settings
- Preparing for Tenants' Service Needs

The following pages list the current contents of the Housing Operations section ONLY, and note many **SAMPLE** policies, procedures, and forms, in addition to informational materials. All of these materials can be accessed at www.csh.org/Toolkit2operations.

To review the content of other sections of the *Toolkit*, please go to www.csh.org/Toolkit2.

HOUSING OPERATIONS (web page)

Introduction to Property Management in Supportive Housing (web page)

Roles of the Property Manager and Asset Manager

Key Principles for Coordinating Property Management and Supportive Services in Supportive Housing

Property Management and Supportive Services: Roles and Responsibilities and Areas of Overlap

Forms of Property Management in Supportive Housing

Supportive Housing Policy and Procedures Manuals

SAMPLE: Management Plan Outline

Tenant Screening, Selection, and Move-In (web page)

SAMPLE: Sample Marketing Plan

Identifying Prospective Supportive Housing Tenants

SAMPLE: Sample Application for Supportive Housing

SAMPLE: Sample Contents of an Applicant File

SAMPLE: Sample Consent to Release or Obtain Information

SAMPLE: Sample Applicant Tracking Form

Tenant Selection and Intake Considerations

Legal Considerations During Screening and Intake

SAMPLE: Sample Applicant Screening Protocol

The Applicant Interview

Rejection Criteria for Supportive Housing

SAMPLE: Sample Applicant Appeal Procedure

SAMPLE: Sample Housing Skills and Supports Checklist

Move-In: Keys to Success

SAMPLE: Sample Initial Move-In Tenant Questionnaire

Orienting Tenants to their New Home

SAMPLE: Apartment Condition Checklist

Leases, Lease Enforcement, and Rent Collection (web page)

SAMPLE: Sample Lease Agreement

House Rules in Supportive Housing

SAMPLE: Sample House Rules for Supportive Housing

SAMPLE: Substance Use/Abuse and the Lease

SAMPLE: Sample Policy on Drug and Alcohol Use

SAMPLE: Tenants' Animals and Sample Documents

Tenant File Maintenance and Record Keeping

Policies Regarding Rent Receivables

Guidelines for Rent Collection in Supportive Housing

SAMPLE: Sample Notices Regarding Failure to Pay Rent

SAMPLE: Sample Proof of Service

SAMPLE: Sample Rent Payment Pledge

Proper Handling of Tenants' Abandoned Belongings

SAMPLE: Sample Lease Violation Policy and Notice

SAMPLE: Sample Housing Retention Conference Guidelines and Policy

The Eviction Process in Supportive Housing

Reasonable Accommodations in Supportive Housing Operations (web page)

Reasonable Accommodations in Tenant Selection Processes

Reasonable Accommodations During Occupancy

SAMPLE: Sample Notice of Right to Reasonable Accommodations

SAMPLE: Sample Request for Reasonable Accommodation Form

SAMPLE: Sample Verification of Need for a Reasonable Accommodation Form

SAMPLE: Sample Physician's Verification of Need for Home Health Care Services Form

SAMPLE: Sample Home Health Care Provider Authorization Form

SAMPLE: Sample Unit Transfer Request Form

SAMPLE: Sample Response to Request for Reasonable Accommodation Form

Safety and Security (web page)

Critical Situations During Building Operations Scenarios
Safety and Security Responsibilities
Preventing Crisis and Conflict
Log Books and Incident Reports
SAMPLE: Sample Policy and Procedure for Incident Reviews
Supportive Housing Visitor Policies
Mediating Conflicts in Supportive Housing
SAMPLE: Sample Incident Report / Tenant Complaint Form
Coordinated Responses to Inappropriate Behavior by a Tenant
Emergency Procedures for Supportive Housing Sites
Protocols for Emergencies
Protocols for Potentially Violent Situations
Universal Precaution Guidelines

Maintaining the Physical Plant (web page)

Key Training Issues for Maintenance and Janitorial Staff
Tips for Creating a Safe Living Environment
Universal Precaution Guidelines
Housing Quality Standards Checklist
Key Control and Entering Tenants' Units
SAMPLE: Routine and Non-Routine Maintenance and Sample Notices
Pest Control and Bedbug Eradication
Unit Turnover Protocol
Damage Beyond Normal Wear and Tear at Move-Out



Key Principles for Coordinating Property Management and Supportive Services in Supportive Housing

It is critical that the project sponsor and all team members understand the specialized nature of property management in supportive housing. Traditional property management practices may come into conflict with the principles of supportive housing. For example, traditional property management practices may require screening out some of the tenants that the sponsor has targeted to serve, or may have more stringent enforcement practices when it comes to lease violations.

In supportive housing, the property management role must be carefully integrated into the supportive housing team. Whether the property management function is filled by the project sponsor or contracted to another organization, it is essential that the property management agent support *mission-driven housing*, while at the same time effectively managing the physical assets of the project.

The following are some key principles relating to property management in supportive housing, and some tools that project sponsors can use to ensure these guiding principles are followed:

PRINCIPLE 1: PROPERTY MANAGEMENT SUPPORTS MISSION-DRIVEN HOUSING

- All partners, including property management, must have a shared commitment to the success of the community and each of the tenants that resides in the building.
- All partners must have a shared commitment to coordinated communication between social services, property management and tenant organizations.

PRINCIPLE 2: ESTABLISH CLEAR ROLES AND RESPONSIBILITIES

- Commitment to clear roles and responsibilities for all stakeholders.
- Establishment of ongoing forum(s) for talking about and re-negotiating roles and responsibilities.

PRINCIPLE 3: RECOGNIZE OVERLAP AND BUILT-IN TENSION BETWEEN ROLES

- Respect for the different roles of social service provider, property manager, owner and tenant council; each is necessary and important for a well-managed building.
- Acknowledgment and productive use of the built-in tension between these roles/functions.

Note: This document is included within the *Housing Operations* section of CSH's *Toolkit for Developing and Operating Supportive Housing*, which is available at www.csh.org/toolkit2. This document has been adapted from CSH's publication *Not a Solo Act*, which is available at www.csh.org/publications.

MISSION-DRIVEN PROPERTY MANAGEMENT PRACTICES:

Practices through which a commitment to mission-driven property management may be demonstrated include:

- Property management should work closely with the project owner to ensure it can carry out its policies and objectives.
- Prior to lease-up, property management should work with owners and the supportive service staff to tailor the lease, house rules and operations to fulfill the owner's objectives.
- The lease prohibits criminal activity (including the use and sale of illegal drugs) but management does not interfere with a tenant's activities in the confines of their apartment as long as it does not impinge upon the other tenants' peaceful enjoyment of the premises or do physical harm to the property.
- While maintenance, rent collections and financial management of the building is largely property management's responsibility, certain tasks are taken on more collaboratively with the owner and/or service partner, such as tenant selection and screening, move-in and orientation and crisis management.
- Property management will provide support if tenants wish to establish a council as a means of addressing issues of house rules, access to common areas and safety concerns.
- Property management staff is committed to providing support to tenants as they establish independence and achieve a level of economic self-sufficiency by considering them as preferred candidates for site-related jobs.
- Tenant hospitalizations and in-patient treatment programs will be permitted up to 90 days (contingent upon continuing rental subsidies and rent payments) without termination of the lease agreement. After consultation with the tenant's physician, the 90-day time period may be extended so long as provisions are made to ensure timely rent payments.
- Tenant screening follows a specific procedure and is conducted jointly with the primary service provider.
- Tenant selection is decided jointly by property management and the primary service provider in accordance with written tenant selection criteria.
- Crisis management regarding property issues requires immediate response from the managing agent with notification to the owners.
- If the crisis involves a tenant, the supportive services staff takes the lead and works with other supportive service providers to address the issue with the tenant.
- Occupancy record keeping is the responsibility of the property manager—the supportive service staff maintains other records relating to tenant's use of supportive services.

MISSION-DRIVEN PROPERTY MANAGEMENT PRACTICES (CONT.)

- Staff agrees to a philosophy of quality control that includes the following tenets:
 - Recognition that all staff is responsible.
 - Quality comes from proper staff supervision.
 - Clarity regarding procedures is accomplished with well-established protocols and staff supervision.
 - Audits are conducted to maintain proper oversight.

- House rules:
 - Focus on preserving the physical integrity of the building and ensure the peaceful enjoyment of the premises for all tenants.
 - Are reviewed with all tenants at time of move-in.
 - May be adjusted with adequate notice.
 - Are reviewed periodically with tenants and the supportive service staff for suggested revisions.

- Evictions are reserved for:
 - Nonpayment of rent.
 - Causing serious physical harm to self, staff or others.
 - Pursuing a criminal activity on the premises.

- For other repeated infractions, sanctions other than eviction will be tried first, including such options as:
 - Arbitration.
 - Crisis intervention.
 - Referral to alternative housing.

TOOLS FOR PUTTING KEY PRINCIPLES INTO PRACTICE:

- Memorandum of Understanding (MOU) or contract that spells out the role and commitment of each partner and makes it a condition of continued participation in managing the building.
 - Identify which organization is working for the owner to provide property management services.
 - Identify which issues and problems the owner, social service provider, tenant council and property manager resolve together and the processes to be followed.
- Guiding Principle statement that spells out the approach to the working relationship among all partners.
 - Example: We show respect for all individuals. We believe that all individuals can and want to contribute to their fullest potential. Differences are valued. We inspire and enable people to achieve high expectations, standards and challenging goals. We are honest with people about their performance.
- Careful selection, training, support and supervision of property management staff to ensure knowledge of special needs issues and to encourage them to develop solutions that are effective for each tenant.
- Careful selection, training, support and supervision of social service staff to ensure effective individual advocacy within the overall mission of maintaining the building and develop an understanding of property management responsibilities and procedures.
- Written job descriptions clearly delineating roles and emphasizing collaborative problem-solving with other staff.
- Established way of communicating roles, responsibilities and procedures to tenants.
- Regularly-scheduled required meetings between owner/sponsor, tenant council, social service provider and property manager.
- Social service staff and property management staff are given parallel status and authority and have access to the same information, report to the same level within the owner/sponsor organization, etc.
- Written procedure for resolving disagreements between the various stakeholders, in which the disagreement moves up the organizational ladder until consensus or a veto is rendered.

Note: CSH's *Toolkit for Developing and Operating Supportive Housing* includes additional documents that describe the collaborative relationship between property management and supportive services staff. See the *Housing Operations* section of the *Toolkit* at www.csh.org/toolkit2operations.



Property Management and Supportive Services: Roles and Responsibilities and Areas of Overlap

The following responsibilities are generally shared by the service and property management staff. Staff working in every supportive housing project should discuss and reach consensus on how these responsibilities will be delineated within their project, as well as discussing the confidential handling of information.

	RESPONSIBILITIES OF SERVICE STAFF	RESPONSIBILITIES OF PROPERTY MANAGEMENT STAFF
INTAKE: TENANT SELECTION & INTERVIEWING	Focus on service description during service interview	Focus on ability to pay rent during management interview
	Both Service Staff and Property Management conduct the tenant interview, focusing on characteristics of a good neighbor. Common concerns during Intake: Who makes the final decision? How much information should be gathered during the service interview?	
ORIENTATION OF INCOMING TENANTS	Help tenants with concrete needs around the move in, such as unpacking, getting familiar with the building routine and location of laundry, neighborhood resources, staff locations and responsibilities	Orient tenants about building maintenance issues, fire drills, and tenant meetings
RENT PAYMENT & ARREARS	Provide tenants with assistance in paying their rent (e.g., budgeting, addressing cost of substance abuse, vocational services, etc.) Encourage payment plans.	Responsible for collecting rent and addressing issues of rent arrears through payment plans, etc.
DEALING WITH NUISANCE & DISRUPTIVE BEHAVIORS	House rules are generally developed jointly by Services and Management. Some basic rules may be developed by staff and tenant input to add to or revise these. All staff can help promote healthy cultural norms for the building; it is frequently Service staff members who help to structure these efforts.	
PROCEDURES IN CRISES (e.g., psychiatric, medical, physical or fire)	Clear policies and procedures should be in place for dealing with disruptions. These should clearly spell out the chain of command in case of emergency, what information to provide to EMS, when to summon staff on call, etc.	
TENANT GRIEVANCE PROCEDURES	Staff and tenants should be aware of systems for evaluating the program and the services given. Management and Service staff generally works together, with Service staff alerting tenants to procedures through individual case management meetings or tenant meetings.	
TENANT COUNCIL	Facilitate initial tenant meetings with the goal being to eventually have tenant run meetings.	Attend meeting when issues concern the building or maintenance. Hold quarterly management/tenant meetings.
COMMUNITY BUILDING	Many issues mentioned above involve aspects of community building. The tenants as well as management and service staffs are members of the building community and influence the culture of the community. Staff should be aware of trends in the community and plan strategies for positively influencing the culture.	

Note: This document is included within the *Housing Operations* section of CSH's *Toolkit for Developing and Operating Supportive Housing*, which is available at www.csh.org/toolkit2.



CSH's Web-Based Toolkits and Other On-Line Resources at www.csh.org

The Corporation for Supportive Housing's website, www.csh.org, provides organizations with access to tools, informational materials, publications, manuals, and sample documents to help communities create permanent housing with services to prevent and end homelessness.

WEB-BASED TOOLKITS

CSH's website currently features three on-line *Toolkits*, which were made possible through the generous support of the MetLife Foundation.

[Toolkit for Connecting Supportive Housing Tenants to Employment](http://www.csh.org/EmploymentToolkit)

CSH's newest web-based *Toolkit*, available at www.csh.org/EmploymentToolkit, is designed to provide access to a wide variety of resources to help supportive housing organizations, workforce partners, and employers address key challenges in the planning, implementation, and on-going provision of employment-related services and programs. The *Toolkit* currently links to more than 100 resources, many of which were developed by CSH based upon its 17 years of experience documenting partnerships, practices, and innovations within the supportive housing field. Materials were also drawn from a variety of sources, including the Chronic Homelessness Employment Technical Assistance Center (CHETA), the disability community, federal technical assistance centers, workforce consultants, supportive housing agencies, and other organizations. The contents of the *Toolkit* are organized into six sections: *Building Your Team*; *Tenant Outreach and Engagement*; *Partnership with Employers*; *Workforce Resources and Community Partners*; *Tenant Vocational Assessment and Career Planning*; *Finding Jobs and Advancing Careers*.

[Toolkit for Developing and Operating Supportive Housing](http://www.csh.org/Toolkit2)

Available at www.csh.org/Toolkit2, this *Toolkit* currently contains more than 150 discrete informational pieces, tools, and sample documents that can help organizations address key challenges in the planning, development, and on-going operation of permanent supportive housing projects. First-time users of this *Toolkit* are strongly encouraged to visit the *Toolkit's* [Introduction and Overview](http://www.csh.org/Toolkit2overview) web page at www.csh.org/Toolkit2overview to be provided with an overview of the *Toolkit's* contents. This *Toolkit* is currently organized into the following topic sections: *Understanding Permanent Supportive Housing*; *Development and Finance*; *Housing Operations*; and *Supportive Services*.

[Toolkit for Ending Long-Term Homelessness](http://www.csh.org/Toolkit)

Available at www.csh.org/Toolkit, this *Toolkit* is an interactive resource that highlights the most promising practices for serving people who have experienced long-term homelessness. The *Toolkit's* contents include profiles of supportive housing programs and projects from across the country that are successfully housing people who have been homeless for the long term; interactive photo tours of eight of these projects, showcasing good design and service programs; sample documents from each of the programs profiled, such as leases and memorandums of understanding; and a full list of additional resources. Special areas of focus include: gaining community acceptance; employment programs for tenants; eviction prevention; local financing of supportive housing; physical design; rural housing; services and property management integration; and tenant education.

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OTHER ON-LINE RESOURCES

CSH's website also features many other tools and resources intended to help strengthen the supportive housing industry and to inform efforts to end homelessness. CSH encourages everyone to spend time exploring the on-line resources available on our website, including:

[Policy and Advocacy Webpages](#)

Available at www.csh.org/Policy, these webpages provide regular updates on supportive housing policy and advocacy issues, including information regarding national supportive housing policy priorities, regular updates regarding the status of policy and advocacy efforts, and other tools and resources for advocates.

[Publications Webpage](#)

CSH's Publications Webpage, available at www.csh.org/Publications, provides access to reports, studies, and manuals aimed at helping nonprofits and government develop new and better ways to meet the health, housing and employment needs of those at the fringes of society. There are currently more than 60 publications available on this page, covering topics ranging from development manuals to research and evaluation to strategies for creating systems change, the vast majority of which are available for download in PDF form for no charge.

[Chronic Homelessness Employment Technical Assistance \(CHETA\) Center](#)

Under a U.S. Department of Labor Office of Disability Employment Policy (USDOL-ODEP) cooperative agreement, CSH and Advocates for Human Potential (AHP) have collaborated to form the Chronic Homelessness Employment Technical Assistance (CHETA) Center. The Center offers technical assistance and training to providers and policy recommendations to USDOL-ODEP regarding serving people who are chronically homeless in employment programs. A wide variety of tools and resources created through the CHETA Center are available at www.csh.org/CHETA.

[Supportive Housing Training Curricula](#)

Available at www.csh.org/Training, CSH's website provides access to training curricula that address a wide array of issues - from housing financing to property management to supportive services program development to tenant/staff relationships to successfully housing persons with substance use issues. The Supportive Housing Training Series currently includes eleven curricula that were developed through a collaboration between the U.S. Department of Housing and Urban Development (HUD), the Center for Urban Community Services, and CSH, and that explore best practices and provide guidance regarding supportive housing development, operations, and services; these curricula can also be accessed via HUD's Homelessness Resource Exchange at <http://www.hudhre.info/>.

[Supportive Housing Financing Guide](#)

Available at www.csh.org/Financing, the Financing Guide provides details on all major federal supportive housing financing sources, providing program descriptions and links to regulations; resources on everything from how to use Medicaid in supportive housing to understanding Low Income Housing Tax Credits; and links to current funding opportunities, including HUD's current Continuum of Care Notice of Funding Availability. Created especially for housing developers, service providers, and supportive housing advocates, the Guide includes sections regarding *Capital Financing Sources*, *Operating Financing Sources*, and *Services Financing Sources*.