

Housing Manager's Procedures Manual

Public Housing Agency

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Internal Review

Project Director

Technical Reviewer

Management Reviewer

A Word About This Manual

This manual was initially prepared as a resource for public housing agencies (PHAs) participating in the Moving to Work (MTW) Demonstration that were transitioning to project-based management. However, given the recent shift to project-based management for the public housing program as a whole, it is anticipated that this manual will have much broader application. Included with this document are sample job descriptions for Regional Manager, Housing Manager, Housing Assistant, Maintenance Superintendent, Maintenance Superintendent and Housekeeper. These job descriptions are also in keeping with a project-based model.

How to Use This Manual

The intent of this document is to provide PHAs with a sample procedures manual for housing managers under project based management. Please note that it assumes a fairly evolved (or decentralized) project-based management structure, one that is consistent with norms in private housing. PHAs must decide what model best meets the needs for each property. Consequently, PHAs should adapt this manual to fit local conditions, where appropriate. For example, while the manual assumes that housing managers will have purchasing authority of up to \$200 without prior approval from the regional manager, PHAs may feel that higher (lower) thresholds are appropriate.

Certain other assumptions used in the development of this manual include:

- **Local landlord-tenant laws.** These laws vary across jurisdictions. For example, whereas this manual includes a late fee of \$10 on the 6th day of the month and \$15 on the 10th, PHAs may not be permitted, or may not choose to adopt, such a late fee policy. Similarly, rules on managing security deposits or the disposition of abandoned furniture vary by locality. PHAs will want to conform the procedures in this document to all such local laws.
- **Automated management information system.** This manual assumes that the subject PHA has an automated management information system to handle such functions as: rent collections, wait list management, reexaminations, work orders, and property accounting.
- **Forms.** It is assumed that, as part of this hypothetical PHA's automated management information system, all forms required by housing management personnel are contained in a "shared" drive within the agency's "intra-net." This manual references, but does not include, these forms. The exception is of certain forms that, in the opinion of the authors, might be new to PHAs who previously have maintained centralized property management systems. For example, this manual includes a Petty Cash Log (few PHAs today have petty cash accounts for each property) as well as a Traffic Log (tracking the number of applicant inquiries under a site-based waiting list system). These selected forms appear as exhibits at the end of the chapters in which they are first introduced and are referenced, in the text, with brackets (<>).
- **Agency size.** While no specific agency size was intended in the development of this manual, smaller agencies will likely have simpler organizations and possibly more streamlined procedures than contained herein.
- **Collective bargaining.** The majority of larger PHAs are subject to collective bargaining agreements. This manual assumes that the maintenance staff is covered under a collective bargaining agreement, but one where the work rules are more similar to practices in private housing (where the workforce tends not to be subject to formal collective bargaining agreements).

In keeping with its conventional approach to property management, this manual has a particularly strong emphasis on marketing, curb appeal, and customer satisfaction. While some public housing properties benefit from strong demand, and therefore face little difficulty filling units, efforts at curb appeal, customer satisfaction, and marketing should be universal themes, regardless of property type or subsidy program.

Another resource developed in conjunction with this manual is a series of sample job descriptions. Managing under PBM model means the assignment of new job tasks and responsibilities for housing management personnel, especially for the following positions: housing manager, assistant housing manager, maintenance supervisor/technician, and regional property manager. The sample job descriptions are provided in the Manual's Appendix.

Acknowledgements

This manual combines (1) the experience of various MTW and non-MTW PHAs who, in recent years, have initiated project-based management with (2) the actual operating procedures of a private property management company. Special appreciation is extended to: Allied Group of Renton, WA, and the housing authorities of King County, WA, Portland, OR, Cambridge, MA, Dade County, FL, Louisville, KY, Baltimore, MD, Tampa, FL, and Indianapolis, IN. This manual was prepared under contract C-OPC-21702, Task Order 5, between Abt Associates Inc. and the Department of Housing and Urban Development.

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Appendix - Exhibits

Introduction

Purpose

The purpose of this manual is to provide each Housing Manager, and other site personnel, with the routine operating instructions and general expectations for the day-to-day operation of his/her development.

This procedures manual has been designed as a simple reference guide. It is not an attempt to replace communication between the Housing Manager and supervisor. The Housing Manager has a responsibility to ask questions and inform the supervisor if he/she does not understand any instruction contained, or faces a situation not addressed, herein.

Note: Hereafter, simply for the sake of editorial convenience, residents and applicants are referred to using the feminine pronoun and housing management staff are referred to using the masculine pronoun.

Property Management Goals

The Agency's goals for all properties that it manages are:

- To maintain the property in superb condition,
- To keep expenses within the operating budget,
- To explore opportunities for revenue growth or expense reduction,
- To assess and address capital needs proactively,
- To comply with all Federal, State, and local laws and regulations, and
- To provide excellent service to all residents.

The development of the annual budget for each property shall reflect these goals.

Agency Philosophy

The Agency is devoted to providing first-rate property management services and believes, in furtherance of that goal, that its employees are its greatest assets. As such, the Agency is committed to making the workplace a source of joy, pride, and learning. The Agency recognizes that personal growth is imperative for an employee's full potential to be realized. Therefore, the Agency encourages the pursuit of educational means designed to refine and expand job skills. The Agency also strongly supports career advancement through internal promotion.

The Agency's solid reputation has been built on the success of its employees and is committed to providing competitive wages, benefits, and fair management practices.

The Agency is an equal opportunity employer and does/will not discriminate against any employee or applicant for employment in any manner.

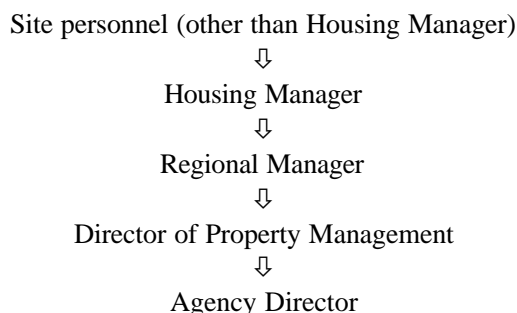
Agency Organization

Agency structure is typical of most property owners/agents, except that the Agency is overseen by a five-member Board of Commissioners, which sets policy and provides oversight. The Agency has two main divisions – Property Management and Housing Vouchers. In addition, the Agency maintains four “support” offices – Accounting, Resident Services, Human Resources, and IT. Within Property Management, there are two regions, overseen by Regional Managers, and an Office of Construction, which handles larger construction projects, e.g., comprehensive modernization.

Reporting Relationships

The Housing Manager is responsible for the overall operating performance of the property, from collecting rent to readying vacant units. Although the Housing Manager may delegate the completion of these tasks to subordinates, the Housing Manager is ultimately responsible for their successful completion and for meeting all property goals.

The following is the chain of command:



Under this arrangement, each Housing Manager will go to his Regional Manager for management leadership, while all other on-site personnel will receive supervisory direction from their Housing Manager.

If it is not possible to resolve issues that come up in connection with employment, job activities, or general requests with the direct supervisor, staff should contact the next person in the chain of command. Issues relating specifically to employment may be referred to Human Resources.

Agency Policies

In addition to the instructions contained in this manual, the Housing Manager shall also be familiar with the following, copies of which shall be available in the Management Office:

- | | |
|--|--|
| <input type="checkbox"/> Admission and Continued Occupancy Policy (ACOP) | <input type="checkbox"/> Emergency Procedures Manual |
| <input type="checkbox"/> Personnel Handbook | <input type="checkbox"/> Job Descriptions (for all site employees) |
| <input type="checkbox"/> Ethics Policy | <input type="checkbox"/> Utility Allowance Schedule |
| <input type="checkbox"/> Risk Management Handbook | <input type="checkbox"/> Product Knowledge Notebook |
| <input type="checkbox"/> Collective Bargaining Agreement | <input type="checkbox"/> Leasing Notebook |

- Resident Handbook

The Housing Manager shall also be familiar with (and have a copy of) HUD's Public Housing Occupancy Handbook.

The Housing Manager is expected to keep current with all policies and procedures that come into effect at a later date, as notified by the Agency.

Forms

All required management forms can be found on the Agency's "shared" drive, along with this manual and other related documents, including the Admissions and Continued Occupancy Policy, the Personnel Handbook, the Lease, etc. The Housing Manager shall become familiar with any updates, deletions, or additions to these required policies, procedures, and forms.

Automated Management Information System (AMIS)

The Agency maintains an automated management information system, or AMIS. This system, which is explained more fully in Chapter 16, includes the following modules:

- Finance
- Tenant Accounting
- Work Orders
- Purchasing, and
- Wait List

As a result of AMIS, the Housing Manager does not need to prepare certain management reports that might otherwise be required in other property management organizations. Rather, standardized reports are available electronically within the respective modules, which the Housing Managers can access directly. For example, AMIS eliminates the need for Accounting to distribute monthly financial reports since the Housing Manager can access these reports electronically.

Organization of this Manual

The remainder of this manual is divided into the following chapters:

1. Financial Management
2. General Office Procedures
3. Marketing and Leasing Presentation
4. Site-based Waiting Lists
5. The Mechanics of Leasing an Apartment
6. Resident Relations and Retention
7. Unit Turnover Procedures
8. Maintenance
9. Lease Enforcement
10. Security
11. Procurement
12. Capital Programs
13. Personnel
14. Safety and Risk Management
15. Energy Conservation
16. Computer Operations
17. Tenant Accounting

Chapter 1

Financial Management

1.1. Overview

This chapter covers financial management, including annual budgeting, financial reporting, and accounting (other than tenant accounting, which is discussed in Chapter 17).

1.2. The Operating Budget

Property-specific operating budgets are developed each year according to the following schedule:

ACTION	SCHEDULE
1. Accounting releases preliminary budget figures, including any fees for centralized services.	5 months prior to start of fiscal year
2. Final budget package distributed to Housing Managers.	4 months prior to start of fiscal year
3. Housing Managers complete and submit detailed budgets to Regional Managers.	3 months prior to start of fiscal year
4. Site budgets approved.	2 month prior to start of fiscal year

The key to meeting this schedule is proper planning. When preparing the budget, the Housing Manager should examine last year’s expenses, deferred costs, property inspections, service contracts, etc.

Typically, in accordance with instructions provided by Accounting, the Housing Manager will be required to prepare/submit the following as part of the annual budget package:

- Rental Market Study
- Projected Rent and Income Schedule
- Line Item Budget and Supporting Narrative
- Updated Capital Needs Analysis
- Three-year Operating Comparison Worksheet

1.3. Financial Reporting

The Housing Manager is responsible for the budgetary performance of the property. Once the budget for the property has been approved, Accounting will produce monthly financial reports by the 5th business day of the month. These financial reports (covering the prior month’s activities) will be available within the Finance Module of AMIS.

Once the financial reports are available, the Housing Manager reviews these reports with the Regional Manager. The Regional Manager then prepares, by the 10th day of the month, a narrative explanation for all major line item variances (maintenance materials, maintenance contracts, personnel, etc.), positive or negative.

In reviewing the monthly financial reports, the Housing Manager assures that all charges to the property are accurate. If the Housing Manager determines that an expense has been inappropriately charged to his property, he contacts Accounting to reverse any charges. Ultimately, the Housing Manager is responsible for all site purchases.

1.4. Budget Thresholds

The approved operating budget is the formal financial plan for the property for the subject year. Once approved, the Housing Manager is responsible for implementing that budget. The Housing Manager is authorized to make purchases up to \$200 without prior approval from the Regional Manager. Any single purchase of more than \$200 requires the approval of the Regional Manager. (Please see Chapter 11, Procurement.)

Regardless of the purchasing approval levels, the Housing Manager is ultimately responsible for all expenses incurred by the property and for assuring economy of operation.

1.5. Coding (Chart of Account Structure)

In order to track income and expenses properly, the Housing Manager should use the following coding system (or chart of account structure).

CHART OF ACCOUNT STRUCTURE				
FFF Fund	MMMMM Major	SSSSS Sub-account	CCC Cost Center	PPP Project

In all there are 21 digits, as described below:

1. **Fund** - The fund is identified as a three-digit number. It identifies what the source of funding is.
2. **Major** - The first four-digits of this six-digit field identifies the standard HUD accounts. It identifies the type of expense.
3. **Sub-account** - The six-digit field that further identifies detail from the major account.
3. **Cost Center** - This is a three-digit segment. It identifies what department is responsible for the expense.
4. **Project** - This three-digit segment identifies the development by HUD project number.

Each year, Accounting publishes a formal chart of accounts. The Housing Manager should refer to this document when purchasing items. A copy of this complete chart of accounts is found on the “shared” drive. A smaller “summary” chart of accounts is also found on the shared drive.

1.6. Monthly Cut-off

In order to produce financial reports by the 5th business day of the month, Accounting will generally “cut-off” between the 25th and the 28th day of the month. Consequently, the financial reports will reflect

financial activity (revenue and expenses) as of these cut-off dates. Cut-off dates are published in the Agency's monthly calendar (Chapter 2).

1.7. Declining Budget Form

In order to monitor expenditures throughout the course of the month, the Housing Manager shall use the declining budget form to record all purchases <Exhibit 1.1>. The declining budget form is also reviewed by the Regional Manager when approving purchases over \$200 (to assure that funds are available).

The following are directions for maintaining declining budget worksheets:

Setting up the Declining Budget Worksheet

- A separate worksheet is required for each expense account.
- Only accounts in which expenses have been budgeted need to be completed.
- Worksheets are not required for Salaries and Wages, Insurance, Taxes, or Debt Service.
- The worksheets should be completely filled out on the top with the Account Code and Account Description.
- The worksheets must be maintained in a three ring binder. The Housing Manager may find it helpful to keep the current operating budget handy within the same binder.

Using the Declining Budget Worksheet

- The first entry made on each worksheet should be the budgeted amount allocated to each account in the first month of the budget (the beginning of the budget year or takeover). This figure represents the funds available to spend in that account category during the given month. On the first day of each accounting month, the new month's budgeted amount will be added to the remaining balance. Think of your declining budget worksheet as a checkbook register.
- Each time a purchase is ordered or made, the Date, Vendor Name, and actual or estimated purchase amount will be entered on the declining budget page for the appropriate account code. At this time, the purchase is subtracted from the Budget Balance. The new balance is now the amount that is available to be used in that account category.
- Upon receipt of the invoice, the Invoice Date, Invoice Number and confirmed Invoice Amount must all be entered on the worksheet.
- The last column generally completed is the column titled "Date sent to Accounting." This column should contain the date that the invoice was sent to Accounting for payment.
- At the end of each accounting month, draw a highlighted line below the last entry of the current month. When you begin a new accounting month, write the appropriate name on the month, then fill in the Month Budget Amount and add (or subtract) to the final balance from last month. Input this new amount in the Budget Balance column.
- Declining Budget worksheets must be up-to-date and available for audit by the Regional Manager at all times.
- Any purchase that would result in a negative balance on a declining balance worksheet must be approved by the Regional Manager.

1.8. Approving Vendor Invoices

Note: Please also refer to Chapter 11, Procurement

To assure proper control over costs, and to assure that the Housing Manager approves all payments, all goods and services received by the property will be invoiced directly to the property, with the following exceptions:

- Agency Overhead/Management Fee.** These costs will be charged to the property each month based on a schedule of fees/costs posted at the beginning of the year.
- Property/Liability Insurance.** The costs will be paid by the Agency each month based on the schedule provided by the carrier.
- Purchased Utilities (water, electric, and gas).** To avoid late payment fees, utility bills are sent directly to Accounting. A copy of the bill is then forwarded to each property and costs/consumption are entered on the Utility Tracking Report within the Finance Module of AMIS. Although Accounting receives the bill directly, the Housing Manager is still responsible for monitoring utility costs/consumption. Any discrepancies can be resolved in subsequent billing periods.
- Central Refuse Disposal.** With the exception of a central trash crew, the Agency does not maintain any centralized maintenance personnel – all other maintenance personnel are site-based. Because of a special exemption that was provided to the Agency regarding “tipping” fees, the Agency is able to pick up and dispose of trash dumpsters at costs that are below market. Each year, Accounting publishes a rate schedule for each property, which appears as a regular charge on each property’s financial statements. The charge for refuse disposal is less than what other haulers would charge for this service.
- Taxes, property insurance, and debt service (if applicable).**

When an invoice is received, the Housing Manager must:

- Verify the invoice amount. Match the invoice to the actual work/goods received. Also calculate the items on the invoice to verify the accuracy.
- Stamp the invoice with the coding stamp. The preferred area for stamping is on the left-hand side of the invoice. If there is not room on the front, you may turn the invoice over and stamp in the top left-hand corner of the backside. Do not stamp on the remittance stub.
- Record the appropriate account code (see section 1.5 above) on the stamped area. If only one account code is being used, write in the total amount of the invoice on the top left line under the “Amount” heading. If more than one account code is used (both plumbing and painting materials, for example), you must separate out the amounts. Be sure your total matches the invoice total. If it is off by pennies, change your amount by pennies to adjust for the rounding difference.
- Record the date and initial your approval for payment.
- Attach the Purchase Order and the receiving ticket and then forward to Accounting for payment.
- Complete the entry on the declining budget for this invoice, adjusting any prior amount, if necessary, as if a new expense or credit.
- Code and approve each invoice individually, as each invoice is entered into the computer individually.

Credit Memos

Code a credit memo individually, as if it were an invoice, and attach to it the invoice it is crediting. If the original invoice has already been mailed to Accounting, reference the invoice and purchase order number on the credit memo, then mail. Do not adjust an invoice by the amount of the credit. Both documents must be entered into the computer at their full amounts. The computer will then apply the credit to the invoice, or future purchases from that vendor.

Vendor Statements

The Agency will only pay from invoices, not statements. An invoice is a dated document issued by a vendor that details charges, including tax, with the total amount to be paid by the property within 30 days of the invoice date. A vendor often assigns a specific number to the invoice for reference. A statement is a vendor's summary of invoices, which should have already been received by the property and may have already been paid by the Agency. The statement is usually issued at the end of each month and may include current, as well as past due, invoices. Statements can be filed with the vendor folder at the site office and do not need to be submitted to Accounting.

Housing Managers should research any past due balances reflected on the vendor's statement. If you see an invoice on the statement that you have not received, call the vendor and request a duplicate copy. If the invoice is not already marked as a duplicate, please mark on the copy that the invoice is a duplicate.

Cut-offs

Accounting cut-offs are noted on the Agency Calendar each month. If either date falls on a weekend, the cut-off will be the prior Friday. Any invoice received after these dates will be processed by Accounting in the next check run. In order for Accounting to prepare timely and accurate financial statements, the Housing Manager must make sure that all original invoices are forwarded to Accounting with the regular Friday courier service, which will normally allow for bills to be paid within two weeks of receipt. Housing Managers should examine the due date for each invoice and the scheduled dates for check runs. In certain instances, such as to avoid late penalties, the Housing Manager may need to expedite forwarding the invoice to Accounting.

Vendor Payment Inquiries

In the instance that a vendor contacts a site regarding payment, do not forward the vendor to Accounting. The Housing Manager is responsible for communicating with the vendor. Make a note of the unpaid invoice number, date, and amount, then tell the vendor that you will research this issue and return a telephone call within one day. The Housing Manager should then review site records to verify that the invoice was processed correctly. If the invoice was handled appropriately, contact Accounting for further assistance. It is advisable to request a copy of the unpaid invoice from the vendor (a faxed copy is fine for the reference) in order to thoroughly research the matter.

Duplicate/Subsequent Invoices

Upon receipt of a second/subsequent invoice (for the same work), the Housing Manager should:

- Check to determine if the invoice has already been processed/forwarded for payment.
- Look-up on AMIS if the payment has been made.

Do not, however, forward a second/subsequent invoice to Accounting unless it is learned that, for whatever reason, Accounting does not already have the invoice.

Other

- Referral fee requests (see Chapter 3) are processed in the same manner as an invoice <Exhibit 1.2>.
- Manual check requests require proper backup before they can be processed <Exhibit 1.3>. When submitting a check request, attach appropriate documentation to substantiate the request, i.e., the vendor quote or invoice. When possible, check requests should be timed to hit during a scheduled check run.
- Housing Managers are responsible for resolving all discrepancies/disputes with invoices prior to submitting for payment. Invoices received by Accounting that have not been properly stamped and coded, and that do not have the necessary attachments, will not be approved and will be returned immediately to the Housing Manager. Failure to comply with these requirements will result in vendors not receiving prompt payment.
- When creating purchase orders (Chapter 11), the name of the property should be on the first line, the Agency's name on the second line, and the address of the property on the third line. Since the vendors are to send invoices to the property, it is important to include the property's address, not the main office of the Agency. The Housing Manager shall also make sure that the vendor has the agency's Tax ID number to assure proper tax exemption.
- If applicable, complete the "Mileage Expense Report" at the time of travel and mail it to Accounting when the reimbursement amount reaches \$10 or more <Exhibit 1.4>.

1.9. Petty Cash

Each property is authorized for a petty cash fund of up to \$300. All funds are entrusted to and are the responsibility of the Housing Manager. When a Housing Manager first assumes responsibility for a property, he will sign a Petty Cash Acknowledgement Form <Exhibit 1.5>. Assignment of secondary/custodial responsibility to others by the Housing Manager in no way relieves the Housing Manager of responsibility. Petty cash is to be used for the payment of minor development expenses.

- The fund should be locked and secured in a safe place.
- The custodian is responsible for controlling petty cash but may authorize others to administer in it in his/her absence.
- Each purchase of more than \$2.00 must be supported by a receipt.
- The receipts must be numbered and taped to a piece of 8 1/2" x 11" sheet of white paper (no staples please). Then staple each sheet of receipts to the back of the Petty Cash Log <Exhibit 1.6>.
- Circle the total on each receipt in ballpoint pen. Do not use a highlighter, as it will make the totals fade over time. Distribute the amount of the receipt over the appropriate general ledger code as you would if you were coding over an invoice from a vendor. Attach a second log sheet if necessary. Remember to make these entries in your declining budget worksheets as well.
- Do not:
 - o include personal expenditures on your petty cash receipts;

- accept handwritten receipts that are not from a receipt book;
 - include a note about lost receipts (you are responsible for lost or forgotten receipts);
 - pay someone out of petty cash to pick up garbage or deliver your newspaper;
 - pay a vendor out of petty cash.
- Transactions will be reflected in the “Petty Cash Log.”
 - Receipts for purchases must show the Agency’s retail sales tax exemptions number. Personal use of the Agency’s tax exemption is strictly prohibited.
 - The Housing Manager should request replenishment of the fund when it is half-depleted. The Petty Cash Log, along with receipts for transactions, shall be submitted to the Regional Manager for approval.

The effective operation of the property depends on the timely replenishment of this fund. Petty cash is the Housing Manager’s responsibility. It must be accurate, balanced, and kept in a locked office desk drawer or safe/lockbox at all times. Everything in the petty cash box or file must total the entire fund at all times (including receipts, cash on hand and a copy of any Petty Cash logs that have been forwarded for replenishment).

A petty cash acknowledgement must be signed whenever the petty cash fund is transitioned to a new Housing Manager.

1.10. Use of Agency Funds, Facilities, and Materials

The Agency is responsible for exercising prudent judgment in the handling of funds. No person may take funds, materials, equipment, or use facilities or vehicles, for personal or unauthorized use.

1.11. Fixed Assets

At the time of purchase, all fixed assets shall be coded accordingly on the purchase order. The Housing Manager is responsible for reporting all dispositions and/or changes of location to Accounting. The Housing Manager should keep at all times complete and accurate records of capital equipment.

All fixed asset purchases must go through the normal procurement process. Upon completion of the procurement process and receipt of the asset, the asset must be tagged with a Fixed Asset Tag (FAT). Each site will be given a supply of serially-numbered tags, which should be stored in a secure location. After the item is tagged, complete the Fixed Asset Notification form, attach a copy of the invoice, and forward to Accounting.

The following items should be tagged as fixed assets:

- Office equipment such as fax machines, typewriters, shredders.
- Office furniture including desks, chairs, bookcases, file cabinets, and tables.
- Tools such as drills, saws, snow blowers, lawn mowers, power tools, drain snakes.
- Other items including appliance dollies, high-end ladders, lawn furniture.
- Vehicles and appliances.

- ❑ Computer equipment such as monitors and CPUs (hard drives). Keyboards and mice should not be tagged.

Tools covered under the tool allowance are the employee's property and should not be tagged. Also, the office copiers are leased and should not be tagged.

Fixed Asset Transfers

Occasionally, it is necessary to transfer an asset from one community to another. Fixed assets are tracked by location on the system. The Housing Manager must complete the Fixed Asset Transfer Form and forward to the Regional Manager for approval. Upon approval, the form is forwarded to Accounting, which then updates the transfer in the system.

Disposition of Assets

When an asset becomes unusable, the Housing Manager will complete the Fixed Asset Disposal Form. This form will be forwarded to the Regional Manager for approval. Upon approval, the Housing Manager shall dispose of the asset in accordance with the disposition instructions provided by the Regional Manager (haul away, salvage, etc.). Upon disposition, the Housing Manager will forward the Fixed Asset Disposal Form, updated to reflect the disposition action, to Accounting to update the system. All fixed asset tags should be removed prior to disposition.

Due to EPA rules, refrigerators cannot be taken to the landfill as heavy trash. Proper disposal method will be included in the disposal authorization.

1.12. Annual Inventory

Each site will be required to perform an annual inventory of fixed assets. Prior to beginning the inventory, Accounting will provide each site with a spreadsheet containing the fixed assets that should be located at that site. The sites will also be provided with a log for entering the appliance inventory. (There will not be a separate, physical inventory of resident appliances at the end of each year, which would be impractical; rather, during the annual unit inspections, the maintenance or management staff will check the tag numbers of the appliances during the inspection and report the results of that at year-end.)

Other areas to be inventoried include: the community building, all management offices, computer lab, resident aide office, and maintenance shop. A listing will be provided for the assets in these areas.

Maintenance parts and supplies located in the maintenance shop will be handled under a separate inventory process. (The maintenance parts/supplies are "expensed" as they are purchased and, hence, are not treated as inventory; however, at the end of the year, Accounting will want to know how much of that stock is on-hand.) Tools must be inventoried if they are the property of the Agency.

Upon completion of the inventory, the Housing Manager will forward the original, signed inventory sheets to Accounting and retain a copy at the site. All assets will be verified and any un-located assets will need to be marked as such. After completion of the inventory, Accounting may contact the Housing Manager to perform an audit of a percentage of the assets.

Chapter 2

General Office Procedures

2.1. Overview

This chapter covers the general procedures for the operation of a site office (excluding topics covered in other chapters).

2.2. Administrative Staffing

Most Agency properties will be staffed with a Housing Manager and an Assistant Housing Manager. Depending on the size and other needs of the property, there may be additional administrative staffing, including Leasing Consultants and Clerks. Job descriptions for all site employees are available on the “shared” drive. The number and mix of staffing will be determined during the annual budget process. At smaller properties, when references are made in this manual to Leasing Consultants or Clerks, and where such positions do not exist, the Housing Manager or Assistant takes on those functions.

The Housing Manager will be responsible for training and supervision of all site staff. Please see Chapter 13, Personnel.

2.3. Appearance

As with the property itself, the management office should always clean, inviting, and professional looking. The entry to this office shall be mulched, planted, weeded, edged, and blown clean.

Remember that a good first impression is a lasting impression. With that in mind, the office is often the first impression your visitor or client will see. It is imperative that the office is vacuumed, and that all glass tables/mirrors, doors, sinks, fixtures, and bathrooms are cleaned daily. Furniture should be placed in an orderly fashion and all pillows and cushions fluffed. Background music should be playing at a soft level as not to disturb anyone but to emit a relaxing and welcoming sound. Aroma is equally important – make sure the area smells fresh and clean with no offensive odors. All areas should be kept clear of clutter and in “showroom” condition.

Have all refreshments such as coffee, cookies, napkins and cups set out in an inviting manner for enjoyment. During summer months, it is nice to have a fresh pitcher of iced tea or lemonade available in the afternoon. Feel free to alternate your beverages with the change of seasons, maybe adding cocoa or hot teas in winter.

Make sure collateral material such as brochures, newsletters and community information is arranged attractively for visual purposes. Floor plans should be displayed, along with color boards and site maps if available. The information a potential resident can obtain will help to make them feel that your community is a place to call home. Be careful to not overload the display table and make sure the information is up-to-date.

Smoking in the Office

For health and safety reasons, the Agency discourages smoking. If an employee smokes, it is his responsibility to ask the supervisor about the location of smoking areas.

- Smoking is strictly prohibited in all offices, or immediately outside the office or clubhouse.
- All smoking materials must be disposed of in an appropriate manner.
- Smoking is prohibited in residential apartments where maintenance work is being performed.
- Smoking is prohibited in, or adjacent to, all buildings where combustible materials and/or flammable liquids are stored or maintained.

Dress Code and Appearance

Please refer to the Agency Employee Handbook for dress code policy.

Food and Beverage Consumption

Snacking and authorized beverages are permitted in the offices if housekeeping is maintained at a neat and sanitary level. All meals (e.g., lunch) must be consumed in a designated lunchroom or an outside location.

Office/workspace housekeeping chores are the responsibility of individual employees. Caution should be used in and around Agency equipment (e.g., computer terminals).

Music in Offices

It is recommended that sites have background music for atmosphere in the form of jazz, light contemporary or soft music for the enjoyment of the residents and guests.

Employees must keep radios, tape players, etc., at a low volume at all times. The Agency reserves the right to notify a particular employee that music is not allowed in his/her office or work area.

Signs

Handwritten signs are not allowed in any situation no matter what size the property is. If you need to post a temporary notice to your residents, please create a sign with your word processor.

Any signage that will be permanent should be ordered and purchased from a professional signage vendor and include a Fair Housing logo of the required size. All signs must be approved by your Regional Manager. If your property does not have a working relationship with a sign company, please ask your Regional Manager for suggested vendors or to refer you to a vendor list.

2.4. Office Equipment, Services, and Supplies

Note: Please also refer to Chapter 16, Computer Operations.

Telephones and Mail

Personal mail is not to be sent in Agency envelopes or on Agency stationary. Personal mail may be sent from the site office, but it must carry a stamp provided by the staff member. Do not send personal mail through an Agency postage meter and do not use Agency stamps. Also, personal mail should not be directed to the site office.

Telephones are for business use only. Look up phone numbers using the telephone directory to research a number instead of calling Directory Assistance.

The office phone should never be anyone's home phone.

The Agency reviews telephone bills periodically for excessive and improper usage.

Computer/Printer

Employees should not download, add, or change programs and/or settings in the computer. Use of the computer for personal purposes during or after work is not allowed.

If the computer is not operating correctly, contact the Regional Manager for advice. Repair to the computer should only be completed by an approved technician hired/employed by the Agency – never ask a resident or friend to troubleshoot or repair the problem.

Email/Internet

The email system is a very important means of communication that should be treated as such. Not everyone on the site staff will have access to the email system and sometimes communications will arrive that should only be viewed by the Housing Manager. Extremely confidential information, such as personal information about residents, should not be sent via email if the computer is used by other site staff.

Check for emails at least three times each day (once at the beginning of the day, another during the middle of the day, and once more before leaving the office for the day). Respond to emails when they are received, especially communications from prospective residents, current residents, and Agency employees.

Do not use email for personal use. It is usually assumed that employees who have time to send personal communications through the company email system may not be using their paid time appropriately.

The internet has been provided to facilitate the email system and to improve the marketing success at each property. Internet usage should be limited to activities that would be considered "business." After hours use of the computer to access the internet for personal purposes is prohibited. The internet is largely available at enough locations other than site offices that access should not be difficult.

Facsimile (Fax) Machines

As with other equipment, this machine should be used for Agency purposes only. Staff should familiarize themselves with the instructions before attempting operation. If the instructions are not clear, please ask the vendor for assistance.

Photocopy Machine

Most site offices have a photocopy machine on the premises. Staff should become familiar with how to use the machine. If the operation of the machine is not clear, please ask the vendor for assistance.

No paper clips, staples, or other related items are to be used on or near the machine.

Photocopy machines are to be used for Agency business only. The Housing Manager should locate the best prices for the purchase of paper for the machine, and may shop for reasonably priced maintenance services locally.

Purchase of Equipment

All equipment purchases, whether for the office or maintenance shop, must be approved by the Regional Manager and added to the inventory log.

2.5. Hours of Operation

The official hours of operation for the Agency are 8:00 am to 5:00 pm, Monday through Friday. These hours should be conspicuously posted and sufficient notice given to residents when any change in hours is made. Any deviation from these established schedules shall be approved by the Regional Manager. When a Housing Manager is responsible for more than one property, the office hours of the satellite sites should be established with the Regional Manager.

All offices will be properly staffed during working hours. The office should never be closed for lunch, unless only one administrative person is assigned to the site. Appointments should be scheduled when more than one team member is present.

2.6. Phone Protocol

All offices shall have a voicemail system. Calls should be returned upon return to office and voicemail in-boxes should not exceed a 15-message capacity.

Incoming phone calls shall be answered politely and friendly, as follows: “Good morning [afternoon]. Thank you for calling _____. My name is _____. How may I help you?”

2.7. Filing

The Agency requires a variety of files to be maintained on-site. All files shall be maintained in an organized manner and are expected to be kept current. At a minimum, files shall be maintained on the following:

- | | |
|---|--|
| <input type="checkbox"/> Resident files (see below) | <input type="checkbox"/> General correspondence files |
| <input type="checkbox"/> Unit files (non-resident information) | <input type="checkbox"/> Public Housing Assessment System (PHAS) files |
| <input type="checkbox"/> Employee files (see Section 13 of this manual) | <input type="checkbox"/> Security monitor log |
| <input type="checkbox"/> Vendor files, | <input type="checkbox"/> Equipment and inventory records |
| <input type="checkbox"/> Work order files, | <input type="checkbox"/> Preventive Maintenance files/logs |
| <input type="checkbox"/> Budget files, | <input type="checkbox"/> Key control logs |
| <input type="checkbox"/> Inventory files, | <input type="checkbox"/> Master form file (containing a blank copy of each form) |
| <input type="checkbox"/> Warranty files, | <input type="checkbox"/> Staff meeting agenda/minutes |
| <input type="checkbox"/> Plans and blueprint files, | <input type="checkbox"/> Policy binders and training manuals |
| <input type="checkbox"/> Work schedules | |

File Retention

All files and records shall be maintained for seven years from the date of last transaction (for example, waiting list files should be maintained for seven years from the date an applicant was removed from the waiting list, not the date of application).

At the end of each year, all files should be purged that are more than seven years old. All files should be properly stored in banker boxes that are labeled indicating the contents and the year. These boxes need to be stored in an area that can be accessed in the event these files are needed in the future.

Resident Files

The content of resident files shall be maintained in accordance with the instructions in Perfect File Folder found on the shared drive <Exhibit 2.1>. Resident files should remain in the Management Office and should not be removed/taken home without authorization from the Regional Manager. Files should be re-filed in their proper place every night before staff leaves the office.

Confidential Information

Confidential files, such as resident files or financial records, should be kept in locked file drawers or in a secured area. Only authorized personnel should have access to such files.

Confidentiality shall also be maintained with respect to any lease enforcement actions.

Material Safety Data Sheets (MSDS Sheets) and Safety Meetings

Each community must maintain a binder with all their MSDS sheets, a mandatory requirement for health and safety reasons. It is important to request these sheets when ordering products. The binder should be divided into sections for sheets containing cleaning products, painting & sundries, pool & spa chemicals, and miscellaneous products. Having your binder organized will be helpful in the event this information is needed. Typically, the MSDS binder is stored in the maintenance office.

You should also maintain a separate binder for monthly Safety Meetings (see Chapter 14, Safety and Risk Management).

2.8. Bulletin Boards

Lobby

A bulletin board should be maintained in the lobby of the management office that contains up-to-date copies of the following:

- Lease agreement
- House rules (if any)
- Grievance policy
- Income limits
- Admission and Continued Occupancy Policy (or reference an accessible location)
- Office hours

- Emergency and after-hour contact numbers
- Fair housing poster/logo
- Equal Employment Opportunity poster
- Addresses of the Agency's main office
- Utility allowances, where applicable
- Schedule of charges
- Resident-oriented circulars
- Reporting of Injury/Damages

This bulletin board should be neat, clean, and free of clutter. It should be organized into four categories: lease related documents, resident programs and services, property amenities, and any remaining miscellaneous information.

Staff Bulletin Board

Within the actual offices for the staff, preferably the lunch/break room, a separate bulletin board should be maintained that gives notice of work rule changes, legally required postings, social activities, safety bulletins, and, with the permission of the Housing Manager, employee personnel notices. At a minimum, the staff bulletin board should include:

- Federal Employment Law Poster
- State Employment Security Poster
- Agency Personnel Postings
- Equal Opportunity Notice
- Other Agency staff notices

Employees are permitted to post material on the staff bulletin board but must have the approval of their supervisor prior to posting.

2.9. Product Knowledge Notebook

In addition to the Leasing Book (see Chapter 3, Marketing and Leasing Presentation), which is essentially a marketing tool, the property should maintain a Product Knowledge Notebook that provides a quick reference for staff about the community, surrounding area, and other pertinent information.

Start by completing a notebook using the outline that is found in the shared drive <Exhibit 2.2>. Add such additional categories and information as are appropriate. Keep the information current. Be familiar with the information. Keep this notebook available for quick access by all staff members in a convenient location.

2.10. Key Control

In order to assure safety of the development and its residents, proper key control procedures are essential. Only the Housing Manager, the Maintenance Supervisor, and the Regional Manager shall have keys to the site office (unless otherwise approved by the Regional Manager). Other major elements of an effective key control program include:

- There shall be no master keys for apartments.
- All maintenance spaces, except storerooms, shall be on a single master. Storerooms should not be mastered but should be keyed separately.

- All gas and electric meter rooms and any doors leading thereto, except if they also lead to boiler rooms, shall be on a lock supplied by the Agency. The key shall be kept in the storeroom along with the other keys, and signed for when used. Three of these keys must be given to the Gas and Electric Company.
- Development office entrance doors and community spaces used for recreational activities, clinics, libraries, etc., shall be on separate masters with sub-masters, if required.
- All master keys shall be stamped “Do Not Duplicate.”
- Keys should be labeled or coded in a way so as not to reflect the same number as the unit itself.
- All apartment locks should be changed/re-keyed once a unit is vacated.
- Duplicate keys to apartments should be identified with a number that bears no relationship to the apartment to which it fits. The key numbers should be cross-referenced and kept in a secured location.
- When an individual or master key (to management areas) is loaned out, the person assigning the key shall note the time of the day and date on a key register or master key log <Exhibit 2.3>. When the key is returned, the time shall again be noted. No keys will remain on loan overnight. The Housing Manager shall designate a person to handle the key register and master key log. At the end of each day, the key log should be audited and all keys accounted for and locked in the key box – no exceptions.
- At the end of each month, the key log should be audited for accuracy and to make sure that all keys have been accounted for. The key log should then be placed in a binder separated by monthly tabs or filed away for future reference if necessary.
- All keys shall remain, unless loaned-out (above), in a locked box at all times.
- The log shall be kept separate from the box.
- Whenever there is a change in the Housing Manager, Assistant, Maintenance Supervisor, or any other personnel who has access to the Management and Maintenance keys, there shall be an immediate change in locks for these areas.
- The Housing Manager should maintain a list of all employees that have been issued keys. All employees permanently assigned keys must sign a key control form, listing the keys in their possession. A copy of this form must be kept in the employee’s employee file.
- All requests for additional property keys must be made to the Housing Manager in writing. The Housing Manager reserves the right to deny, or limit, the approval of additional site keys.

Remember that keys represent the only security in most cases for residents’ individual apartments, and site office/maintenance/common areas. The protection of keys, and the responsibility for same, is to be taken seriously.

In accordance with the lease, residents may not add locks without permission from the Housing Manager. The Housing Manager should allow installation only if (1) resident purchases the same brand of deadbolt as the lock presently on the door, (2) management maintains a key to the new lock, and (3) resident pays the appropriate fee for installation of the lock by site maintenance staff.

Apartment keys are to be given to residents at the time of move-in. If the resident loses her key, the lock should be changed and the cost of a new lock and key charged to the resident. A lockout policy of each site must be approved by the Regional Manager.

Under no circumstances shall an apartment key be given to anyone other than a legal occupant (signatory to the lease). Photo identification is required.

2.11. Agency Calendar

Each month, the Agency produces for staff a “monthly calendar.” This calendar includes both special announcements/events and the dates during the month for submitting or preparing various forms.

2.12. Courier Service

The Agency has arranged for courier service to pick up once each week for delivery to the Agency’s main offices. The Housing Manager should use this service, in lieu of regular mail, unless items are time-sensitive. Time-sensitive materials should be mailed or delivered, accordingly.

2.13. Weekly Property Staff Meeting

A property staff meeting chaired by the Housing Manager should be held weekly. Topics discussed at the meeting will vary, but should include:

- | | |
|---|---|
| <input type="checkbox"/> New policies | <input type="checkbox"/> Budget variances |
| <input type="checkbox"/> Property goals | <input type="checkbox"/> Maintenance/grounds issues |
| <input type="checkbox"/> Performance on occupancy, rent collections, work orders, etc | <input type="checkbox"/> New projects |

2.14. Monthly Operations Timeline

The following is the general monthly and weekly schedule of routine events/activities.

DATE	ACTIVITY
1 st	Rent is due
5 th	Grace period ends
5 th	Financial statements available on "shared" drive
6 th	14-day notices sent to all delinquent accounts
7 th	Monthly Property Report due to Regional Manager <see Exhibit 2.4>
7 th –9 th	Check all resident apartments for whom 14-day notices were sent
9 th	Business meeting with Regional Manager to review prior month's financial and management performance
10 th	Regional Manager forwards narrative variance report to Director of Property Management, accompanying monthly financial report
12 th –15 th	Send Letter of Responsibility to vacating residents Begin apartment pre-inspections for vacating residents
On or about 21 st	Send list of all delinquent accounts to attorney
21 st –30 th	Accounting Month-End (AME) form due (see Agency calendar for exact date)
30 th	Safety meeting notes.
Monday	Submit Traffic Log to Regional Manager
Tuesday	
Friday	Courier Service Timesheets due to Payroll by 11:00 am (bi-weekly).
Daily	Site inspection. Bank deposits. Cash sheets faxed or e-mailed to accounting.
Weekly	Invoices due to Accounting. Notice of Intent to Vacate to Regional Manager
Early in Month	Scheduled recertifications and unit inspections

2.15. Periodic Reporting

The following is a list of the required periodic reports and the dates when they are due.

REPORT	DUE DATE	NOTE
Payroll Time Sheets	Every other Friday before 11:00 am	Faxed to the Payroll. A cover sheet indicating the total number of pages and staff members for your property should be included. Occasionally, the deadline for time-sheet submission may be accelerated due to a holiday, in which case a

REPORT	DUE DATE	NOTE
<p>Incident Reports</p> <p>Small Claims Court and Legal Notices</p>	<p>Within hours of occurrence</p> <p>Same day</p>	<p>notification will be posted on the Agency calendar, sent via e-mail/facsimile or included in the monthly Agency newsletter. All time sheets are to be filled out on a daily basis and submitted in handwritten form to Payroll.</p> <p>Anytime there is an incident on the property, whether major or minor, an Incident Report must be completed and faxed to the Regional Manager. If the incident involves a life threatening injury, major property damage, or media coverage, your Regional Manager should be notified immediately.</p> <p>Anytime you receive a legal notice of small claims court, the Regional Manager should be sent a copy and notified by phone.</p>
<p>Invoices</p> <p>Monthly Property Report Declining Budget and Request for Approval Forms</p> <p>Delinquency Reports</p>	<p>Daily</p> <p>7th Business Day As needed (for review)</p> <p>On or about the 21st day of month</p>	<p>Invoices should be processed on a daily basis as you receive them in the mail (coded, approved and entered into your declining budget). Invoices should be sent into Accounting via courier (if possible) every week; however, mailed if necessary to meet the cutoff dates. Be sure to research and resolve any prior balances or statements before sending the bill for payment. Accounts payable cutoff dates are posted monthly in the Agency calendar.</p> <p>The Declining Budget should be kept in a notebook format and should be updated on a daily basis with accounts payable as items are ordered. Your Regional Manager will ask to see the notebook periodically.</p> <p>Appropriate back-up information for the purchase must be completed and e-mailed, faxed, or held for the Regional Manager, along with a copy of the Declining Budget when you are intending to incur an expense of \$200 or more, or the purchase exceeds budget.</p> <p>A list of all residents who have not paid in full in response to their 14-day notices (14 days following the 6th of the month) must be faxed to the attorney's office. Include a fax coversheet (indicate that the attorney should proceed with an eviction and include correct spelling of the resident's name), a copy of the front and back of the lease and a copy of the 14-day notice. It is a good idea to call the attorney's office to confirm</p>

REPORT	DUE DATE	NOTE
Rental Market Study		<p>that they have received all the documents you faxed.</p> <p>Once annually, in conjunction with preparation of property budget (see Chapter 1).</p>

2.16. Property Inspections

The Housing Manager is responsible for inspecting the property on a daily basis. In conducting these inspections, it is essential that the Housing Manager view the property from the eyes of someone who might be leasing a unit, or visiting the development, for the first time. Property management is all about the little things. A good Housing Manager makes it a practice to notice and correct these small imperfections.

When conducting these property inspections, the Housing Manager should carry a clipboard, pen, and paper on which to write notes, work orders, resident infractions, and other matters that need follow-up attention. The Housing Manager should also establish a tracking system to follow-up on problems noted in previous inspections. This tracking system should consist of a simple log indicating the date of the inspections and the conditions found.

The Housing Manager must consistently strive to maintain high standards for the property and for observing the small things that make a difference between an average property and one that stands out.

Daily site-inspection guides can be found on the “shared” drive (one for a high-rise property and one for a garden property).

2.17. Utility Allowances

Residents either pay for their utility costs in their rent (i.e., project paid utilities) or directly to the utility company. When the resident follows the latter procedure, resident rents are reduced by an Allowance for Utilities that is developed by the Agency in consultation with the utility supplier. Each year, the Director of Property Management receives from the Regional Manager a new utility allowance schedule, which is then forwarded to each property. Once received, it is the Housing Manager’s responsibility for updating the utility allowances for each unit type.

2.18. Accessibility

Facilities

It is the policy of the Agency to comply with applicable laws relating to Civil Rights, including Executive Order 11063, Section 504 of the Rehabilitation Act of 1973 (24CFR, Part 8), the Fair Housing Amendments Act and Title II of the ADA. 504 Regulations require that the Agency make all of its public non-housing facilities (hearing rooms, laundry rooms, community rooms, management offices, crafts and games rooms, etc.) accessible and these facilities must also be located on accessible routes.

The Housing Manager is required to make sure that the property is accessible and for requesting funds for such in the annual budgeting process.

Because the property receives Federal funding, the Housing Manager has on-going responsibilities:

- To make unit modifications needed by an applicant or resident with a disability;
- To make reasonable accommodations in policies, procedures, and practices needed by a resident with disabilities; and
- To communicate with all applicants and residents with disabilities in a way that is understandable to them.

In deciding whether an applicant or resident qualifies for unit modifications, reasonable accommodations or special forms of communications, the Housing Manager verifies two facts with a qualified medical practitioner:

- That the individual qualifies as an “individual with disabilities” under the 504/ADA guidelines, and
- That the unit modification, reasonable accommodation or special communication is needed because of the individual’s disability.

When both the above facts have been verified, the Housing Manager is required to make the changes requested at the project’s expense.

In providing reasonable accommodations or structural modifications to existing housing programs or in carrying out other alternations for otherwise qualified persons with disabilities, the Agency is not required to:

- Make each of its existing facilities accessible or make structural alternations when other methods are demonstrated to achieve the same effect.
- Make structural alterations that require the removal or altering of a load-bearing structural member.
- Provide an elevator in any multifamily housing project solely for the purpose of locating accessible units above or below ground level.
- Take action that results in fundamental alteration in the nature of the program.
- Take action that results in an undue financial and administrative burden to the Agency.

Leasing Accessible Units

Before offering a vacant accessible unit to an applicant without a disability, the Agency will offer such units:

- (a) First, to a current occupant of another unit of the same development, or other public housing developments under the Agency’s control, having a disability that requires the special features of the vacant unit (in effect, a transfer of the occupant with disabilities from a non-adapted unit to the vacant accessible/adapted unit).
- (b) Second, to an eligible qualified applicant on the waiting list having a disability that requires the special features of the vacant unit.
- (c) When offering an accessible/adaptable unit to a non-disabled applicant, the Agency will require the applicant to agree to move at the Agency’s expense to an available non-accessible unit within 30 days when either a current resident or an applicant needs the specific features of the unit. This agreement should be reflected in the lease agreement signed by the non-disabled party.

2.19. Access to Occupied Units

At times, it will be necessary for management and maintenance staff to enter an occupied unit when the resident is not home. Under the Agency’s lease, management cannot enter the unit unless (a) the resident has requested a work

order and the work is to be completed within the next 48 hours (note: under the Agency's lease, whenever a resident submits a request for a work order, the Agency has permission to enter the unit within the next 48 hours to complete that work order), (b) the head of household has been provided with 48-hour advanced written notice of intent to enter, or (c) there is an emergency.

After entry into an empty unit, the site staff will leave a note stating the date, time of entrance, time of exit, and nature of work completed (generally, this will be accomplished by leaving a copy of the completed work order). An emergency constitutes something that is life-threatening, or a danger to the resident, or property.

2.20. Approvals for Non-Housing Use of Units

Any units that are to be used for purposes other than housing public housing residents must first be approved by the Director of Property Management and then by the Agency Director and HUD. Acceptable uses of non-dwelling units may include additional management or maintenance space, space for resident programs and services, community policing operations, or any other use that would best serve the Agency and its community. No alternative use of pre-approved non-housing units is allowed without written consent from the approving staff member.

2.21. Parking

The Housing Manager is responsible for developing appropriate parking policies and for enforcing those policies. All resident and non-resident vehicles should be parked in designated parking spaces. While all resident cars should be registered, the Housing Manager of each site will determine if it is appropriate also to issue parking decals.

The Housing Manager is also accountable for posting clear rules and regulations regarding parking, vehicle registration (if applicable), and towing policies. Such notices shall be placed in an obvious setting.

If a vehicle is parked in a non-parking zone, the Housing Manager shall tow the vehicle in accordance with the parking rules and signs. If a vehicle is abandoned, the Housing Manager shall post a "Notice to Tow within 48 Hours" on an obvious location on the vehicle, i.e. front, side, or back window. If the vehicle is not moved by the owner within the set time-frame, the Housing Manager shall have the vehicle towed. An abandoned vehicle is one that has no visible tag/registration, inoperable due to flat tire(s), missing major parts, or vandalized. (At some properties, where there are courtesy patrols, the security patrols also enforce parking rules.)

The Housing Manager shall make sure that all appropriate signs are properly hung and are visible.

The property must offer "handicapped" spaces both near the office/non-housing facilities and near the units of residents with disabilities who need such spaces.

2.22. Property Insurance

General

Since insurance claims and losses result in higher insurance costs for the property, it is imperative that the Housing Manager report all suspected claims, or actual losses to the Regional Manager, not the insurance agent, within 24 hours.

Fill out a copy of the Incident Report and fax a copy to the Regional Manager <Exhibit 2.5>. Make sure the Incident Reports are filled out and transmitted as quickly as possible, regardless of whether it is known if a claim will be filed.

If a known incident occurs such as a fire, water damage, etc., check with the Regional Manager to determine if the Incident Report should also be faxed or mailed to the insurance agent. In the case of employee injury, complete an Injury Form, not an Incident Report, and submit the completed paperwork to the Regional Manager.

Photographs are helpful documentation. If an incident is reported to the site office, the Housing Manager should photograph the damage or condition of the injured person if feasible. It is possible that, years later, a claim will be filed by a resident for injury due to tripping on a piece of concrete sidewalk that had heaved. If made aware of an individual tripping and falling, immediately take photographs of the section of sidewalk stairs, etc., as well as the individual, if permission can be obtained.

Types of Insurance Coverage

Several types of coverage are purchased for each property in a blanket policy. Each Housing Manager should be familiar with the types of coverage carried, and should provide information to all site staff members so they too will be aware of the type of coverage available for losses or potential losses. The Emergency Procedures Manual should contain all pertinent insurance information.

- Fire, wind, snow, hail, aircraft, explosion, riot, terrorism and vandalism are all causes of property losses.** Flood and earthquake are excluded. The deductible varies from property to property but is usually at least \$5,000 - \$10,000.
- General liability insurance** protects the property from lawsuits (civil rights lawsuits are not covered by the general liability policy). A bodily injury, such as a resident falling down stairs due to a worn or ripped carpet, is a general liability loss. Property damage, such as a car being damaged from flying debris from the property's lawnmower, is also a general liability loss. This policy comes with various deductibles, the most common being \$5,000 - \$10,000.
- A boiler, furnace, or central air unit exploding or rupturing is a boiler and machinery loss.** This is a specialized insurance and is not available on all properties. Machinery made inoperable by anything other than age or normal wear and tear is usually covered.
- Auto liability** usually results from a covered auto causing injury or physical damage to another person's auto or property. Deductibles vary.
- Auto physical damage** provides coverage for a covered vehicle in the event of a collision, vandalism, hail, wind, etc. Deductibles are applicable in varying amounts for comprehensive losses and collision losses.
- Non-owned auto liability and physical damage** provides property and liability coverage for hired (rental cars) or non-owned autos (i.e., employee vehicles) as long as they are being used for Agency business. The deductibles are usually the same as the auto policies above.
- Fidelity coverage** provides coverage for employee dishonesty such as an employee removing any physical property from the premises, including money.
- Agency's or the state's workers' compensation coverage** covers employees who are injured on the job, or become ill due to their positions. It covers medical expenses and a percentage of lost wages after a waiting period that is determined by the state. In case of severe injuries, rehabilitation and other expenses may also be covered.

- Umbrella liability coverage** provides additional liability coverage over and above the primary limits of general liability and auto liability. When applicable, building ordinance coverage provides additional insurance monies in the case of a loss that requires complete replacement of an apartment, building, or complex and when city inspectors demand an upgrade to current code over what was previous code when the apartment was built.

Claims Received

Any telephone calls or correspondence received in connection with possible claims from residents and/or their attorneys, or outside parties, should be referred first to the Regional Manger.

Actual court filings and related insurance correspondence should be sent immediately to the Regional Manager.

It will be necessary to obtain all relevant information from the Housing Manager if a claim is filed. In most cases, claims are not filed for some time after the incident, so it is important to retain all reports, notes, etc., regarding a known incident. The Housing Manager should file all incident reports, and retain copies of pertinent notes in the event a claim is filed. Any photographs taken of known damage should also be kept with the copy of the Incident Report.

Reducing Losses

It is important that each staff member participates in and coordinates efforts to reduce losses at each property. Please see Chapter 13, Safety and Risk Management.

2.23. Emergency Procedures Plan/Manual

Each property shall have prepared an Emergency Procedures Plan, which is to be incorporated in an Emergency Procedures Manual. The plan/manual is to be updated periodically. This manual will contain all the information needed to safeguard residents, visitors, and property before, during, and after an emergency. When complete, it will house in one convenient place everything the manager and the rest of the management team will need to combat an emergency situation.

Specifically, the manual will give direction about:

- How to save lives
- How to make the property more security and prevent emergencies altogether or, at least, minimize their impact
- How to prepare for an emergency
- How to react during an emergency (including how to evacuate the property)
- How to restore the property after an emergency

Creating the Manual

The plan/manual must be a joint effort between the Housing Manager and the management team. Because team members are so closely involved with the day-to-day operation of the property, their input is vital to the plan's

success. They must supply input on everything that goes into the manual and on who should receive a copy of the completed document.

The manual should contain detailed instructions for everyone involved in an emergency, including the Regional Manager, management staff members, work crews, other staff, and the property's occupants. In order to be of any assistance, the manual must be an exhaustive collection of steps to follow before, during, and after an emergency

Contents of Manual

Generally, an emergency procedures manual is made up of three sections: (1) Reference information, (2) Directions for the management staff to follow for each possible emergency, and (3) Directions for building occupants. <Exhibit 2.6>.

Distribution of Manual

The Regional Manager, all members of the management team, and any other parties the team recommends should have a copy of the manual. Additional copies should be stored in a safe place, in case the original is destroyed.

At least one copy of the manual should always be at the property, with another copy stored off the property but easily and quickly accessible. This off-site manual may be needed if it is impossible to enter the property.

When one of the team members leaves the property's or Agency's employ, that employee's copy of the manual should be retrieved and re-issued to his or her replacement.

When the manual is given to a new employee, the Housing Manager should always emphasize the confidential nature of the material in the manual, particularly the phone numbers.

2.24. Annual Reexaminations

The Housing Manager is responsible for assuring that each household's family status is re-examined at least once annually. In conducting these re-examinations, the Housing Manager should:

- 90 to 120 days prior to the recert month – send notice to all affected residents and retain copy in the file.
- 60 days prior to the recent month – send a copy of the items previously issued to all residents that did not respond to the initial notice. Write 2nd request and the date across top of letter and keep a copy in the resident's folder.
- 45 days prior to the recert month – verbally contact any resident who has not responded to the 2nd letter or who failed to provide any back up necessary to complete the recertification, letting them know that their lease will be terminated if their annual recertification is not completed by the end of the month.
- 30 days prior to the recert month – all residents who have not responded to the prior notices, or who have failed to provide any necessary back-up so that the recertification can be completed, should be given a notice that their lease will be terminated for failure to recertify their income. This notice is to be effective on the first day of the month their annual is due. It should be posted and mailed, with a copy retained in the resident's file. **The notice must be issued in time to give a 30-day notice of termination, so don't miss this date.**
- For all residents that do comply and attend the recertification interview, determine that the family continues to qualify as a family and is in compliance with the resident obligations and lease responsibilities. Further,

ensure that the family signs the authorization forms for the release of information from necessary third parties.

The Housing Manager shall manage this process so that residents are provided with 30-day notice of any change in rent, except when such notice cannot be provided because of failure on the part of the resident to comply. A recertification tracking log is found on the shared drive <Exhibit 2.7>.

Since the recertification process requires that a staff member spend time with each household to prepare the recertification, this is also a perfect time to practice Resident Retention by asking the household if they have any maintenance needs or other concerns. Some sites choose this time to perform annual unit inspections as well (see below).

2.25. Interim, or Special, Reexaminations

In addition to annual reexaminations, there may be interim, or special reexaminations. Such instances would include:

- The family's income has decreased such that their Total Tenant Payment would be reduced.
- Family composition has changed, resulting in a need for an apartment of larger/smaller size.
- The family qualifies for additional deductions from income that will reduce Total Tenant Payment.
- The family was paying the Minimum rent and requests a Hardship Exemption.
- The family was paying Flat Rent and has requested a Hardship Exemption.
- The family experiences an increase in income that triggers an increase in the Total Tenant Payment in accordance with the Agency's ACOP.

Rent decreases go into effect the first of the month following the reported change, provided the change in income, or circumstances, was reported within 10 days of when the decrease occurred. Rent increases require 30 days written notice and will go into effect the first of the month following the 30-day notice. However, if a special reexamination is the result of misrepresentation or non-compliance, the rent is retroactive to the date that it otherwise would have been effective.

When either the family reports no income, or the source of income cannot be verified (whether at annual or special reexaminations), the Housing Manager may require that the resident's income be reviewed every 90 to 120 days.

2.26. Lease Renewals/Expirations

All public housing leases carry an initial one-year term and are then renewed perpetually for one year terms. Hence, there is not a separate process of lease renewals and/or expirations. Rather, the recertification process is, in effect, the lease renewal process for public housing. The Agency may only refuse to renew a lease for failure by an adult family member to comply with community service requirements. Even in this case, State law regarding lease termination must be followed.

2.27. Annual Home Inspections

The Agency is required to conduct an annual inspection of each unit in accordance with HUD’s Uniform Physical Condition Standards (UPCS). The Housing Manager can schedule these inspections either to coincide with the resident’s annual recertification or on some other schedule as approved by the Regional Manager.

For the annual unit inspections, the Housing Manager shall provide the resident 48 hours notice and shall attempt to arrange for the resident to be present. If the home has not been maintained in a satisfactory condition, mention the deficiencies to the resident during or immediately after the inspection and follow up with a letter to document the resident’s file.

It may be discovered during this inspection that there are damages to the home or repairs that need to be made by the maintenance staff. All damages caused by the resident must be charged back to the resident. Necessary repairs discovered during the annual inspection should be noted, with the inspection form given to the Maintenance Supervisor for completion of the repairs and notation of the cost.

If no items of repair or correction are noted at the time of the annual inspection, the Housing Manager should still schedule an appointment convenient to the resident for annual preventive maintenance on the home. At that appointment, maintenance staff can change furnace/air-conditioning filters and conduct the routine preventive maintenance chores.

2.28. Resident Complaints

Residents must be advised to follow the grievance procedures referenced in the lease and ACOP (and posted on the bulletin board). Encourage residents to follow steps to avoid disputes with management and to resolve problems if they do arise.

2.29. Required Approvals

The following is a list of specific approvals needed from the Regional Manager, as noted throughout this manual.

ACTIONS REQUIRING APPROVAL AND/OR SUBMISSION TO REGIONAL MANAGER	ACTIONS NOT REQUIRING REGIONAL MANAGER APPROVAL
<ul style="list-style-type: none"> ▪ Operating Budget ▪ Purchases over \$200 (and any office equipment, regardless of value) ▪ Renewal of any service contract ▪ Mileage Reimbursement Form ▪ Fee Referral Form ▪ Manual Check Request ▪ Petty Cash Reimbursement ▪ Disposal of Fixed Asset ▪ Hours of Operation ▪ Issuance of Office Keys other than to Regional Manager or Maintenance Supervisor ▪ Non-dwelling Units ▪ Incident Reports (informational) ▪ Notice of all other emergencies ▪ All advertising campaigns, advertisements, 	<ul style="list-style-type: none"> ▪ Posting of accounts (rent, charges, etc.) ▪ Debits/credits to accounts ▪ Rent payment evictions ▪ Normal lease enforcement actions ▪ General supervision ▪ General contract administration ▪ Applicant screening and wait list management

<p>brochures, etc.</p> <ul style="list-style-type: none"> ▪ Signage and new paint schemes ▪ Newsletters and resident flyers ▪ Resident Recognition Programs ▪ Non-rent eviction cases ▪ Cancellation of evictions ▪ Accepting rent for any case after filed in court ▪ Non-residential leases ▪ Any capital improvements/alterations to property ▪ House Rules ▪ Formal Resident Grievances ▪ Disposal of abandoned resident furniture ▪ Any disciplinary action above record of counseling ▪ All hiring decisions ▪ Non-emergency overtime ▪ Staff travel ▪ Any small claims/legal notices 	
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Chapter 3

Marketing and Leasing Presentation

3.1. Overview

This chapter of the manual covers all aspects of marketing and presenting the property for leasing when the waiting list is open. The next two chapters cover the actual mechanics of maintaining the waiting list and leasing an apartment.

In conjunction with the overall marketing plan and product presentation, site personnel must be aware of and able to implement the Agency's fair housing policies. It is the combination of both the material presented in this chapter and fair housing fundamentals that create and build a positive property image.

Depending on availability of housing in the locality, the specific product, and location, many affordable housing properties have long waiting lists, which may even be closed. The evidence of strong demand for your property does not relieve property staff from presenting the property in the most positive light or in treating all prospective residents with courtesy and respect. Much of what follows in this chapter describes actions that could be taken if the wait list is open or if it is very short.

3.2. The Leasing Training Program

The Leasing Training Program has been designed to familiarize all new office personnel with the property as well as the required tasks and duties that must be fulfilled on a daily basis <Exhibit 3.1>. The checklist includes items such as reviewing the lease paperwork and reading the details of each agreement; preparing a Leasing Book; using courtesy over the telephone; understanding the elements of a Shopper's Report; becoming familiar with property management terms and formulas, etc.

Housing Managers should ensure that all new office employees are given a copy of the Leasing Training Program checklist on their first day and that the exercises have been satisfactorily completed at the end of the first week. The completion of this checklist by the new employee will get him started on the right foot.

3.3. Leasing Book

A Leasing Book is a marketing tool that always changes. It is an avenue for a manager and other office/leasing employees to (1) find new and different ways to promote their community and (2) measure the amenities, services, and rents of other properties competing for the same prospective residents.

The look of the book should be attractive and professional, as it will be used with prospective residents, current residents, and other outside regulators.

The leasing book should include the following:

- Introduction page
- Property Highlight page showing the property's best assets
- Top 20 reasons why someone should rent there

- Photos of: signage, amenity shots, photos of a model, happy faced residents, play area, and anything that shows off the property
- A current newsletter
- A brochure and/or current flyer
- Site map
- Floor plans with flat rents and room measurements
- Description of how income-based rent is determined
- City highlights or “what is nearby” that helps promote the property
- Resident handbook
- Eligibility requirements for your community, including income limits
- Resident selection criteria

The leasing book should be displayed so that it can be viewed by prospects if they have to wait to be shown an apartment, and also by current residents as they wait to talk to the Housing Manager (demonstrating why they initially chose to rent at this community). Be sure any photos depict families of more than one race. All information in the book should be kept current.

3.4. Advertising/Marketing Efforts

Housing Managers are responsible for conducting outreach and marketing efforts to maintain sufficient numbers of applicants on the waiting list. These marketing and outreach efforts should be undertaken in accordance with all applicable Fair Housing rules and regulations.

All advertising for affordable properties must contain an appropriately-sized fair housing logo and the phrase “Equal Housing Opportunity.”

Review the efforts for marketing with the Regional Manager. Always get approval for any advertising you are preparing PRIOR to placing an ad. It is important that the ad conforms to all applicable laws and regulations. Any photos or drawings of residents must include people of a variety of races.

Other than what is required to comply with fair housing rules, advertising should be approached in a conventional sense. Advertising launches all other marketing activities for a property. Advertisement in the classic sense is associated with the local newspaper or other publications that are wisely circulated to large numbers of individuals who will be attracted, by virtue of the content of single or multiple advertisements, to visit the property. However, the local newspaper is not the only media source available to the property. The following are other successful means of pulling traffic into a property to build or expand a waiting list. (Be sure to use not just one newspaper. If minority or alternative language media are available, they must also be used.)

- Senior citizens centers
- Churches
- Relocation specialists for local businesses or industries
- Director of Housing at local military bases

- Flyers at grocery stores/"stuffers" for grocery bags
- Bingo halls
- Apartment referral companies
- Schools (community colleges, technical, etc.)
- Vendors, friends, and associates
- Laundromats
- Brokers
- Direct mailing label services
- Other apartment communities
- Real estate offices
- Social agencies, e.g., YMCA, Goodwill, Salvation Army
- Transitional housing facilities
- Department of Human Services

When you are trying to attract applicants, be creative with advertising. Do not allow ads to remain routine. Change them often (unless they are drawing in qualified residents to the property, resulting in applicants). Enlist the help of staff members to come up with new and fresh ideas. Always get the most for the advertising dollar.

Small "teaser ads" can be extremely effective in piquing interest among readers. These "teaser ads" can be run for several days through the week, such as Monday, Wednesday and Friday of each week, and will pull in traffic on those days that would otherwise be slow application days. The larger display ads can be dispensed with altogether if the traffic is adequate from the "teaser ads." Maintain a marketing file that contains all ads used, all outreach efforts, in what medium, and when employed. Comments should be made in the log about the success of any specific ad, so more proven ads can be identified and utilized in future marketing plans. (All advertising copy and layout must be approved by your Regional Manager prior to publication.)

Curb appeal of the property is the best advertisement available. Drive by traffic will be attracted to the property with the help of effective signage to direct visitors to the property. Word-of-mouth advertisement will be attained when each visitor to the property is well treated and given an organized, professional tour of the property's amenities and model or market-ready apartments by well-trained and qualified leasing personnel.

In order not to attract undue over-income traffic, make sure you include all applicable income limits in your advertising.

3.5. The Marketing Plan

Any Housing Manager would agree that the best leasing scenario is where people are waiting at the door when the office opens, wanting to apply today and move-in tomorrow. Or when the phone never stops ringing and people actually keep their appointments.

Housing Managers know that this rarely, if ever, happens. A strategic marketing plan is needed to bring those people to our door and to make that phone ring off the hook. Prior to developing that plan, however, the Housing Manager must consider all affirmative marketing requirements.

Affirmative Marketing

Federal law requires that housing authorities conduct “affirmative marketing” to eligible families and individuals whose race, ethnicity, or disability is under-represented both in the development and on the waiting list. Affirmative marketing entails the following steps:

- Using local demographic data (e.g., census reports, city planning data) to determine the racial, ethnic, age, and disability breakdown of eligible families and individuals in the agency’s jurisdiction,
- Preparing a report that breaks down the current resident population and the waiting list by race, ethnicity, age, and disability,
- Determining whether any group in the eligible population is under-represented in the resident population or waiting list, and
- If any group is proportionately under-represented, designing a marketing campaign to attract them to the property.

For the purpose of affirmative marketing, the racial groups are:

- Black/African American,
- White/Caucasian,
- Asian,
- Native Hawaiian/Pacific Islander,
- Alaska Native/Native American

Ethnic groups are:

- Hispanic/Latino,
- Non-Hispanic/Non-Latino

Age groups are:

- Elderly families (head, spouse or sole member age 62 or older),
- Non-elderly families

Disability groups are:

- Family has member who is a “person with a disability,”
- Family has no members who are persons with disabilities.

Developing the Plan

A good marketing plan is developed by a team of people: the Regional Manager, the Housing Manager, the Leasing Consultant or Assistant Managers, and, yes, the maintenance personnel. It takes the complete team to create a comprehensive plan to attract good, qualified prospects to your community.

Divide responsibilities between the “team.”

- The Housing Manager focuses on the market studies and defines the properties that offer a comparable product. What incentives, if any, are the competitors offering? What is the property’s marketing/advertising budget? Where is your current traffic coming from?
- The Leasing Consultant and/or Assistant should then visit the comparable properties and obtain as much first-hand information as possible. Get to know the staff at the comparable properties. Bring them a little treat bag with your business card attached. Find out where their vacancies are. Are they 100% leased in their two-bedroom, two-bath units but need applicants for their three-bedroom units? Are you then in need of applicants for your two-bedroom, two-bath units but are full for three-bedroom units? Promote referrals. Does your property offer to pay \$100 to other communities who refer a resident to your property? Be nice. Be courteous. Be professional. Find out what marketing or advertising medium your competitors use that produces the best results for them.
- Maintenance has the most important job. Their responsibility is to provide a clean and beautiful property with lots of curb appeal and a perfectly turned unit. Their insight into what residents tell them about what they like or dislike about the property that they share with the rest of the team is priceless as your existing resident profile represents the people you attract to your property, what they like, how they live, what maintenance overhears or sees or is told is what needs to be considered when setting up a plan to market the property.

Now you should be ready to determine what you want your property to say to the public (the image, theme, etc.), defining who you are as compared to your competitors.

Next, determine the best combination of methods to promote your property to the public. If the printed medium is going to be utilized, have your ideas ready so that their staff can help you design the ad YOU want. Is your main traffic drive-by? What about leasing banners or “burma shave” signs? Don’t forget your resident referral monthly flyers offering your residents \$\$\$ for each referral they give you that results in a rental! Do you want to do a direct mailing? Find out the companies who provide direct mail information on labels – all they need is the zip code you are interested in mailing to, the income level, and if you want everyone in that zip code, or just those in apartments.

In preparing your marketing plan, remember that the most successful ones combine all levels of media:

- Publicity – visibility programs designed to exploit situations that are beneficial to the marketing effort, build credibility, and increase public awareness. Typically, news items, public interest articles, or editorials are publicity vehicles.
- Word of mouth – effective management that results in satisfied customers and residents, thereby creating work-of-mouth advertising beneficial to the enhancement of the community.
- Signage – the physical symbol identifying the product and property to the general public is a visual medium.

- Promotional material – the printed medium that provides factual data to both residents and potential customers, customized to promote the service, apartment, and site amenities.
- Merchandising – the actual packaging and physical enhancement of the product or service.
- Direct advertising – promoting the product and creating a need for the product through newspaper, radio, television and direct mail promotions.

Part of the marketing plan needs to focus on how to improve any prior marketing plans used. How do you increase the number of visitors to net the greatest number of applicants? How many applicants do you need to rent an apartment?

Keep close tabs on the results of your marketing effort so you can adjust the marketing plan to accommodate your leasing goals by maximizing the most successful advertising methods (see traffic log, below).

Creating an Effective Advertisement

Once you have put your marketing plan together, you have decided what form of advertising medium is your biggest traffic draw, you have become familiar with comparable properties and what they offer, you know why people rent at your property, and you have identified what your resident profile is, you are ready to create an effective advertisement for your property.

An effective advertisement cannot be produced unless you have definite answers to each of the items listed above. One puzzle piece cannot be left out.

Now put yourself in the shoes of the public armed with all the answers to your property’s puzzle: what do you think is the most important to highlight in the ad? Does your property have amenities or special services? What about creating an advertising campaign where, every two weeks or every month, there is a new advertisement that highlights each of your property’s amenities and services? For example, one week could be a ghosted background of a computer circuit board and in the middle of the ad a tag line such as: “ABC Property...Affordable Living in Downtown” and highlight the property’s proximity. Then, the next ad could be filled with great photos of the recreational facilities and the tag line could be: “ABC Property...Family Friendly.” The third ad could emphasize great service and affordable rents. These are just suggestions to point out that creative advertising is serious business. Know to whom you need to advertise.

How an advertisement is designed and created is as crucial an issue as when to advertise. Here are some suggestions for certain key elements to consider in preparing the printed advertisement:

- Ad placement – the typical reading pattern is from left to right, thus left hand placement on a page should be the best location for the printed ad. Alternately, the upper-right hand corner has been acknowledged as an excellent location for eye-catching. Although newspaper advertisement placement should be maintained in the classified section for easy location, consider advertising in the local interest pages of the weekend papers for maximum exposure, or for a change, a display advertisement in the classified real estate section.
- Bold border – make the advertisement stand out and not spill over onto another advertisement by placement of a bold border around the printed material.
- Artwork – place any artwork near the top of the advertisement to catch the reader’s eye and the tendency to read downward.

- Focus on the unique selling qualities – what makes the product unique or better than the competition?
- Leave white space – white space in an advertisement attracts attention and improves readability.
- Vary the size of the type – large type calls attention to the most important information, while small print allows room to detail necessary information such as an address, etc.
- Location finder – a map or diagram of the property location gives the potential resident direction to the property and shows the location in respect to the general area.
- Visual uniformity – create a visual image so that advertising becomes identifiable with the property.
- Research distribution – make sure the printed medium used will reach the greatest number of individuals in the trade area or the targeted market as well as any group to whom you are affirmatively marketing.
- Use descriptive words – to describe the property and amenities, but avoid terminology that would discourage applicants from applying.

Advertising Tools (Brochures/Flyers)

Brochures

Most of the time your property will already have a brochure created for it. Does it fit the image of your property? If it needs a face-lift, ask your Regional Manager for help. Is there money in the budget for brochure printing and is it possible to change the look of it? Have some suggestions ready. Creating nice, professional brochures does not have to be an expensive venture. Search around for reasonably-priced vendors. Remember, your brochure speaks volumes about the property. A copy of a copy of an old brochure is not acceptable. Please remember to stay on top of your brochure supply. Try not to let your property use up the very last brochure without having an order already placed.

Flyers

Whether it is a direct mail flyer, a resident referral flyer, or a property information flyer to be handed out to visitors, it is imperative that it is easy to read, has correct information in it, is grammatically correct, and has the approval of your Regional Manager.

Flyers are the least expensive marketing tool you can develop and use to market your property. Be creative!

Remember, be sure to include the Fair Housing logo or use the phrase “Equal Housing Opportunity” in both your flyers and brochures.

3.6. Telephone Technique/The Invitation to Apply

A potential applicant’s telephone call to the office for rental information may be the only opportunity staff has to get them into the office. How the conversation is handled, and the response given to callers’ questions, could determine whether or not the caller will want to visit the property to see an available unit.

The sole purpose of a telephone call is to get the prospect out to the property! Smile before answering the phone...it works! Always answer with a cheerful and business-like greeting, such as: “Thank you for calling Ashford Lane Apartments. This is Linda, how may I help you?”

Put down what you are doing, listen, and devote your undivided attention to the caller. He/she can sense if you are truly interested, or if your attention is elsewhere. Always be prepared with any and all information regarding the apartments. For example, know the income limits, know the flat rent for all sizes of apartments, the way income-based rent is determined, the square footage, interior colors, exposure, view, the deposit amount, what units are currently available, and what is coming available. Do not refer to the property as “low income” or “subsidized” at any time. Instead, you should identify your property as an affordable housing property.

Be careful not to over-describe on the phone. Answer the caller’s questions by offering enough information to communicate that an apartment at the property would fit his/her needs. The main concern is satisfying the needs of the caller. By asking questions, leasing personnel will be in a better position to respond to his needs in a friendly, helpful manner.

Always try to get a phone number from the prospect, and determine how they learned of the property, i.e., the telephone book, drive-by, advertisements, etc. Try to make an appointment with the caller to file an application. Offer him a few possible available times for a first visit to the property, for example: I can make an appointment for 2:00 this afternoon, would you be available to see the apartment at that time or would 3:00 pm be more convenient?” People are more likely to come by if they have an appointment. Keep an area map handy and offer to give clear directions to the property.

A sample telephone script is included in the shared drive <Exhibit 3.2>. Spend the necessary time to adapt this script to the property and the individual(s) taking telephone calls, and watch the traffic to the property improve. Remember, in order to be successful, the presentation must fit your style and no one else’s.

Most important of all is to know the prospect’s name and use it. People like to hear their own names! INVITE HER TO APPLY!

3.7. The Importance of an Accurate Traffic Log

It is SO important for an accurate traffic log <Exhibit 3.3> to be completed on a daily basis – NO EXCEPTIONS! This information will assist you or your supervisor in placing the budgeted marketing dollars in the right medium for advertising to ensure continued quality volume traffic.

Remember these two things about your traffic log to help you be successful:

1. Keep the traffic log next to the telephone. Whenever a rental inquiry call is taken, use the log to record the call and gather as much information as possible. Keep questions conversational since the prospective renter should not be made to feel that they are participating in a rental survey. Every caller or visitor should be recorded on this log, regardless of the length of the contact or result of contact. Each person is a possible source of referral or source of detailed information regarding marketing.
2. When you make an appointment with the caller to visit the site, the traffic log will help to jog the Leasing Consultant’s memory if reviewed just prior to their appointment time. The traffic log also serves as a follow up tool in the case the caller doesn’t show up for their appointment, if she did not apply for admission when she visited the property, or to record a successful application.

Every phone call, every visitor who asks you a question about your property, should be shown on your traffic log. All of these people are prospective applicants or may refer individuals to your property. Every prospective renter, even if over-qualified, can be a source of a referral.

The traffic log is evidence of the efforts you put into securing residents for the property.

3.8. Signage

“Burma Shave” (lead-in) signage or A-Boards at the nearest intersection closest to the property can be a very critical aspect of the first impression for a prospective resident looking for the property. Strategically located lead-in signs are the first sighting of the community and prepare the prospect’s frame of mind. These types of signs contain brief word “blurbs”, such as “job center”, “playground”, “computer lab”, etc. A-Boards should be BEAUTIFUL, easy to read, and always kept clean.

Banners that are visible from the street can indicate specials or catch phrases such as “Washington Village Apartments, Newly Remodeled” or “Washington Village Apartments – Large Two and Three Bedroom Apartments.” Banners should always contain a phone number in case a prospect wants to call first. Now the prospect has been brought to the property sign itself, which specifically identifies the name of the property and further emphasizes the atmosphere and impression given of the property. Try an eye-catching black banner with white lettering.

All signage, to be effective, must always be professionally done and well-maintained. It is not impressive to arrive upon a property where the signage has a weathered, tired appearance. Create an image for all visitors that will be a lasting one and will reinforce the effectiveness of leasing personnel, Housing Manager, or other staff members conducting the tour of the model, amenities, and grounds.

It will be necessary for Housing Managers and leasing personnel to stay abreast of local city ordinances regarding signage, e.g., whether tags or banners are allowed at entrances. Be assured that, regardless of local ordinances, competitors will use every possible tool available to pull prospective residents from your property to theirs.

All affordable sites must have the fair housing logo included in their monument signage.

3.9. Curb Appeal

What should I look for? What creates “curb appeal?” Why does our property have a greater “appeal” than another? What causes a prospective resident to turn into your property rather than the one across the street? All are questions that should be very important to the Housing Manager and leasing personnel, and require objective and honest answers. The answers will play a big part in future plans geared towards “curb appeal.”

Some of the possible responses to these questions, as well as those relating to a prospect’s impressions when they enter the office or model, are all contained in the broad subject of curb appeal.

A first impression can be a lasting memory, whether it is a good one or a bad one. A first impression can also be a determining factor in whether or not leasing personnel succeed in renting vacant apartments.

Just imagine: if you were to come onto the property for the very first time, with an eye open to all those little things that are usually ignored, how would you rate it, based on the appearance of the property when

you drive up to it for the very first time? Are the grounds well-maintained? Is there any trash in sight? Would you like to live in a property that looks like this one?

Visitors to the property should not be able to identify your property as “low income” or “affordable” simply because of its appearance. The curb appeal at your property should be as pleasing as or better than conventional properties in your community.

3.10. Landscaping

It is not just signage that creates the image of a desirable community, but every inch of the grounds. That usually requires contracting with professional landscaping services.

The lawns should be well maintained and manicured year round. Green, lush grass, bright colored, healthy looking flowers, shrubs and trees will make the oldest of properties seem younger, and will keep the new properties looking brand new. If you do contract with a vendor, make sure that you understand what services you need and what services you are contracting for. Is there an insect problem each year? Do you need a fertilization schedule? How many colored flower rotations do you get and where will they be placed? Does it include bulb plantings? What about irrigation?

These questions may seem out of place in the Marketing Section; however, think about when you are showing an apartment to a prospect and you walk them through the marketing path you choose. Wouldn't it be wonderful to know that your grounds are immaculate and presented positively? Of course it would.

The first hour of every day should be spent on grounds. This is not just limited to maintenance either! The leasing staff should walk the marketing paths to their “show” units before the day begins and assist with the clean up, especially in these areas and those near the signs and office.

Pride in property and grounds should be evident to any visitor whether they be prospective residents, investors, owners, visitors, vendors, or the competition.

3.11. Safety Precautions for Leasing

The following security procedures should be followed:

- Try to have at least two people in the office at all times. This is not always possible, so notify other staff about which apartments(s) are being shown and when leasing personnel expect to return. It should not take more than 10 to 15 minutes to show an apartment.
- If there are any apprehensions about the visitor(s), the Housing Manager or leasing personnel should ask a staff member to accompany them when showing an apartment(s). It is best not to show apartments after dark.
- If you do not feel comfortable showing an apartment, ask the applicant to come back the next day, or explain that someone must be in the office at all times and ask the applicant to return when someone else will be there.
- Verify photo I.D. on every tour of the property. The minimum requirements are as follows:
 - I.D. must be verified for at least one visitor of each tour (it is only necessary to see the I.D. of the potential lessee if the visit is attended by other people).

- Photo I.D. can include but is not limited to: a state-issued driver' license or identification, a military I.D.
- Write the I.D. type, the issuing authority and number in the Traffic Log, and then hand the I.D. back to the visitor.
- An associate should NEVER show an apartment to a visitor if the appropriate identification is not provided.

Our commitment to fair housing practices requires that we always following this procedure and do not deviate for any reason. Any occurrence of non-compliance with this policy by personnel may result in disciplinary action. The site's specific I.D. policy should be posted in a conspicuous place for the visitor and staff to refer to as needed. A Regional Manager may decide to increase the standards of the established policy for a site. The increased standards must be applied consistently to every applicant.

3.12. Showing the Apartment/The Marketing Path

When a prospective applicant who is ready to lease arrives at the leasing office to view an apartment and decide whether or not to apply, she should be greeted with a quick, warm smile, eye contact, and a strong handshake.

When speaking to an applicant by telephone or in person check the spelling and pronunciation of the name as it appears on the application or traffic log, and then use it frequently throughout the presentation. Show a sincere and genuine interest in the prospect's needs whether or not you are able to fill them. Find out as much as possible about the prospect while maintaining an informal conversational tone to determine if the prospect fits the property's residential qualifications. With pen in hand, prepare to "interview" the prospect and proceed to obtain all pertinent information that will not only be used for communication and a selling tool on the tour, but later for qualifying the prospect and follow-up. Listen to the answers to the following questions on the application or telephone log:

- What is the size of your family?
- Who will be living with you?
- Do you have pets?
- Are you employed in this area?
- What's important to you?

Once you know the number of people who will reside in the unit, quote the applicable income limit for the appropriate number of household members. Be very clear with the applicant that their "Annual Income" cannot exceed the stated limit and that there is an income verification process that requires additional paperwork that they must be willing to complete. Remember that many types of income are not included in "Annual Income" (for example, foster care payments, earned income of minors, and educational grants or scholarships.) If the applicant's household income exceeds the applicable limit at your property, then refer the applicant to another property with either higher income limits or no income limits.

Depending on the average amount of time between application and leasing, staff will either offer the prospect an application or, when the wait list is brief, combine the application with a property tour. The most impressive route from the office to the model and amenities is desirable.

Be certain to walk alongside the prospect and not several paces ahead. Remember, this is a personalized tour and not “leading the troops.” Don’t appear to be in a hurry even if this is the case.

Remember, the presentation needs to demonstrate that the property can fulfill the applicant’s needs. Know the property’s amenities and show them to their best advantage. When showing the vacant apartment or model, walk by the community room, computer lab, playground, etc. Move to the “what’s important to you” question – this should be done prior to showing anything. Ask about the applicant’s interests and hobbies, what floor or location he/she might prefer, and be sure to listen! Ask questions that elicit a “yes” response as often as possible.

Always be certain that the right set of keys have been taken from the rental office. There is nothing more un-nerving or disruptive during the tour than arriving at the model or vacant apartment with the wrong keys.

Show or describe the amenities in the unit and try to make the prospect feel at home. Be enthusiastic and informative. Once inside the unit, step away from the door and allow the visitor(s) to walk into the unit without having to trip over the leasing personnel. Alternatively, some personnel will take a more involved approach to the demonstration by opening doors, blinds, inviting the applicant to look at the patio by walking out of the apartment onto the patio, etc.

The heart of the tour now begins as the details concerning the model as representative of all units in the property unfold.

Involve the prospect in the whole process. Ask questions that will create images of “their new home”, the furniture in the apartment, etc. After the tour has been completed, it is now time to “close the deal.”

3.13. Closing the Deal

Begin closing the deal by returning to the office and finding a quiet space where it is possible to talk and field questions or use the model apartment if it is appropriately furnished. Throughout the presentation, continue to ask for feedback from the potential resident: Do you like the unit? Do you like the location? The more frequently they respond with a “Yes”, the more eager they will be to rent. If they are noncommittal or negative, inquire as to the specific objections so it is possible to respond to each one positively. As an example, this might help when attempting to overcome objections.

Objection: “This unit seems very small to me.”

Response: “Yes, it is compact (positive statement without contradicting), but then, it’s much easier to clean and furnish (benefits)”

It is possible, especially at a property experiencing high occupancy, that marketing techniques such as those discussed above will seem above and beyond the call of duty in renting units. However, it is Agency policy that each site responds professionally to the housing needs of potential residents. Regardless of whether there is a long waiting list and a ready supply of potential residents needing rental housing, or a highly visible presence in the community, remember that high occupancy is not guaranteed. If leasing personnel fail to respond to each potential resident’s need professionally, and in a typical apartment marketing fashion, there may be no way to gain respect from residents, or the local community, when the need arises to market units. Potential residents will respond in kind if they feel leasing personnel will not give the time to discuss their housing needs, regardless of whether units are currently available.

The following listing of closing techniques contains suggestions that can be tailored for your personality and attitude when trying to induce a prospect to file an application.

SIX SUCCESSFUL CLOSING TECHNIQUES	
1. Assumptive	Assuming the prospect is going to rent. Example: "Won't <u>your</u> patio furniture look great on <u>your</u> new deck?!"
2. Personal	Letting the prospect know that <u>you</u> care about <u>them</u> ; also that you want them to live in your community. People buy from people they like!
3. Incentive	A closing technique where you are offering some type of special. Example: reduced security deposit. This incentive must have the prior approval of the Housing Manager. The incentive close is used at the end of your product demonstration.
4. Summary	A closing technique in which you summarize all the prospect's "yeses" and close them again.
5. Where did I go wrong?	This is the last opportunity to close – asking the prospect where you went wrong.
6. White Rabbit	It's a technique that utilizes descriptive words – "painting a picture" with words. It is especially effective with phone calls.

3.14. A Lasting Impression

"Bee-back" coupons enticing an applicant to return to the property, thank you notes following a property presentation, and various coupons designed to reward and thank your customers is the best way to leave a lasting impression on your potential clients. Although time-consuming and sometimes perceived as "overkill", it is surprising how responsive clients are to those who go the extra mile to ensure client satisfaction.

It may be that you do not have the right product for a potential resident, or they just don't want to make a decision now. Regardless, leaving that lasting impression from the follow-up you provide will not only ensure that your client will return when ready or the right product is available, but you can be assured that the potential client will refer you to others. Take the extra time and make the effort to follow up on every client you make a presentation to. You will be surprised at the lasting effect your gesture will have. A sample Bee-Back coupon is included in the shared drive <Exhibit 3.4>.

3.15. How Do Others View You?

As a training tool, leasing personnel will occasionally be "shopped" for their effectiveness in the leasing effort by other Agency personnel and/or by personnel hired by the Agency for this purpose. See the shared drive for a copy of the shoppers report <Exhibit 3.5>. The shopping report that is generated is a valuable tool in understanding how the individual is perceived by prospective residents. Leasing personnel should understand that any "negative" comments made about their presentation would be better viewed as constructive criticism. The Regional Manager will provide the leasing personnel with a copy of any shopping reports performed, and go over the same with the individual.

3.16. Special Leasing Plans for Properties Completing Modernization

Housing Managers should prepare property-specific leasing plans for all properties undergoing modernization at least 180 days prior to the date that units will be offered to waiting list applicants, i.e., after satisfying all internal transfers. These leasing plans shall include the following:

- The anticipated date in which all in-house moves will be completed,
- Site staff that will be involved in the leasing process, their roles, and, where necessary, training needs,
- Leasing schedule, which would include the number of units to be leased weekly, until full lease-up is achieved,
- Evaluation of existing waiting list and identification of market,
- Community outreach programs,
- Advertising campaign,
- Model apartment,
- Brochures, and
- Signage, graphics, banners, and production of other collateral materials such as newsletters and social activity schedules.

3.17. Maintaining Copies of Advertising

The Housing Manager shall maintain copies of all formal and informal advertising efforts in the Leasing Book.

3.18. Fair Housing

All leasing and marketing efforts shall be undertaken in accordance with appropriate fair housing laws. Key elements to remember include:

- HUD's Fair Housing Poster should be posted in a conspicuous space (the bulletin board).
- The Fair Housing logo of the specified size shall be displayed on all printed materials as well as on the property signage.
- All application records shall be kept for seven years.
- The Housing Manager shall maintain consistency in application of all rules and practices.
- Rental Screening Criteria should be posted or attached to all blank applications.

Each year, the State Civil Rights Commission offers a "Fair Housing Summit." The Housing Manager should attend that summit meeting to remain up-to-date with applicable fair housing requirements and best practices.

3.19. General Comment

Every contact with the public and prospective residents is an opportunity to “sell” your property. In light of this, the Housing Manager shall make sure that:

- The property always looks good,
- All calls are handled promptly and courteously,
- All visitors are greeted with enthusiasm, warmth, and professional courtesy.

Chapter 4

The Waiting List

4.1. Overview

The Agency has been approved for site-based waiting lists at all properties. Under this system, applicants may obtain applications from any site and can submit an application for any site from any site. Applicants may submit for up to two sites.

Upon receipt of an application, the Housing Manager will first conduct a preliminary eligibility determination. If the applicant passes the preliminary eligibility assessment, the Housing Manager will enter the applicant into the AMIS system, which will automatically assign to the applicant a client number and place, electronically, the applicant onto the waiting list for all sites selected (up to two).

Under this site-based waiting list system, the Housing Manager is responsible for conducting any marketing or screening activities, including the criminal background check. The Housing Manager must initiate marketing efforts in accordance with the needs of the property.

It is also important to stress the need to update any available information on all applicants on the AMIS system. Only by doing so can the Agency monitor waiting list activity at each property.

4.2. Outline of Site-based Waiting List Procedures

Where to Obtain an Application

Applicants may request applications by mail or telephone, or may pick up applications in person, at any site management office. Applications are not available at other administrative offices of the Agency.

Submitting Applications

Completed applications can be mailed or hand-delivered to any site office.

Development Choice

Applicants may choose up to two sites for placement on a site-based waiting list.

Processing an Application

When the wait list is open and an application is received, the Housing Manager will:

- Date and time stamp the application,
- Enter the application data into the computer system,
- Prepare and send the applicant a written letter confirming receipt of the application, along with the computer-generated client number, and
- Enter the applications within one business day of receipt.

When the wait list is closed, the Housing Manager mails the application and a note explaining that the list is closed back to applicant.

Initial Eligibility Determination

You should conduct an initial eligibility determination for all applications to determine if:

- The applicant owes a balance to the Agency (in its public housing or voucher program),
- The applicant's income exceeds HUD-established guidelines,
- The household does not meet immigration guidelines (as per the ACOP), and
- The applicant's household size is too large or too small for units at the property (e.g., the property's smallest unit is a two-bedroom and the applicant is a single person).

You should provide all applicants with a copy of the Agency's Rental Screening Criteria <Exhibit 4.1> so that they may understand how their application will be evaluated.

If an applicant is ineligible, the Housing Manager will send a letter to the applicant declining placement on the waiting list and the grounds for that denial. Applicants whose applications have been rejected may request an informal hearing.

It is important that the rejection letter indicate that it is the "application" that has been rejected and not the "applicant."

Waiting List Placement

Applicants who pass the preliminary eligibility screening are entered into the AMIS system and placed on the waiting lists of their choice (up to two) that are currently open. The AMIS system "randomizes" all applications received on a given day to assign placement on the waiting list according to the date and time of application.

The AMIS system will also sort the waiting lists by income tiers and by preference.

Screening and Wait-List Management

- As an applicant rises to the top of the waiting list (for appropriate bedroom size), you should fax the completed application to the screening company. You should keep the rental application in a "pending applications folder" so you can check on the status until it is returned from the screening company.
- The screening company has been provided with the Agency's screening criteria (criminal history, utility, credit references, and tenant history) and will screen the application accordingly. Applications can take from four hours to 72 hours to process. If the application is completed properly and written legibly, the response time will be quicker.
- The screening company will return the application with a recommendation of approved or denied housing.
- If the application is approved, call the applicant and notify him/her immediately of their recommendation (note time and date of notification on the screening recommendation report). Send the applicant an appointment letter, indicating that they have passed the screening and now

their eligibility must be verified. If the applicant fails to contact the office or fails to reschedule the appointment, withdraw the applicant from the waiting list.

- If an applicant with a disability has requested some method of communication other than written materials, the Housing Manager shall use the method requested (assuming it is reasonable).
- If the application is denied, notify the applicant immediately by telephone and with an Offer Rejection or Denial Letter. Make a copy of the letter to keep with the application.
- Rejected applications may request an informal hearing. In the event that the applicant is not satisfied with the results of the informal hearing, you may refer the applicant to the Regional Manager.
- If the applicant responds to the appointment letter, create a folder and schedule an interview. If the applicant fails to make the appointment, withdraw the applicant from the waiting list.
- If an applicant with a disability fails to respond to a notice for a documented reason related to the disability, the Housing Manager must reinstate the applicant.
- The Housing Manager should conduct an interview and also perform the necessary eligibility preference and income verifications. Generally, you should begin the interview process 90-120 days before it is anticipated that a unit will be available.
- If the applicant is qualified, you should place the applicant in the Ready Pool and send the applicant a letter specifying the wait time and availability of unit. If the applicant is not qualified, send a letter stating the reason for rejection and the right to an informal hearing. If the applicant does not request an informal hearing, or the applicant's hearing has been held but the decision upheld, the application is withdrawn from all lists and entered into the rejection file.

Offer and Move-in

- For applicants that pass the screening criteria, offers can be communicated by phone or by mail. Offers made over the phone will be confirmed in writing by letter to the applicant (the "Welcome Letter"). If you are unable to contact an applicant by phone, a notification letter will be sent to the last known address of the applicant.
- Offers should be made in accordance with the Agency's income tiers and preferences. However, you should not leave units vacant to satisfy income-mixing requirements.
- The applicant has 72 hours to accept the offer. If the applicant accepts, enter the acceptance into the system and the field is set up to track across all lists, removing the applicant from other lists. The housing offer form is updated with the Housing Manager's and applicant's signatures.
- If the applicant rejects the offer, or fails to respond to the offer within the 10 day timeframe, update the AMIS system to indicate the rejection.
- As specified in the ACOP, an applicant may refuse a unit offer for good cause without losing his/her place on the wait list.
- The Housing Manager proceeds to move in the accepted applicant in accordance with established procedures.

Fees

In keeping with HUD rules, the Agency does not charge application, screening, or reservation fees. However, in accordance with its ACOP, the Agency does charge a pet fee/deposit, if applicable, at the time of move-in. Please see the ACOP for the appropriate pet fee/deposit. Note that “assistive animals” that supports residents with disabilities are not pets and are not subject to the pet deposit.

Reinstatements

The Housing Manager will consider reinstatement requests for documented reasons relating to extenuating circumstances. Such circumstances must rise to the level that the applicant could not respond to the offer in the time allowed, e.g., hospitalization, jury sequestration, etc.

File Retention

The Housing Manager should retain the file of all rejected or denied applications at the site office for seven years.

Updating, Opening, and Closing Waiting Lists

The Housing Manager should update, close, and open waiting lists in accordance with procedures established under the Agency’s ACOP.

Changes in Circumstances

Changes in an applicant’s circumstances while on the waiting list may affect preference and/or eligibility. Applicants are required to notify the Housing Manager in writing of any changes in circumstances within 30 days of such occurrence. These changes include but are not limited to changes in amount or source of income, household size, address, and telephone numbers.

If a letter is returned by the Post Office without a forwarding address, the applicant will be removed from the waiting list without further notice, and the unopened envelope and letter will be maintained in the applicant’s file. If a letter is returned with a forwarding address, it will be re-mailed to the address indicated.

Chapter 5

The Mechanics of Leasing an Apartment

The previous two chapters explained the importance of Fair Housing, curb appeal, advertising, how to maintain a waiting list, etc. Now you are ready to lease! This chapter will guide you step by step through leasing an apartment.

5.1. Orientation

Once an applicant has been determined eligible and successfully screened, up to 90 days before unit is available, you should make an appointment (allow at least one hour) with the applicant to prepare for the lease-execution and move-in. Get all of the paperwork ready before the future resident arrives for their appointment. This process gives the applicant 30 days to notify her current landlord and get her security deposit and first month's rent.

It is suggested that the inspection and orientation be conducted a day or two before the actual move-in date. Your success in properly orienting the resident to the property, the terms of their lease and the rules and regulations will be limited if a moving van is sitting idle while the resident is trying to absorb the information provided. In addition, an appointment should be made for the date and time the resident intends to move in. In buildings where there is congestion in the parking areas and the loading and unloading areas, this timing can be very crucial.

It is a good idea to discuss each section of the lease and what it means to the resident. The resident should also be given a resident handbook during the move-in process, which will highlight some important topics as well as service in the area. Here are some key points to remember when orienting a new resident to your property:

- Make sure the resident understands when the rent is due and how delinquencies are handled.
- Review on-site policies and procedures for the following items and provide phone numbers as necessary: towing, parking (assigned or not), after-hour emergencies, maintenance requests, and courtesy patrol (if available).
- Be firm in explaining the rules and that management does enforce the rules! Explain the Rules and Regulations, emphasizing the “why and wherefores” rather than the “do’s and don’ts.”
- Complete the utility transfer form provided by your local power utility company in order for the resident to have the utilities turned on in her own name <Exhibit 5.1>; she has only three days to do this or the gas/electricity, as applicable, will be turned off. (Be sure to verify that utility service was established in the resident’s name; it will be hard to collect utility money once the resident has moved in.) The utility transfer form should be used as part of the initial resident paperwork to ensure utility changeover.
- Explain that there is a charge for any keys not turned in when the resident moves out, including mail box keys, laundry keys, etc.
- As part of the overall marketing and leasing effort, consider a token “Welcome to Your New Home” gift, such as a greeting card or certificate for pizza, waiting for the new occupant in their new home.

- Carefully explain the resident's obligations to report changes in income and family status, and the obligation to recertify at least once annually.
- In a building with security locks, common hallways, and elevators, the timing is even more important. If there are elevators, the Housing Manager should prepare the elevator with pads (if applicable) and let in the service (moving) persons.
- Review any special safety procedures and energy conservation practices.
- Discuss available resident activities/resident associations

5.2. Move-in Inspection

The Apartment Inspection form establishes the unit's condition at move-in and sets the basis by which the resident will get her security deposit back. If it is not filled out at the time of move-in, there is usually a difference of opinion as to the condition of the unit when it is time for the resident to move out. The Agency requires you to complete the move-in inspection with the new resident before keys are issued to the apartment. Both the resident and management representative completing the move-in must sign the inspection form.

The resident and the Housing Manager (or Maintenance Supervisor) must inspect the apartment together before the resident starts moving anything in. At this time, the report is signed by both parties. The keys and a copy of the inspection form will be handed to the resident only after both he/she and the Housing Manager/Maintenance Supervisor sign and date the form. The head of household and co-head, as applicable, must sign the inspection report.

Units are expected to be in "white glove" condition prior to a resident's occupancy. The resident not only deserves to take occupancy of a unit that is in excellent condition but the condition should establish a precedent as to what is expected from the resident when he/she moves out.

During the actual inspection, be sure to;

- Turn on the circuit breakers,
- Demonstrate the use of appliances, window dressing, furnace, etc.
- Go over the rules and regulations once again and explain use of recreational facilities, laundry areas, and similar common areas.

You should clarify the following points at the time of move-in inspection:

- Cleaning and repairs, if any, the unit needs, and the date by which the necessary cleaning and repairs will be completed. This date may be no more than 30 days from the date of initial occupancy. (This situation should be quite rare, for units should generally be completely "ready" for a new move-in.)
- Which areas of maintenance will be the responsibility of management and which will be the resident's according to the terms of the lease.
- What will constitute damages "beyond normal wear and tear" to the unit during the course of occupancy.

A resident is responsible for any damage to the unit that was not noted on the report that she personally signed. Therefore, make sure that the inspection form is completed thoroughly and accurately. The form should contain as much detail at move-in as at move-out. The staff member who does the inspection must sign both the move-in and move-out when they happen, and date each signature.

If, for any reason, there are unfinished repair items listed on the form, make sure that both the site office and the resident's copy are initialed when the repairs have been completed. In this instance the inspection form becomes a work order, but both parties must affix initials when the work is finished. If the copies are not so noted and the same item is broken again by the current resident after it has been repaired, she could claim no responsibility since it could not be proven that the item was repaired after the initial form had been executed.

5.3. What to Give the Resident at Move-in

The resident should receive a copy of the documents listed below as part of the move-in procedure in addition to the Resident Handbook:

- Resident grievance policy
- Common area rules and procedures for reserving the common room
- Reasonable accommodation/modification policy for residents with disabilities
- Schedule of repair charges
- Transfer policy
- Rent collection policy

The above items should be packaged neatly in a folder for the new resident.

5.4. Resident Handbook

The following is a suggested outline for the handbook:

- Welcome to your new home!
- What to do when you move in
- Emergency numbers
- Paying your rent
- Rules and regulations
- Maintenance tips
- Community information
- Service providers

5.5. Lease Execution

Following the inspection and move-in orientation, execute the lease and collect the security deposit, pet deposit (if applicable), and first month's rent (see Chapter 17 for entering this data). The amount of the security deposit, as per Agency policy/lease, is based upon bedroom size (\$75/per bedroom) for all

developments. If a prospective resident cannot pay this amount, the Agency allows for installments of up to two months. Give the new resident two sets of keys to the apartment.

If the resident rejects the apartment, obtain this rejection in writing and have the applicant sign the Apartment Offer and Refusal form.

Please also remember to have the resident fill out the utility transfer form <Exhibit 5.1>.

PREPERATIONS FOR A SUCCESSFUL NEW MOVE- IN
The key to a successful new move-in is to be prepared. Here is the list of paperwork needed (as applicable):
Lease
– Applicable Addenda (any of the following may apply)
– Mold and Mildew Addendum
– Smoke Detector Notice
– Security Deposit Payment addendum
– Pet Agreement
– Parking/Storage Agreement
– New Carpet Acknowledgement
– Lead-based Paint Notification
– Asbestos Information
– Drug-Free Housing
– Non-Citizen Rule
– Smoke Detector Notification
– Live-in Aide
House Rules
Resident Handbook
HUD Form 50058
Move-in Inspection Form
Utility Transfer Card

5.6. Rental Insurance

Rental insurance is not required; however, it should be strongly recommended to your residents and future residents. You can offer brochures to your new residents in their move-in package and advertise it in your monthly newsletters.

In the event of a building fire, flood, break-in, roof leak, hot water tank leak, car theft, refrigerator that goes bad or any other number of accidents or catastrophes, the buildings are insured, but **resident belongings are not covered by the building insurance**. Most resident rental insurance policies cost less than \$1.00 per day.

5.7. Live-in Aide

A live-in Aide is someone who lives with an elderly or disabled individual and is essential to their care and well-being. The caregiver cannot contribute financial support and is someone who would not live in the unit except to provide care. A relative may be considered an Aide only if they meet the above requirements.

A live-in Aide does not sign on a lease or rental agreement. The caregiver is considered a member of the household for HUD certification/eligibility purposes, but is not a member of the family. A live-in Aide may only occupy the apartment as long as the individual needing care resides in the unit. If the resident vacates the unit, the caregiver must also vacate. A criminal background check should be run on live-in Aides.

5.8. Resident Transfers

The Housing Manager shall refer to the Agency's ACOP for the overall policy on transfers. The discussion that follows merely summarizes that policy.

- It is recognized that transfers are costly and therefore should only be made for good reasons, as established under the ACOP.
- Transfers will be made without regard to race, color, national origin, sex, religion, or familial status.
- Neither the Agency nor any of its employees shall in any way interfere with, discourage, or impede any resident from requesting a transfer.
- The Agency maintains a transfer waiting list. Residents are awarded transfers in accordance with this list and the priorities established in the ACOP.
- Once processed, residents will receive one unit offer for a transfer. If resident turns down the offer without good cause, the resident will be removed from the voluntary transfer list or, in the case of mandatory transfers, will be issued a notice of lease termination.
- Transfers can be made within the property and to other properties the Agency owns.

All transfer requests are to be entered electronically onto the AMIS transfer module, where they are maintained electronically. A paper copy of the request should be maintained in the management office. All transfer requests must be date stamped to indicate when they were received in the management office. When approved, transfer requests are returned to the management office and shall be logged into the development's transfer book. After all transfer requests have been logged, the request is to be filed in the resident's folder.

The resident should be notified in writing within two weeks of her actual transfer date. A transfer conference shall be scheduled during this week interval to discuss the following: (a) housekeeping inspection schedule, (b) recertification responsibility, (c) signing of intent to vacate and discussion of the return of keys to the old unit, cleaning the old unit, and actual time frame that the resident has to move (transfer); and (d) follow-up inspection within 30-45 days after their transfer into the new unit.

All obligations must be satisfied by the resident before she is permitted to transfer (current rent, recertifications, housekeeping, etc.). A transfer fee (as provided in the ACOP) is charged for any transfer that is not an emergency, a reasonable accommodation transfer, a relocation, or a transfer as a result of modernization. The transfer fee must be paid prior to the transfer (two installments are acceptable.) Management must inspect the new unit with the resident.

Please remember that, when a resident transfers, the old lease is terminated and a new lease must be executed. However, the Housing Manager does not need to recertify the family again but can retain the former anniversary date of the recertification. Further, anything remaining of the security deposit goes with the family to the new unit; however, the amount will not be recomputed.

Chapter 6

Resident Relations and Retention

6.1. Overview

One of the keys to successful property management is effective resident relations and participation. This chapter discusses what is expected of the Housing Manager in this area.

6.2. Developing a Relationship

To establish good resident relations, management must try to create a sense of community among residents immediately upon move-in. Good resident relations not only ensures continued occupancy and word-of-mouth advertising, it also reduces the effort required to collect rents, enforce rules and regulations, and impose site-specific maintenance standards. Additionally, good resident relations reduces non-routine maintenance resulting from abused common facilities, and instills community pride that is reflected in the curb appeal of the property.

What kinds of management skills are necessary to ensure good resident relations? Housing Managers must be able to convey messages to residents and relay resident concerns back to the Regional Manager. Housing Managers need to be accessible, with regular office hours. The Housing Manager should regularly circulate in the community and talk to residents outside the office. Management should be capable of keeping communications flowing while solutions are being found to problems that necessitate policy changes. Strong leadership skills are necessary in communicating and enforcing community rules and regulations. Management must show that they care by upholding community covenants.

Management should be firm but fair – diplomatically. One of management’s most difficult roles is in being “friendly to all but friend to no one.” It is very difficult, if not impossible, to fire, evict, or reprimand a ‘friend.’ Management must act as a mediator in arguments that arise between residents – defusing the confrontation and guiding them through to a solution to the problem. The personal touch is required in management’s being honest in all personal and business dealings, treating residents fairly at all times, being cheerful and enthusiastic, using common sense in all decision making, and knowing residents’ names, hobbies and interests.

The rules and regulations for the community should be reasonable and reasonably enforced. No one likes living in an environment that has “Do Not...” signs posted everywhere. Rules are intended for the good of all residents to foster harmonious living; they are not meant to be unnecessarily restrictive. Rules must, however, be enforced at all times in the same way for every resident.

Good resident relations begin with the first phone call or visit from a potential resident through the resident’s tenancy. The initial impression made is management’s chance to demonstrate that the property is operated in a businesslike manner, but that the staff is also polite, considerate and reasonable.

The first visit from a potential resident should allow management an opportunity to gather information needed to determine if the prospect is eligible for residency in the property. Management will also want to offer information on basic requirements for residency, such as whether pets are allowed, what services and amenities are provided, rental rates, etc. If for some reason the applicant does not qualify for residency, management should be helpful and concerned enough to explain why the property will not fit their needs and supply information about other sites that may be more suitable.

By introducing a new resident to such professional management skills and a high level of personal concern for their well-being, the task of maintaining on-going good relations with residents can be easily maintained.

A good resident relations program is not accidental, but rather the result of sound business practices. A lot of time is spent talking about screening residents and marketing the property, but the job does not end when the resident has moved in. Management wants to keep residents happy so that they will stay. Turnover is probably the most expensive operating cost for the property. A stable, long-term resident with good rental history is a known quality and a measurable asset.

What type of tools can management use, in addition to clearly defined residency documents, to preserve good relations with residents? Show the resident that all property staff care – by their expressions, the tone of their voice, by their attention to detail. The way that staff handle themselves, conducts the business of managing the property, and the way management treats employees, residents, and prospective residents will determine the type of relationship that management and staff will have with all of the residents during their tenancy.

Maintaining Lines of Communication

Communication with residents and prospective residents should be open and honest. Do not promise a prospect or resident anything that cannot be delivered and/or that which staff has no authority to grant. If management anticipates a problem with a resident or a prospect, or if a resident or prospect is dissatisfied with management for some reason, call the Regional Manager and discuss the situation. Sometimes a different perspective on a problem will give management the answer needed, and the problem will be resolved.

On-going communication between management and residents can be accomplished in several ways. A good way to start this communication would be to write a letter to the resident a couple of days after the move-in and confirm that their move-in was okay.

Secondly, periodic community newsletters are an easy and fun way to keep residents abreast of management policy, change in policy, community news, activity schedules, and helpful hints. A conveniently located bulletin board either inside or out is a communication tool that can be used in conjunction with a community newsletter to post notices of new developments or new items that come up between newsletters. A resident scrapbook located in the visiting area of the office can detail resident activity, birth announcements, news clippings about residents, and photographs of social activities.

Keeping lines of communication open can include requiring residents to communicate problems or complaints in writing (or other method needed by residents with disabilities) and guarantee management response within two days. Whatever the method used, maintaining a line of communication with residents will ensure good relations with residents and promote the community spirit.

6.3. Amenities

Amenities sell. They sell prospects and sell residents, who in turn also sell potential new residents. Amenities can be a marketing tool to enhance rentals. Whether determining amenities for an existing or planned community, management should give careful consideration to the type of amenities that will be most beneficial to residents and the value of the property.

Amenities should be chosen from internal and external surveys and should reflect market realities: what do existing and prospective residents want, and what is not available in other rental communities with which the property is competing?

Amenities are generally categorized as recreational (picnic area, tennis, shuffleboard, playground, exercise yard, etc.) or lifestyle (on-site laundry, cable television, street lights, sidewalks, community room, bus stops, courtesy patrols, recreational vehicle parking area, off-street parking, etc.).

Above all, amenities must be well maintained and cared for by staff. Amenities poorly maintained, or ignored by staff, will not only set a precedent for the resident's care of the facility(ies), but will also send a message to the general public about how little staff cares about the condition of the property.

Internal community relations is an on-going effort to ensure that the bottom line, resident satisfaction, is maintained and occupancy is held at the highest level. Creating a sense of community requires open lines of communication, firm but supportive management, clear-cut and reasonable policies, and ample resident services.

6.4. Newsletters

Each site is encouraged to produce a regular newsletter for its residents. On larger sites, a monthly newsletter is an excellent way to keep your residents informed of changes in office hours, staff changes, resident events, etc. On the smaller properties, sending out newsletters once every two or three months is probably sufficient.

Newsletters are a very friendly and effective way of keeping the resident informed of site events, policy changes, and general items of interest. It also promotes good resident/management relations by “softening the blow” of rule enforcement. They are a great communication tool and are encouraged throughout the Agency. The Regional Manager can provide you with an approved vendor for creating the monthly newsletter.

All newsletter formats must be pre-approved for distribution by the Regional Manager to double check the content for any wording that could be considered offensive, inflammatory, or legally inadmissible. A copy of each newsletter must be forwarded to the Regional Manager prior to distribution.

Potential subject matter for the development of a site newsletter could include, but is not limited to, the following:

- Monthly calendar showing dates scheduled for events, holidays, etc., welcome to new residents (with permission – but do not use the last name or unit number of the resident. Instead, you might say, “Welcome to Tim and Tina in Building I”).
- Congratulations, on births, anniversaries, birthdays, “graduations”, etc. (with resident's permission)
- Housekeeping tips
- Recipes
- Ads for babysitting and/or items for sale
- General resident information
- Word games
- Community assistance programs

A good rule of thumb when preparing a newsletter is to “keep it light.” Do not use it as a forum to air management grievances against the residents.

Try to get residents involved in the writing, developing, and editing. Ask for suggestions, comments, and/or help from the residents in its preparation.

Criteria for determining the appropriateness of material in newsletters to residents are as follows:

- Offensive or risqué jokes, stories, etc., are not acceptable.
- Newsletters should be used to inform residents of the items they need to know. Gossip or hearsay should not be included.
- Generally anything provided to inform or entertain the residents is acceptable.
- If you have questions about whether or not material is appropriate, contact your Regional Manager.
- Specific information about residents, such as full names, birthdates, etc., should not be printed without express written permission from the resident.

Newsletters should be typed. Handwritten announcements of any kind are not acceptable. Photocopying should be of good quality. Your newsletter should always contain office hours and phone number as well as the manager’s name and the names of other staff members. Do not forget to include after hour emergency numbers. It should also include the property’s name and address, in logo form if possible, courtesy patrol numbers, and a property calendar.

6.5. Rules for Resident Retention

Found on the shared drive and reprinted from “Sales and Marketing Magic” is a list of thirty-three rules for successful resident retention. The ideas presented are proven winners in retaining residents as well as conducting management activities in a professional manner. Indeed, many of these ideas are required Agency practices.

6.6. Parcels and Packages

Each site should designate a specific area where resident parcels and large packages can be received. This should be a secure area that is accessible only to site staff to avoid lost, stolen, or misplaced packages. If at all possible, this area should be locked. Do not allow residents to retrieve packages on their own.

Like the Key Log, it is important to maintain a Parcel Log <Exhibit 6.2>. Each day all parcels, packages, large envelopes or deliveries should be recorded on a log indicating the day of arrival, apartment number, resident’s signature, the delivery company and the employee who has received these packages. Once the parcel, package, or large envelope has been claimed, site staff should obtain the notification slip left by the delivery company. The log should then be completed by listing the date the package was picked up, to whom it was released, and the employee’s initials.

At the end of the month, the parcel log should be audited to ensure that all items have been picked up and, if not, the resident should be notified. The parcel log should then be kept in a large binder separated by monthly tabs or filed away for future reference and a new log started.

On-site staff should not sign for insured, certified, or registered packages or letters on behalf of residents.

6.7. Mailboxes

Mailbox keys are to be given to residents at the time of move-in. If the resident loses her mailbox key, the lock should be changed and the cost of a new lock and key charged to the resident.

Keys are to be collected at move-out and not borrowed or re-issued under any circumstances after move-out. Mailbox locks should be changed after every move either by replacement, if necessary, or rotation. Under no circumstances should a mailbox key be given to anyone other than a resident whose signature appears on the lease. If a resident goes on vacation and asks a site employee to pickup the mail, the resident should be asked to have the Post Office to hold the mail instead.

6.8. Parking Numbering Systems

For security reasons, parking numbering systems (where specific spaces are assigned to specific units) should not match the number of any apartments.

6.9. Resident Recognition Programs

Recognition programs (yard of the month, best volunteer, etc.) are a way to encourage greater resident responsibility and involvement in the property. Such programs shall be approved by the Regional Manager. Newsletters are a good tool for communicating these programs.

6.10. Resident Councils/Associations

To retain responsible tenants and create a strong resident community, the Housing Manager shall encourage residents to establish an active Resident Council (RC), or be involved in an existing council. Properly organized resident councils are eligible for funding from the Agency (see section 6.11 below).

Any residents that want to form a RC (where none currently exists) must follow the guidelines provided in HUD regulations and the Agency's Uniform RC Bylaws, which govern, among other things, election procedures. If the residents feel that they need help in organizing a council, or in holding elections, they may request assistance from the Agency's Office of Resident Services. In order to be "recognized" by the Agency, and in order to receive Agency funding, an RC must execute the Agency's uniform Bylaws.

Management is encouraged to help form a resident's association. Projects that a resident association may want to consider are: obtaining outside speakers to make appearances, setting up special interest or improvements classes, weekly movies shown in the community room, a community-share library, organizing a regular card game or game room, organizing dance classes or aerobics, billiard or table tennis tournaments, putting on an exhibition in the community room, organizing an arts-crafts fair, health fair, or science fair, challenging other rental communities in a sporting event, and hosting holiday parties. By encouraging the association to open their programs to individuals outside the community, management enables them to make new friends and show off the community to potential residents.

Because issues of policy will surface at resident meetings despite the fact that policy development is outside the scope of the resident association, management should plan on periodic meetings with representatives of the association. (Larger group meetings are discouraged because it is difficult to get

matters accomplished in mass meetings. If issues do surface regarding policy, procedures, or operations, management can more effectively communicate with a few representatives.)

A resident association, if properly organized to provide resident-organized programs, can provide an excellent vehicle for maintaining good resident relations and creating satisfied residents by allowing them to be involved in programs that can enhance their lives.

Social Programs

The best type of social programs are, in the majority of cases, organized and directed by residents. Management has the task of initially organizing a desired program, and soliciting volunteers to run the program. Once established, other activities can be added and a greater number of volunteers obtained through the participation of residents in the various activities.

An effective starting point in establishing social programs can be in organizing a “Neighborhood Watch” program. Residents are often concerned with vandalism and theft and can be motivated to help organize and carry out such a beneficial program. From that program, management may be able to organize a residents’ association whose duty it would be to put on self-managed recreational programs such as swim meets, outings, and team sports for the children in residence. Resident participation in other local programs such as “Safe Streets” or local crime prevention programs can be an effective way to involve residents in their community. All activities should be designed around common interests of all residents and not partial to any particular group or party.

6.11. Resident Council Funding

Resident councils that are organized and operated in accordance with uniform by-laws are eligible for operating funds. Funding for the council is designated each year from the operating budget. Each council receives \$25 per unit per year (as determined by the number of occupied units on July 1 of the previous year) in resident participation funds. At family properties, \$10 per unit goes to the Youth Council (where applicable) and \$15 per unit goes to the overall council. At elderly developments, the entire \$25 per unit goes to the council.

The Office of Resident Services helps the resident councils prepare their budgets. Once finalized, Resident Services submits the funding request to the Housing Manager for payment approval. This amount then gets “charged” to the site (and should be included in the annual property budget).

Resident Services is responsible for ensuring that annual financial reviews of resident council expenditures are performed; however, Resident Services may request more frequent audits, if necessary.

6.12. Programming Community Space

Each property has varying degrees of community space. Some properties have the benefit of a large community center while others have had to convert apartments to community use. The use of community space will generally be for the following purposes:

- Resident council meetings
- Resident and management meetings

- Social Service activities (after school activities, educational activities, skills training, job training, etc.)
- Special events hosted by management or Resident Relations
- Special events hosted by residents
- Community meetings

The Housing Manager may choose to assign the programming of certain portions of the community space to the resident council. Even under these circumstances, the Housing Manager is ultimately responsible for these matters.

A request for use of these facilities is submitted on a Community Use Request form. The Housing Manager will then review the request, check scheduling availability, and assess any usage fees (as determined by Agency schedules). Community space is reserved on a first-come, first-served basis.

Note: Any agency or organization that wishes to utilize non-dwelling space to operate on-going programs/services must execute a formal non-dwelling lease with the agency, which requires, among other stipulations, that the entity carry appropriate insurance. This lease may only be approved by the Agency Director.

Note: For community space or programs, no signs, notices, advertisements, stickers, etc. will be posted on Agency property without authorization by management. Site staff are to look for such signs upon their daily inspection of the property. Similarly, resident program signs announcing activities, meetings, field trips, classes, or any other formal resident event, may be posted at the development after receiving official clearance from the Housing Manager.

6.13. Collaborations with Outside Service Agencies

In order to meet the needs of residents, partnerships with outside social service providers are strongly encouraged.

In addition, the Agency maintains, through Resident Services, certain contracts and contacts with outside social service agencies that provide various intervention services for elderly and family households. The Housing Manager will often be approached by residents seeking assistance with problems unrelated to housing. In such instances, the Office of Resident Services contacts can be used for referrals. At a minimum, every referral should provide not only an agency name, but the agency's address, telephone number, and wherever possible, the name of a staff member.

Chapter 7

Unit Turnover Procedures

This chapter reviews the process of turning vacant apartments for re-occupancy.

7.1. Termination of the Lease

There are two ways that a lease can be terminated: when the resident terminates the lease by giving notice to the landlord and when the landlord, by initiating legal action, seeks court approval to terminate the lease.

Resident Termination

A resident has one legal method for terminating the lease – by giving the landlord written notice of his/her intent to vacate. In accordance with the Agency’s lease, the resident must provide 30-day’s notice.

Once this notice has been received from the resident, it is the entire staff’s duty to attempt to find out exactly why the resident wishes to move. If just one notice can be revoked by the resident because of something as simple as completing an unknown repair to the unit, that is one less apartment that you need to worry about leasing.

It is preferable that the resident use the Agency’s intent to vacate form <Exhibit 7.1>; however, any written, dated and signed notice can be accepted as a legal 30-day notice. If a non-standard notice is received, it is preferable the Housing Manager send the resident a copy of the form notice detailing the date of termination and noting that a copy of the notice is attached. In that way, the resident will also receive instruction regarding preparation for the move-out inspection.

While a resident may provide 30-day notice to move out prior to the end of the month, the resident will still be required to pay that last month’s rent in full, but will receive an “adjustment” at move-out for the balance. Hence, if a resident indicates that he/she wants to move out on October 15, and provides notice by September 15, the resident will still be required to pay all of October’s rent; however, the resident will receive a credit at move-out.

In some instances, the Regional Manager may decide to accept a “holdover”, i.e., to allow the resident to stay a few extra days and pay only for those days. The manager will need to check with the Regional Manager to determine the specific policy of each property.

In public housing, you may only charge the resident for his/her portion of the rent (if the resident leaves early); you may not charge the “market” or “ceiling rent” for the unit.

Landlord Termination

While the landlord, the Agency, may send the resident various notices requesting that she vacate the premises, and informing the resident of the landlord’s intent to seek eviction in the event she does not vacate, the only way that the Agency can legally require a resident to vacate is through a formal eviction action.

7.2. Move-Out Process

Processing a Move-out

A successful move-out inspection is just as important as the move-in inspection. The circumstances, however, may not always be as positive as you would like. The resident may be leaving under eviction, duress, or under normal conditions. The move-out should be conducted in a professional and organized manner to ensure that at least a positive remembrance of the staff and the Agency can be recalled.

1. Once the written notice is received, the resident's record in AMIS should be updated, noting the move-out date. If the resident did not use the proper form, contact her and arrange to have the correct form completed if at all possible. To plan for the move-out, the Housing Manager should use the Move-out Checklist <Exhibit 7.2>.
2. The letter of responsibility is mailed or hand delivered to the resident after notice is received <Exhibit 7.3>.
3. Assuming that notice is given for a month-end move-out, apartments should be pre-inspected no later than the 20th of the month (assuming move-out at month's end). A pre-move out inspection form is found on the shared drive <Exhibit 7.4>. This gives management and maintenance personnel advance warning of any extraordinary problems that may need to be addressed after the move-out, in addition to providing necessary information for ordering parts, scheduling vendors, etc. Be sure to issue a 48-hour notice of inspection to the resident prior to conducting the inspection.
4. The Housing Manager should explain to the resident that he/she will be filling out an apartment inspection form detailing any and all charges against the security deposit after the Maintenance Supervisor or Housing Manager conducts the actual move-out inspection. Since some damage may need to be bid out for repair, it will not always be possible to complete the charges on the inspection form at the move-out inspection. Indicate that she will receive any balance on the security deposit within 14 days with an itemization of any charges against the security deposit.
5. On the day of the move-out, the Maintenance Supervisor or Housing Manager will walk through the unit with the resident and complete the entire move-out inspection form using the same form as was used at move-in.
6. Do not conduct the final inspection until all of the resident's personal belongings have been removed from the premises! (That sofa sitting in the middle of the room waiting to be picked up by the movers may be covering a large hole or stain in the carpet.) Ideally, the resident is present and signs his/her acknowledgement of the charges assessed, if known, and the condition of the apartment at vacating. If the resident does not or will not attend the move-out inspection, note on the resident signature line what circumstances prohibited a joint inspection, i.e., "resident refused inspection", "resident abandoned", etc.
7. Once the inspection is completed, the Maintenance Supervisor or Housing Manager and the resident will sign the move-out inspection form, and a copy can then be given to the resident.
8. If the apartment is in extremely poor or damaged condition, dirty, or has extensive damage, take pictures of the damage before beginning repairs or clean up. When an unattended inspection takes place, note "photos" on the inspection report.
9. When a resident moves out, it is to be noted on the AMIS. The actual date that the apartment was vacated must be recorded. Once the apartment is ready for occupancy, also enter the "Date Ready."

10. Regardless of the move-out date, the resident is responsible for rent until the keys are turned in to the Housing Manager. When a resident is moving out over a weekend, or when the office is not open at a smaller community, the resident is given the benefit of the doubt and is charged rent through the day that she plans to have vacated the apartment, provided the keys are in the manager's possession by the beginning of the business day following the date the apartment is reported to be vacated. If an apartment is abandoned or the resident skips, the move-out inspection is dated the day the apartment is discovered to be abandoned, and charges for rent are made through the end of the next rental period.

Security Deposit Forfeiture

As stipulated in the lease and in accordance with State law, a resident's security deposit should be forfeited (not applied to charges) under the following circumstances (unless the failure to give notice is beyond the resident's control, e.g., death or medical emergency):

- A resident breaks a lease by moving out prior to its expiration,
- A resident gives improper notice or skips, or
- A resident is evicted for non-payment of rent.

If a resident pays through the end of the lease, but vacates the premises, this is not a forfeit-of-deposit situation.

Note: this policy does not apply to pet deposits, as they are strictly a deposit for damages that are incurred because of a pet.

Resident Charges

The resident will be charged only the actual costs to repair, clean, paint, etc. Deduct only those charges that are actual, reasonable, fair, and beyond normal wear and tear. Common sense and good judgment must be applied here.

- Any damages beyond normal wear and tear, such as holes in doors and/or walls, broken windows, broken drawers, missing light fixtures, broken or missing switch plates, etc, will be charged to the resident at the actual or repair cost.
- Painting expense is considered normal wear and tear after the resident has lived in the apartment for a minimum of three years. Painting expense on apartments occupied for less than three years will be assessed per the Agency's list of charges. Painting charges are based on resident damage, not the availability of matching paint for touch-ups. If the apartment requires additional coats of paint due to heavy smoke in the apartment, additional coats will be charged the vacating resident.
- If the apartment is left clean, there will be no cleaning charges assessed. Sometimes a resident would rather the cleaning charge be deducted from his/her deposit instead of cleaning the apartment him/herself. Cleaning charges are assessed in accordance with the schedule in the Letter of Responsibility, actual costs, or the schedule of approved Agency charges.
- If repairs are made by the maintenance staff, the resident is charged for labor at a flat rate (determined at each site based on actual expenses) per hour, in addition to the applicable materials. Likewise, if a vendor is used to make the repairs, the resident will be responsible for the amount the property is charged.

- ❑ Replacement of major items such as appliances, carpet, etc., is to be charged to the resident based on its current or depreciated value. The depreciation method is detailed in the Letter of Responsibility or Agency charges.
- ❑ It is important to review the resident's payment status before the resident leaves the office to be sure that there are no unpaid balances. Make sure all keys are collected; if not, charge the resident for every missing key. Failure to return apartment keys or mail box keys will result in lock replacement charges to the vacating resident.
- ❑ Once a resident has returned the keys to the apartment, he/she is no longer in possession of the apartment and should not be allowed re-entry into the apartment for purpose of doing additional cleaning, painting, or repairs in an effort to avoid charges against the security deposit. Keys must be returned by midnight on the scheduled move-out date to avoid further rental charges. If the resident were permitted to re-enter after turning in the keys, the resident could sue for the time and material spent on such reconditioning because possession of the apartment was turned over to site personnel. Thus, the resident would technically be working for the property as a sub-contractor. All apartment door locks and mailbox locks are to be changed immediately upon obtaining the keys from the vacating resident, or upon discovering the apartment is abandoned so long as proper notice is posted for the abandonment.
- ❑ If the apartment is rented during a period for which the departing resident has paid rent, only request a refund of the pro-rated rent portion after the new resident has paid all move-in costs and rent, and the money is in the bank. The change in refund would be processed by sending Accounting a "revised" move-out report.
- ❑ Late fees based on utility bill-back fees or outside vendor charges (i.e., furniture rental, cable, telephone, etc.) should not be included in move out accounting.

Death of a Resident

If you have reason to believe that a resident may have died in an apartment, contact the police to perform a resident welfare check. If they discover that your resident is deceased, do not take steps to notify family members or emergency contacts – this is the job of law enforcement officials and/or the Medical Examiner. Your job is to cooperate with law enforcement and secure the apartment. Do not give access to anyone other than law enforcement, the Medical Examiner, the Executor of the estate or someone else on the lease. The executor of the estate must provide legal proof that she is the Executor.

If the resident gave keys to family member or friends, it is not our job to bar their access to the home unless directed by law enforcement. If management is informed that the resident died while away from the property, the same rules regarding access to the apartment apply.

The site staff needs to be extremely sensitive in communicating with family members and should explain that these requirements exist to protect the rights of the deceased. Management should keep in mind that the privacy of the deceased resident should still be protected and that information about the situation should not be shared with anyone who does not have a legal right to know.

The Executor of the deceased's estate should be given a reasonable amount of time to remove the resident's belongings from the apartment (14 days in the Agency's lease). If the Executor requires additional time, they may pay market rent for a reasonable time not to exceed one month. The lease is terminated and no further rent charges apply upon return of possession of the apartment. If there is not an

executor, management must dispose of the resident's belongings in accordance with State law. Please consult your Regional Manager in this case.

If the resident died in the apartment, a cleaning company certified in biohazard clean-up must be used to turn the apartment after it is released by law enforcement. In some cases, this may occur before the Executor has removed the deceased's belongings. This work may be done by project maintenance staff only if they are qualified in bio-hazard clean-up. These situations are very delicate and require consultation with the Regional Manager. Some or all of the costs involved should be charged to the resident's estate as should all normal turnover costs. Security deposit forfeiture does not apply in this case.

7.3. Cleaning and Preparing Vacant Units

One of the most critical and important steps in successfully renting apartments is the cleaning and preparation of the vacant apartments. Often, it is the care taken in preparing a vacant apartment that determines whether or not a prospective resident will want to live in your building. Additional information about apartment preparation and a relevant checklist can be found in Chapter 8, Maintenance.

All units shall be cleaned and prepared in accordance with the following standards and with the Vacant Unit Turnover Checklist found on the shared drive <Exhibit 7.5>:

- If the apartment is to be painted, all plug covers, switch plates, drapery rods, heater vents, and other items that are not to be painted should be removed and thoroughly cleaned prior to replacing these items after the painting is completed. It is a good idea to place all of the plastic plug and switch covers in detergent and scrub them with either a rag or brush to remove the grime that accumulates – whether the apartment is painted or not.
- All light fixtures should be removed, and the globes or other glass parts washed and rinsed to remove all the dust and dirt. At this time, the light bulbs should all be checked, and burned out or missing bulbs replaced.
- The covers of all kitchen and bathroom exhaust fans should be removed and thoroughly washed, the fan motors themselves cleaned of all grease, dust, etc., and the motor oiled, if necessary. This procedure also applies to range fans and filters.
- All heater grills or outlets should be checked for accumulation of dirt or dust and thoroughly cleaned. In light of recent recalls, double check all heating to ensure that parts are clean and any retrofit parts from recalls have been installed. The use of products such as a heat resistant paint can both enhance and add a safety feature to grills and covers.
- Windows should be cleaned inside and out. In addition, window casements should be thoroughly washed with extra attention given to the tracks in which the windows slide. These are prime places for dirt, grease, and other grime to build up. It may be necessary to use a small scrub brush and vacuum to clean these tracks.
- Refrigerators should be unplugged, have all ice trays emptied, along with any drip trays, and should be checked to make sure that all food is removed from the vegetable coolers, egg racks, butter bin, and other shelves. Refrigerators should also be pulled away from the wall and the coils in the back of the refrigerator thoroughly vacuumed, in order to remove any accumulation of dust and dirt. The floor under the refrigerator should also be cleaned at this time. When finished, the refrigerator should be plugged in and turned on low.

- The range and oven should be thoroughly cleaned with the range burner drip pans removed and either thoroughly cleaned or replaced. All control knobs should be removed and cleaned in a detergent solution to remove grease and other dirt.
- All the kitchen cabinets should be thoroughly washed down, both inside and out, with a light detergent solution that will cut grease. This is also the time that you remove any shelf paper or other unsightly debris or attachments. Wood-faced cabinets should then be treated with Liquid Gold or a similar solution. A wood soap is recommended for cleaning cabinet faces before using a wood polish solution.
- All closets should be checked, and any coat hangers, old papers, or other items removed.
- The kitchen wall tile, if any, should be washed down with a heavy solution of ordinary bleach. The bleach should be allowed to stand for at least an hour, and then the white grout between the tiles should be cleaned with a small brush.
- The same bleaching procedure should be followed on the grout wherever there is tile in the bathroom. At this time, the caulking around the tub and the splash rails around the sink and shower should be checked. If the caulking is old, cracked, shrunken or in any other way deteriorated, it should be removed. The space, which the old caulking occupied, should be completely dried and a bead of new caulking should be applied.
- The toilets, of course, must be thoroughly cleaned and should be washed with a commercial disinfectant deodorant solution.
- Any leaking washers, in either the sinks, bathtub, or the toilet assembly, should be replaced.
- Towel bars and hooks should be checked to make sure that they are still firmly fastened to the wall.
- A thorough check should be made throughout the apartment for any broken or missing doorstops, loose coat racks, and loose drawer or cabinet pulls to ensure that all these items are in perfect working order.
- You should already have checked the carpet and called a commercial cleaner to have them clean the carpet. Major repair work or carpet replacement must be approved by your Regional Manager.
- All doors should be opened and shut to make sure that they do not stick or have squeaky hinges. The tops of all door frames, doors, refrigerators, medicine cabinets, closet shelves, and any other place you may think of should be washed down with a damp rag in order to remove any accumulated dust or dirt.
- The apartment should be aired out by opening the windows for a day or longer, if necessary. Buildings without screens must take care to avoid rain-staining drapes while windows are open.
- A final “sparkling clean” touch-up should be given the apartment. This includes such items as removing water spots from all chrome, raking carpets, and re-checking for any items missed during the original cleaning process.

When an apartment remains vacant for more than a few days, it is necessary to return periodically and dust so as to keep the apartment looking “sparkling clean” Thermostats left on in the name of the building should be set at the lowest settings; breaker switches should be turned off when you are not showing the apartment, and you should consider using the breaker switches as a method of turning all the lights in the apartment on at once, just prior to showing a prospect through.

All of these items should be taken care of as quickly as possible. Every day that an apartment remains vacant, it costs your building a considerable amount of money. An apartment should be totally cleaned, and if necessary, carpeted, draped, re-tiled, and prepared for re-renting within twenty four hours of becoming vacant. If for any reason you are unable to prepare all vacant apartment to that will be ready for re-renting in three days, you should notify your Regional Manager of thee reasons for the anticipated delay, so that you and he/she may consider an alternative method of getting the apartment ready. You will not necessarily be criticized but you will be held responsible for failure to notify your Regional Manager when you are unable to properly prepare an apartment in a timely fashion. Again, good planning is essential to meeting these deadlines. When residents provide the proper 30-day notice, there should be plenty of time to conduct the pre move-out inspection, to order parts, arrange for vendors, and the get the unit turned in the first few days of the month.

7.4. Monitoring Unit Turnover

Housing Managers should use the tracking sheet found on the shared drive to monitor the progress of preparing and leasing vacant units <Exhibit 7.6>. This form can either be maintained as a log and kept in a file or incorporated into a wall-board. Finally, when the unit has been prepared, the Completed Make Ready Form shall be signed by the Maintenance Supervisor and initialed by the Housing Manager <Exhibit 7.7>.

Chapter 8

Maintenance

8.1. Overview

This chapter covers the requirements and expectations for the general maintenance of the property. Good planning and organization is essential to the proper care and upkeep of the property.

Note: All procedures in this chapter shall be subject to all provisions and conditions contained in the collective bargaining contract between the Agency and its maintenance employees.

8.2. Personnel and Staffing Plan

In accordance with the annual budget, each property is to be staffed at an appropriate level. This staffing plan will differ from one property to the next based on differing circumstances. It is the responsibility of the Housing Manager to assure that this staffing plan meets the needs of the site. In most cases, a property's staff will consist of one Maintenance Supervisor (a working foreman) and several other technicians. In terms of reporting relationships, the Housing Manager supervises the Maintenance Supervisor, who in turn supervises the remaining maintenance staff.

It is expected that the staffing plan be adequate for the routine needs of the property. It is also expected that the maintenance staff shall be responsible for carrying out all functions provided under their job descriptions. However, there may be times that the Housing Manager will need to supplement existing staff due to:

- seasonal work;
- sudden or unanticipated work;
- work requiring skilled trades.

To meet seasonal or unplanned work, the Housing Manager can hire temporary staff, contract labor, or use overtime hours and regular staff, given the circumstances and in keeping with the property's operating budget. It is the responsibility of the Housing Manager to determine when to supplement staff to meet the needs of the site. Depending upon the situation, it can be more economical to hire an outside contractor.

All Maintenance Supervisors are required to take a written test as part of the hiring process <Exhibit 8.1>. Applicant testing for the rest of the maintenance staff is left to the discretion of the Housing Manager, Maintenance Supervisor, and Regional Manager.

The maintenance staff should be general mechanics, trained in all phases of maintenance and repair. To be most effective, the staff should be able to go through every apartment, service facility, etc., with a checklist and perform all preventive maintenance work necessary. If the work is beyond the scope of preventive maintenance, needed repairs should be reported for scheduling at a later date. Each staff member, when possible, will work independently of the other, as it is rarely necessary to have more than one person working on a typical project.

Most Agency properties will be staffed with a full or part time Maintenance Supervisor who has mechanical aptitude and previous supervisory experience. The Housing Manager will provide training for

the Maintenance Supervisor in the project's operating statements and will meet daily with the Maintenance Supervisor to review pending work orders, maintenance projects, and rent ready unit availability.

Job descriptions for all maintenance staff are available on the shared drive.

The Maintenance Supervisor is responsible for the training and supervision of all maintenance staff. Each staff member should be trained, if possible, to do every routine or scheduled maintenance task at the property. After the training period has been completed, the Maintenance Supervisor determines which employees do certain jobs most effectively, and assign jobs according to performance. In some instances, specific licensing or certification will require third party training. The Agency encourages maintenance personnel to attend training classes or seminars sponsored by approved vendors or applicable trade groups.

In addition to maintenance and general operations training, each employee should be well indoctrinated in maintenance record keeping, cost control, and workplace safety. All of these subjects are covered later in this chapter.

8.3. Customer Relations and Appearance

The importance of public relations training for the Maintenance Supervisor and maintenance staff cannot be overlooked. It is important to understand the relationship between maintenance personnel and property residents. Maintenance personnel provide a service to their customers – the property residents. Maintenance personnel can be the best public relations members of the site staff since, once a resident has moved in, most of their contact is often with the maintenance personnel.

Most residents care about their home and the surrounding environment. Therefore, the attitude of the maintenance staff toward the residents and the manner in which they respond to service requests is very important. Remember, the maintenance staff's job is to serve the resident, as well as the owner, by properly maintaining the property. Maintenance personnel should look upon service requests as the source of their livelihood, and not as a burden. It is, after all, one of the services for which the resident is paying rent.

Appearance of the maintenance staff is also important, as a clean and professional appearance conveys to residents, guests, and vendors that site personnel will perform maintenance tasks in a professional manner. Acceptable attire and appearance standards are covered in the Employee Handbook.

The standard to which the property is maintained as well as the staff's attitude towards residents are both a direct reflection of the Agency's philosophy as well as their own pride in the job that they perform. Keep in mind the following:

- Never promise anything to a resident that cannot be delivered or is beyond staff's authority to deliver.
- If a promise is made, be sure to keep it.
- If unable to comply with a promise or if an appointment with a resident is missed, it is imperative that the reason be explained to the resident as promptly as possible.
- All residents are to be treated with courtesy.
- Answer all service requests with prompt attention to the problem.

- Perform the work needed and leave the resident promptly. Be polite, but do not linger, socialize, or look for more problems. If the resident brings up additional maintenance issues, attempt to take care of them only if they are minor and you have needed tools and/or supplies in your possession. Otherwise ask the resident to report the problem to the office so that a new service request can be made.
- Wipe your feet or consider wearing disposable “booties” when working in occupied apartments.
- Wear coveralls and latex gloves while painting or performing other potentially messy jobs. If you are pulled away to do another job, you will look much more presentable and professional.
- Remove all old parts, wrapping materials, etc., when a project is completed. Never use the resident’s trash can.

8.4. Work Order Procedures

All maintenance work, exclusive of general cleaning and porter service, shall be captured on a work order, as described below.

The prompt, courteous and effective handling of work orders is critical to the success of an apartment community. After moving in, the majority of contact with site staff involves interaction with maintenance personnel during the work order process. Therefore, it is essential to make the work order process a positive experience and to handle all maintenance requests similarly – regardless of their magnitude. Re-setting the breaker on a garbage disposal or putting a closet door back on track may seem trivial to you, but may be very important to the resident.

Maintenance requests should all be addressed and, if possible, completed within 24 hours of being submitted. If you are unable to address a maintenance request within 24 hours, the resident must be called and given an update as to when the request will be addressed. If a work order request cannot be completed during the initial visit (due to unavailable parts, required specialty services, etc.), arrangements to complete the work order must be made as soon as possible and the resident kept informed of any progress.

Residents are informed at move-in, and throughout their occupancy, that ALL maintenance requests must be made to management office personnel. The purpose for handling work orders in this manner is to eliminate interruptions created by answering calls for service requests, to provide a control to ensure that all maintenance work services are handled, and to ensure that adequate records are kept for all repairs. If a resident asks you to perform a repair that has not been reported to the site office, politely ask them to call the work order into the office at their earliest convenience. Only legal residents are allowed to request work to be done in an apartment.

Once the office staff member has received a call for service, they will attempt to obtain as much information as possible about the problem so a work order can be prepared. The person talking the work order will make sure to complete the following:

- Who wrote the work order? This is important if the maintenance staff has any questions about the work order.
- When was the work order taken? This is important in tracking how long it takes to handle work order requests.
- The apartment number and name of the resident that called in the order.

- Get a phone number. This is very important if the maintenance department has questions about the work order or if the need to change the scheduled appointment. (This is a good time to make sure that the office has the correct resident contact information.)
- Remember, the work order “permission to enter” is good for 48 hours. If more than 48 hours pass in completing the repair, the resident must be contacted to obtain a new “permission to enter.”

Upon initiating the work request, the maintenance staff will fill out the following information on the work order:

- Complete the “unit entry” section. Make sure the date, time entered, and time departed sections are accurately filled out.
- Who performed the work.
- What is the status of the repair and, if the repair is not complete, when will it be completed? If additional work is required, office personnel will need to contact the resident for permission to re-enter the unit.
- Once the work is satisfactorily completed, fill out the appropriate section. Include cost for labor and materials, especially if cost is to be billed back to the resident.
- Make detailed notes of work performed and materials used. If work is not completed, make note of why. Also, detail any needed parts or supplies.
- In all cases, when arriving at an apartment to initiate a work order, a door tag must be hung on the outside of the unit door. When leaving the apartment, whether the work order has been completed or not, the outer side of the door tags must be completed and hung on the inside of the entry door. Completing the door tag is especially important in cases where a return visit is necessary since the paperwork order is removed and the resident has no idea what work was performed or the status of work remaining.

Work Order Forms

Work orders are printed on three-part forms:

- The top (white) copy is the control copy. It remains with the Housing Manager or clerk as the work order is assigned to maintenance.
- The middle (yellow) copy is completed after the work is done and is retained in the Resident’s file.
- The third (pink) copy is left with the resident after the work is done (or left in the unit if the resident is not at home).

Work Order Intake

Resident maintenance requests shall only be taken in the management office, by phone or in person. Requests should never be taken outside the office or in the field. Instead, residents should be directed to call or visit the office so they may receive a work order number. After entering the work request into the system, the resident will be given a work order number for reference purposes.

Personnel receiving work order requests for maintenance should strive to isolate the exact nature and extent of the work required. Fully understanding the nature and source of the complaint will greatly assist the maintenance staff in, for example, determining which tools should be taken to the unit.

Work Priorities

The Maintenance Supervisor should work with the Housing Manager to determine work order priority. Prioritizing work orders based on time received is not always the most efficient or effective way to proceed.

Work orders shall be prioritized according to the following:

1. **Emergencies.** Refers to a response to conditions that pose an immediate threat to life, facilities, health and/or safety of residents and/or Agency property. Emergency conditions must be responded to immediately and corrected or abated within 24 hours. Samples of emergency work orders include: fire of any nature; gas leaks; oil spills; missing or inoperable smoke detectors; broken water supply line(s); electrical fault with visible sparks or overheating; dangerous structural hazard; complete loss of electrical power; loss of air conditioning in elderly buildings; sewer back up; main entrance door release not operable (high-rise); elevators not operating properly; flooding; clogged toilet (units with one full bathroom); and entrance door not operable. In the rare situation when an emergency cannot be repaired in 24 hours, it can be abated by moving the resident out of the unit temporarily.
2. **Urgent.** Urgent work orders include items that, if not repaired, pose potential threat to life, facilities, health and/or safety of residents. Urgent items must be corrected/abated within 48 hours of notification. Samples include: refrigerator not working or broken window.
3. **Unit Preparation.** Work having to do with making a unit ready for occupancy.
4. **Routine.** Most of the work that is not classified as emergency, urgent, or preventive. Includes: repair screen door, paint occupied unit, change air conditioning filter, general maintenance in unit, unscheduled PM.
5. **Preventive Maintenance (PM).** This includes all work conducted as part of the property's annual PM program (see below).
6. **Other.** Work orders that do not fall into the five noted categories above.

Work orders may be generated by the same source (see below) but have different priorities. For example, based on a unit inspection, work orders may be created for a missing tile (routine) as well as replacement of the smoke detector (emergency). It is important that work orders are prioritized properly for HUD reporting purposes since PHAs are measured on their timeliness in responding to different priority of work orders.

Source of Work Order

Work orders shall be classified according to their source, as follows:

1. **On Demand (Resident Requested):** This is work that is requested by the resident.
2. **UPCS Inspection:** This is work that is the result of UPCS inspections.
3. **Preventive Maintenance:** This is work that is the result of PM inspections.
4. **Other:** This is work that is generated by sources other than the three noted above.

Tracking work orders by their source is critically important for both HUD reporting purposes and for future planning.

Assignment

Unless otherwise directed by the Housing Manager, the Maintenance Supervisor is responsible for assigning and completing work orders. The Supervisor should periodically retrieve the work orders from the management office and assign them to the maintenance staff in accordance with the priorities established and the skills of the respective staff. When assigning the work, the Maintenance Supervisor shall make sure that the worker is provided with the anticipated tools/materials and also that the worker has access to the units. (All maintenance workers are provided with a tool allowance under the collective bargaining agreement; hence, the only tools that should generally need to be supplied are power tools.) If the worker must make more than one visit, the work order remains open until the work is completed. Also, if the work is beyond the capabilities of the on-site staff, the Maintenance Supervisor is responsible for assuring that the work is done by a qualified crew, if any, or under contract to a qualified vendor. The work order remains open until all work is completed.

Completion

Upon arriving at a resident's apartment, the worker shall knock on the door to see if the resident is home. If the resident is home, the worker shall exchange greetings and identify him/herself as an Agency maintenance employee and show the employee badge. Then, the worker shall ask permission to enter. If the resident is not home or does not answer the door (and there is either an emergency or there has been prior-permission to enter), maintenance staff shall enter the apartment by (1) knocking on the front door and calling loudly and identifying himself as a maintenance worker: "This is [name of worker] from the maintenance department. Is anybody home?" If you hear no response, wait approximately one minute; (2) knock again, announce oneself, and wait another minute; and (3) if no one responds again, knock a third time and, while unlocking the door, announce loudly again that you are entering the unit.

Any maintenance employee or outside contractor working in a resident's apartment must hang a maintenance sign on the exterior door knob of the apartment. This policy is to ensure that the resident does not find someone in their apartment unexpectedly and is for the benefit of the employee as well as the resident.

Upon completion, each work order shall be signed by both the worker and the resident. If the resident is not home, the worker shall leave a completed copy of the form in the apartment. All information on the work order form should be completely filled out (description of work completed, hours worked, materials used, etc.). In addition, the worker shall leave a sign on the outside of the door indicating that maintenance had been in the unit. **On each work order the worker shall, where appropriate, mark the presence of bad housekeeping.** The worker shall also recommend any charges for damages.

The maintenance worker should always clean up after the work is completed, avoid contact with resident's personal belongings, accomplish tasks as quickly as possible, remain courteous, and avoid all contact of a personal nature.

If the work cannot be completed at that time, such as might be the case if parts must be ordered, the worker should offer residents a realistic completion date. If the worker is not sure when the work can be completed, it will be necessary for the maintenance staff to phone or visit the resident once the information is known.

Close Out

All completed work orders should be delivered to the Maintenance Supervisor for approval, who must sign them before they are closed out. Completed work orders should be closed out (a task performed by the administrative staff at the property) within 24 hours after completion. The Housing Manager is responsible for authorizing and posting all charges.

The Housing Manager is responsible for monitoring on a daily and weekly basis the status of outstanding work orders to determine the cause of any delay and to take appropriate action.

8.5. Unit Turnover (see also Chapter 7)

Pre-move-out Inspection

The Maintenance Supervisor will perform a pre-move-out inspection and complete the inspection form for all units on notice to move-out. The purpose of this inspection is to get an idea of the work that will be needed upon move-out to return the unit to rent ready condition. The inspection form should be completed as soon as possible after receiving written notice to vacate, or no later than the 25th of the month allowing sufficient time to order any parts, supplies, or schedule vendors needed for unit turnover. Ordering parts and supplies, and scheduling vendors ahead of time, will ensure that turns are completed in a timely manner and will reduce vacancy loss. On or before the 15th of each month, the Maintenance Supervisor will obtain a list of all units on notice for that month from the Housing Manager. Using this list, the Maintenance Supervisor will work with the office staff to schedule a date or send out a 48-hour notice to enter to all units on notice. Once pre-move-out inspections are complete, supplies are ordered, and vendors scheduled, the Maintenance Supervisor should provide the Housing Manager with projected rent ready dates for all units.

Move-out Inspection

The Maintenance Supervisor will perform all move-out inspections on the day of the move-out. If the move-out is scheduled on the Supervisor's day off, then the inspection will be performed the next business day. The Maintenance Supervisor will have the pre-move-out form and note any additional repairs that may be found.

All move-out charges should be taken from the list of Agency charges to ensure that all residents are treated fairly and that charges are consistent.

All move-out charges should be documented and photos taken. The completed list of move-out charges and photos will then be given to the Housing Manager for use in completing the move-out inspection form.

Make-Ready

Once a unit has become vacant and the pre-move-out and move-out inspections have been completed, the Maintenance Supervisor should then assign the unit to a maintenance staff member for turnover. A copy of the Unit Make Ready Checklist will be completed for each unit turned, and permanently filed in the maintenance file once the turnover is completed. The Maintenance Supervisor and the Housing Manager must both inspect and sign off on the checklist before the unit is to be shown to prospective residents.

The Maintenance Supervisor will also be responsible for scheduling all contracted work for the units. All contracted work should be scheduled after the pre-inspection is completed to ensure that vendors are

available when needed. Trying to schedule vendors at the beginning of the month can be very difficult and slow the process of unit turnovers.

All unit turnovers should be completed and signed off by the Maintenance Supervisor and the Housing Manager no later than five days after move-out, although a three-day turnover is preferred. If a unit is not going to be ready by the 5th day, or is in need of extensive work, the Housing Manager should be notified immediately and provided with a detailed list of the repairs needed.

During unit turnover, all preventive maintenance items should be performed and noted in the unit's maintenance file. (At most sites, a separate file will be maintained on each unit for work orders and information regarding repairs and replacements, which will, among other benefits, save time during annual inspections and enable staff to prolong the life of the unit.)

8.6. Preventive Maintenance

Each property is to have a formal Preventative Maintenance (PM) program. PM is the systematic planning, scheduling, completion, and documentation of work tasks that are conducted to ensure the continued life of all facilities, mechanical systems, and equipment. There is often a fine line between work that is defined as PM and work that actually falls within the category of seasonal or planned maintenance activities. Examples of the latter might include cycle touch-up painting or spring and fall fertilization programs. For the purposes here, PM includes these seasonal and planned activities as well.

When PM is properly implemented, it will minimize unexpected or premature failure of equipment, property, and systems. It will also reduce the number of on-demand maintenance requests and, as such, improve customer satisfaction.

All daily maintenance and repair work should be approached with PM in mind. For example, any cracking asphalt, chipped paint, leaky gutters, etc., should be noted during daily property inspections and action taken before the problem worsens.

Sample PM programs (one for high-rise and one for low-rise) are included in the shared drive. Each year, the Maintenance Supervisor shall prepare an updated PM schedule and have it reviewed/approved by the Regional Manager as part of the annual budgeting process. Included with that PM program shall be an annual landscaping plan (a sample of which is also included in the shared drive).

The Maintenance Supervisor will provide the completed PM report to the Housing Manager on the 25th of each month, detailing the work completed in the prior month on the PM plan.

The PM program for each site should include but is not limited to cycle painting, apartment rehab, and appliance replacement. The following represents minimum standards for PM at each site.

Unit Interiors

Unit interiors will be inspected for needed maintenance and repairs a minimum of once per year, generally after Annual Unit Inspections have been completed. Items found needing repair during the annual inspection will be documented, work orders will be generated, and repairs completed as soon as possible.

During the unit interiors inspection, the Maintenance Supervisor should check for the proper operation of all heating/cooling systems, mechanical systems, electrical systems, appliances, plumbing fixtures and drains. All walls, ceilings, doors, countertops, cabinets, hardware, windows, and floors will also be inspected for any sign of problems or wear and tear that may require repair or replacement.

A copy of the annual unit inspection form should be used for the purpose of doing unit interior inspections. The forms provide a list of items that are required to be inspected, cleaned, or replaced upon every inspection. It will also provide a guide for the maintenance staff member performing the inspection, in order to ensure that nothing is overlooked. The form chosen depends on whether or not all units are being inspected at one time, or units are inspected annually at income recertification.

Common Areas, Grounds, and Building Systems

The Agency considers proper landscaping and maintenance for the grounds and common areas critical to a successful project. Curb appeal is also one of the measurements used by owners to determine if a management company is performing well. Regardless of who is assigned the tasks of maintaining the landscaping and grounds, the Maintenance Supervisor is responsible for making sure the grounds present a well-kept and orderly appearance at all times.

The PM of all common areas should be performed on a continuous basis so nothing goes unchecked for extended periods of time. Staff members should always be looking for any problems when walking or driving through the property. If problems are found, work orders should be written and repairs should be made.

Common areas require janitorial services daily. Entranceways, hallways, and stairways require day-by-day monitoring for trash and other discarded materials and dirt. Floors must be mopped or vacuumed daily, or more frequently as needed in bad weather.

Periodically, walls must be washed or painted, and floors professionally cleaned. All loose or damaged flooring must be repaired or replaced when observed. As with landscaping, clean and well-maintained common areas help to raise the success level of the apartment community and the satisfaction of the resident.

Once a month, the Maintenance Supervisor will walk the property and inspect all common areas and grounds, noting any repairs that are needed. When the repairs have been made, a copy of the checklist will be given to the Housing Manager for recordkeeping and budget purposes.

The inspections of building systems will be performed at a minimum on an annual basis, using the Annual Property Inspection Form. Many items will need to be inspected by an outside contractor for insurance, liability, and/or safety purposes.

Some items may need to be inspected more frequently than annually. For example:

- Air conditioners will be inspected and serviced at least once annually during the early spring months. Repairs and inspections may be done by in-house staff if staff includes a qualified air conditioner repair person, or in combination with an air conditioner contractor.
- Boiler and water pump inspections and service is performed on a continuous basis. The Maintenance Supervisor should set up a maintenance and service contract with a contractor suggested by the boiler manufacturer. The Maintenance Supervisor will talk with the boiler manufacturer and develop a set of monitoring tasks for proper boiler maintenance. All boilers

must have an annual inspection by an outside contractor, and, when required, must obtain an annual permit for operation as a result of the inspection.

- Roofs, gutters, and downspouts should be inspected approximately every six months or after a heavy rain or windstorm. In most if not all cases roof inspection will have to be performed by an outside contractor due to liability issues.

8.7. Working Hours

Generally, the maintenance staff shall work during the hours of 8:00 a.m. to 5:00 p.m. Each property should also assure adequate weekend coverage. If the Housing Manager determines that there should be any change in working hours to improve maintenance responsiveness, approval will be needed from the Regional Manager.

8.8. Uniforms

The Maintenance Supervisor shall see to it that all staff report to work in proper attire. Such attire is to include:

- Shoes with safety toes;
- Agency-issued uniforms that are clean and well-kept, with the name of the employee embroidered on the front of the shirt; and
- Badge/identification card prominently displayed during the entire workday.

Proper attire is beneficial to the Agency for reasons of morale, safety, professionalism, and customer service.

In accordance with the Agency's collective bargaining agreement with its maintenance personnel, the Agency supplies maintenance staff with four shirts, a pair of overalls for painting or dirty jobs, a ball cap, a jacket in the winter, and two long sleeved shirts. Maintenance employees are responsible for showing up with clean clothes and allowed to wear jeans daily.

8.9. Inventory and Materials Management

The Maintenance Supervisor should strive to maintain a level of inventory at the site that balances the need for a ready supply of materials with the need to reduce the costs of carrying such an inventory. Generally, this will mean maintaining a two week supply of the most commonly used items. It should be kept in mind that even this supply level will be determined according to the speed by which parts/supplies can be obtained and the rate of usage. In this regard, it is critical for the Maintenance Supervisor to regularly anticipate and plan for upcoming material needs, particularly in conjunction with the annual and monthly work plans.

The Maintenance Supervisor is ultimately responsible for maintaining a proper inventory of supplies and has the responsibility of overseeing the control of that inventory.

Location

Supplies, tools, and equipment should be kept in a secure location, locked up when not in use. Equipment and tools should be engraved with the property identification number and telephone number. The size of

the stockroom(s) will be based on the unique needs of the property. However, the Maintenance Supervisor should strive for economy of storage. With proper materials planning, the need for stockroom space can be greatly minimized. Additionally, the smaller the space and the smaller the inventory, the easier it is to control that inventory.

All stockrooms should be well-lit, clean, and organized to allow for easy inspection and proper planning. Material should be stored on shelves and not on the floor. Remember that an annual inventory must be conducted.

Inventory Log

Your community should have an extensive Inventory Log <Exhibit 8.2> in the binder listing all capitalized equipment and property at the site, the model number, make, date of purchase (if available) and the dollar amount. As additional items are bought or replaced, the log should be updated.

Appliance Control

All appliances are capitalized and shall have serial numbers. The Housing Manager maintains a log of appliances that tracks whenever appliances are transferred out of a unit <Exhibit 8.3>. This log should be up-dated whenever changes or replacements are made. These serial numbers should be verified on the annual unit inspection and any changes made at that time. Additionally, each property shall maintain at least one reconditioned refrigerator in good working order at all times, which can be loaned to residents on a temporary basis and stored at the development when not in use.

Periodic Stockroom Inventories

Each property will conduct periodic inventories of their stockrooms. The Maintenance Supervisor should then adjust quantities appropriately.

Tool Equipment Issue and Control

The Maintenance Supervisor is responsible for maintaining proper control over tools and equipment. Since the union contract provides for a hand-tool allowance for each technician/mechanic, the workers should generally only need to be supplied with tools when the work involves power equipment. Properties will have different power equipment needs. For example, while all properties should have a key machine, not all properties will need a sit-down mower. The Housing Manager is responsible for assuring that the property is adequately equipped and that the resources needed for that equipment are planned for in the annual budget process (for example, snow blowers, drain machines, key machines, etc.).

The Maintenance Supervisor must maintain inventory records on all property tools and equipment. Tools and equipment listings should be provided to the Housing Manager whenever there has been a staff change, new tools or equipment are purchased, or upon request by the Housing or Regional Manager. Items that need to be removed from the Inventory List because of break down, failure, or for any other reason must be approved and signed off by the Housing Manager. Any and all items on the Inventory List must be accounted for by the Maintenance Supervisor.

Tool Storage

Equipment should be stored in a secured area. Preferably, shadow boards should be used to identify the exact storage location of each tool and whether it is missing or on loan. Tools and equipment should not be brought home by employees and should be returned to the shop at the end of the day.

Equipment Repair Histories

Any motorized equipment should be serviced in accordance with manufacturer's recommendations. Records of this maintenance should be kept on file. All equipment instructions/manuals should be kept in the maintenance office.

8.10. Shop Organization

The Maintenance Supervisor is responsible for ensuring that all maintenance shops, garages, storage units, and maintenance offices are well kept. All maintenance areas should be clean, organized, and fully accessible at all times to ensure a safe and decent work environment for all staff members.

The Maintenance Supervisor should inspect all maintenance areas daily for general upkeep purposes to ensure safety.

- Doors should open completely and freely.
- Floors should be clean and free of obstructions so as to allow access to all areas.
- All parts/supplies should be organized and on shelves or in bin boxes.
- Shop tools such as Key Machines and Bench Grinders should be securely mounted to a workbench or other solid surface.
- All other tools should be hung on the wall, in a tool rack, or stored so as not to limit movement or access to any part of the shop.
- Large or heavy parts should be kept on lower shelves or stored in a safe manner.
- Old or broken parts should be stripped of usable parts and disposed of properly.
- All flammable or caustic materials such as oil based paint, thinners, or acids should be stored in an approved location and container (see Safety Manual).

The Maintenance Supervisor is also responsible for acquiring and keeping up-to-date property plans and drawings (as-built) if available. A copy of the On-Site Procedures Manual will be kept in the office. The maps with the Emergency Procedures Manual showing the locations of all electrical, water, and gas shut-off's will prove invaluable during emergencies. As-built drawings and accurate property maps will also assist in obtaining accurate bids for major repairs.

8.11. Purchasing (see also Chapter 11)

The Maintenance Supervisor, with approval from the Housing Manager, will coordinate the purchase of all parts and materials needed for the maintenance program. The Maintenance Supervisor should obtain a current copy of the property budget that covers maintenance parts, supplies, and contracts from the Housing Manager. All expenditures for parts and supplies must stay within budget parameters and be

approved by the Housing Manager. All contracts, major purchases, or purchases that exceed the budget limit must be authorized by the Housing Manager and approved by the Regional Manager. A spending limit of \$200 has been imposed on all purchases. Purchases over this limit must be approved by the Regional Manager.

Except for emergency purchases, the Maintenance Supervisor should attempt to purchase supplies on a weekly basis, although monthly purchasing is preferred. The Maintenance Supervisor is required to keep track of all supplies used during the course of the maintenance program, and to anticipate the number of replacement items that will be needed during any given period based on past use. Supplies and contracted work needed for unit turnover should be ordered or scheduled in advance of the unit becoming vacant. The pre-move out inspection will determine what work or parts are needed in each unit to return it to rent ready status. By keeping accurate records, the Maintenance Supervisor can ensure that enough parts are kept inventoried and available for timely repairs. Conversely, the Maintenance Supervisor will also be sure that supplies are not overstocked.

8.12. After-Hours Procedures

Routine work requests will only be accepted during regular hours of operation.

To report a maintenance emergency after-hours, on weekends, or during holidays, a resident shall call the twenty four hour answering service for the property. The answering service is provided with the Agency's policy on what constitutes an emergency and the need for a call-back. If the situation calls for it, the answering service will immediately contact the first name on the duty roster for the property, who will go to the location to contain or fix the situation. If the emergency situation cannot be immediately resolved, the technician will contact the development's Maintenance Supervisor for further instruction.

Each on-duty technician will report all activity from the previous night during the first two hours of the next business day on the After-Hours Work Form.

When an emergency work order has been sufficiently abated, but the problem is not fully corrected, the emergency work order will be closed and, in its place, another work order will be submitted as a non-emergency work order for either urgent or routine response.

The Housing Manager, Maintenance Supervisor, and/or on-call staff member will all carry pagers or cellular phones at all times whether on or off the property. When on vacation, or other leaves of absence, the duties of the Housing Manager or Maintenance Supervisor will be assigned by the individual's supervisor to a designated replacement for the duration of the absence.

The on-call staff member must respond to all after-hours calls or pages within ten (10) minutes.

8.13. Maintenance Quality Inspection

The Maintenance Supervisor should, from time to time, inspect a small sample of completed work order to check work quality and talk to the resident about the service he/she received. Provide the resident with 48-hours notice of the intent to enter the unit.

8.14. Vehicles

In accordance with the approved operating budget, some properties might be assigned maintenance vehicles (usually, a pick-up truck, scooter, or golf cart). Where properties are provided with such vehicles, the Housing Manager/Maintenance Supervisor shall make sure that:

- Assigned parking spaces are available for all Agency vehicles
- Vehicles are left in a secured location after-hours
- Vehicles are not used for personal use
- Vehicles are locked when unattended
- Vehicles are clean
- Vehicles are maintained in operating order
- PM is performed as per manufacturer requirements
- The vehicles are operated only by appropriate Agency personnel and that drivers use safe driving practices, such as always wearing seat belts, having valid drivers licenses, carrying proof of up-to-date insurance, etc.
- Keys are never left in the vehicle.

Each day, the driver assigned to the vehicle should check:

- | | |
|--|--|
| <input type="checkbox"/> Tires (wear, pressure, etc.); | <input type="checkbox"/> Fluid levels; |
| <input type="checkbox"/> Frame and suspension (loose bolts, cracks, etc.); | <input type="checkbox"/> Starter safety switch; |
| <input type="checkbox"/> Parking brakes; | <input type="checkbox"/> Transmission shift indicator; |
| <input type="checkbox"/> Safety lights; | <input type="checkbox"/> Instrument gauges; and |
| | <input type="checkbox"/> Spare tire and jack. |

Any damage to the vehicle should be reported immediately and an accident/injury report filed.

Maintenance vehicles may only be operated or ridden by authorized employees. Employees who allow residents, guests, or other persons to operate or ride on maintenance vehicles or equipment will be subject to disciplinary action up to or including termination of employment.

8.15. Reporting Problems

The Maintenance Supervisor shall notify the Housing Manager, who in turn shall notify the Regional Manager, if any of the following occur at the property:

- | | |
|---|--|
| <input type="checkbox"/> Property damage; | <input type="checkbox"/> Safety problem. |
| <input type="checkbox"/> Vandalism; | |
| <input type="checkbox"/> Accidents (vehicle or personal); | |
| <input type="checkbox"/> Health problem; and/or | |

These incidents shall be reported on the Incident Report form. A copy of that form should be faxed immediately to Legal so that they may determine if additional action is required.

8.16. Dumpsters

The Maintenance Supervisor should ensure that there is appropriate dumpster service, taking into consideration size, placement, frequency of pick-up, and time of pick-up. In addition, the area around the dumpsters should always be swept clean and dumpster interiors should be sprayed with disinfectant at a scheduled time.

As per health department regulations, all drain holes at the bottom of dumpsters must be closed or covered to prevent entry by rodents.

Finally, the condition of dumpsters shall be monitored. It is impossible to prevent the infestation of dumpsters that are rusted out.

8.17. Grounds Maintenance

Each Maintenance Supervisor should work with the Housing Manager and Regional Manager to establish a grounds maintenance program for their particular development. This program should address such items as: fertilization, irrigation, frequency of cuts, flowers and plantings, mulching, shrub care, pruning, aeration, etc. In most cases, these services will be performed by a qualified contractor. The Housing Manager and Maintenance Supervisor should routinely review the work of this contractor.

Guidelines for annual grounds/landscaping program can be found on the “shared” drive.

8.18. Warranties

The Maintenance Supervisor maintains all warranties in a file. The site should identify items protected by warranties and items that are not warranty protected. Generally, the roof, heating and air-conditioning equipment, pumps, water heating, and apartment appliances are covered by warranties.

Warranties provide service coverage for an item that may need repair or replacement. If service is not performed by the manufacturer or a manufacturer-designated contractor, the warranty may be voided. The maintenance staff is to be informed of warranties and service coverage prior to conducting any maintenance on the systems.

8.19. Graffiti

All graffiti should be removed from the property within 24 hours after initial detection. Properties that experience a significant graffiti problem must invest in efficient graffiti-removal equipment.

8.20. Service Contracts

Work not performed by maintenance staff is considered contracted work, and falls into one of three categories: ongoing maintenance contracts, standard vendor services, and capital projects. Approval and termination of all contracts must be authorized by the Portfolio Manager.

In accordance with the Annual Budget, the Housing Manager is responsible for ensuring that all appropriate services are delivered to the property and decides which services will be provided in-house and which services will be contracted out.

Regardless of the type of work contracted, all vendors are required to fill out vendor registration paperwork (see Chapter 11, Procurement).

Ongoing Maintenance Contracts

Ongoing maintenance contracts are typically for set monthly amounts and are in place for up to a 12-month period. Examples include: landscaping contracts, security service contracts, fire and security alarm monitoring, etc. A copy of all current maintenance contracts is kept at the property.

Ongoing maintenance contracts should be reviewed prior to renewal by both the site staff and the Regional Manager. Contracts are typically re-bid prior to expiration in order to ensure the best service at the lowest cost. When reviewing bids, be careful to pay attention to the specifics within the contract to make sure that everything is equal. Are all the bidders for landscaping services including fertilization? Or is that extra? Will the security company patrol for six hours per night or eight? It is very important to look at much more than just price when comparing proposals (see, again, Chapter 11 on Procurement). One way to ensure that all bids are truly comparable is to provide detailed scopes of work.

It is the responsibility of the Maintenance Supervisor to make sure that contracted vendors complete ongoing maintenance as specified in the contract. If, for example, the landscape maintenance company is not performing weed control as specified in the contract, it is the Maintenance Supervisor's responsibility to bring it to the contractor's attention and, if the problem persists, to inform the Housing Manager.

Standard Vendor Services

A great deal of work contracted at the site is done by outside vendors through simple Purchase Orders. Work of this type includes carpet cleaning, unit painting, apartment cleaning, etc.

Even though formal contracts are not required for small jobs, it is important to follow all rules for vendor registration. As with ongoing maintenance contracts, it is important to compare quotes from other vendors regularly to ensure that the property is receiving the best available pricing.

Capital Projects

Most larger, non-routine contracts fall into this category. Exterior painting, a new trash compactor, or re-carpeting the office are all examples of capital projects. All work falling into this category will be coordinated through the Maintenance Supervisor, the Housing Manager, and the Regional Manager. Typically, major capital projects are funded by the Agency's Capital Fund rather than the operating budget.

Please see Chapter 10 for more detail on Capital Projects.

8.21. Inspections

A primary goal of maintenance personnel is to keep the property in good physical condition. Ongoing inspections are imperative to catch potential problems before they worsen. It is the responsibility of

maintenance staff to tour the property daily and note areas of concern. Has siding fallen off the building? Are some of the gutters clogged? Are some of the curbs crumbling? These are all issues that should be discovered and dealt with on a day-to-day basis through regular daily property inspections.

In addition to these daily inspections already discussed in this manual, more detailed inspections are done on an annual or as-needed basis, including:

- Annual Unit Inspections. This inspection is to be done at least on an annual basis to locate any potential maintenance issues as well as to determine the general condition of a property's unit interiors.
- Pre-Move-out and Move-Out Inspections.
- Move-in Inspections.
- Annual Property Inspections/Detailed Common Area Inspections.
- REAC/HUD Inspections. On a periodic basis, HUD's Real Estate Assessment Center (REAC) contracts with third-party contractors to inspect all properties. At least one week prior to a REAC inspection, site maintenance staff shall inspect all unit interiors as well as the entire property for obvious maintenance or repair issues and remedy all problems that are discovered. Common deficiencies noted during REAC inspections include: vegetation overgrowth, missing downspouts, water leaks, damaged doors, missing siding, trees or shrubs coming in contact with buildings, graffiti on buildings, ponding water, exposed wiring, outdated fire extinguisher inspections, inoperable smoke detectors, potholes in parking lots or roadways and neglected play areas.

8.22. Salvage/Disposition of Materials

Outdated and worn-out equipment and materials are to be disposed of if the materials are obsolete. Please follow the disposition procedures presented in Section 1.12 of this manual.

8.23. Fire Code Violations

Through the use of the daily property inspection, the Housing Manager/Maintenance Supervisor should assure that the property is free of fire code violations. A file of fire code violations must be maintained containing copies of completed work orders or service tickets to demonstrate their correction.

8.24. Emergency Snow Plan

The Maintenance Supervisor is responsible for developing an Emergency Snow Plan. This plan should be clearly posted on the bulletin board in each lobby. When residents move in, they are also to be given a copy of the Emergency Snow Plan.

8.25. Domestic Hot Water

The acceptable and energy saving temperature for domestic hot water is 115 degrees F.

8.26. Weekend and Holiday Coverage

The Maintenance Supervisor should plan for holiday and weekend coverage as necessary.

The Housing Manager shall request employees to submit desired vacation days in order to make sure that the site is never left shorthanded.

Chapter 9

Lease Enforcement

9.1 Overview

This chapter reviews the protocols associated with enforcing the lease.

9.2 General Principle

The Housing Manager is responsible for assuring that the property is well-maintained, that residents uphold their responsibilities under the lease, and that the property is free from crime and drugs. **Remember: The key to good lease enforcement is prompt, certain, and consistent application of the terms of the lease, supported by strong documentation.** The Housing Manager does not need approval from the Regional Manager to proceed on any lease-termination for non-payment of rent; all other lease terminations require the review and approval of the Regional Manager.

Most lease violations can be handled quickly and informally by calling the resident in for a conference and explaining the policy or procedure. Others may require more formal notices and may eventually lead to eviction.

Other than cases that are of a criminal nature or pose an immediate threat to the health and safety of other members of the community, the Housing Manager should generally apply the principle of progressive lease enforcement, beginning with informal counseling and leading up to termination of tenancy. The Housing Manager should consult the ACOP for further itemization of these progressive lease enforcement steps.

9.3 Notices/Process

An unlawful detainer or eviction action is a limited statutory proceeding under State landlord/tenant law and the primary purpose is to recover possession of real property. An unlawful detainer action may be initiated by the landlord upon any substantial lease noncompliance by the tenant and the appropriate notice from the landlord. The procedures for an unlawful detainer must be strictly followed or the court will dismiss the case. HUD's regulations are pretty comparable – a public housing tenant may only be evicted for “serious or repeated violation” of the material terms of the lease.

The landlord must be able to prove that one of the notices specified in the statute was properly served on the tenant. Service of a proper notice is a jurisdictional condition precedent to commencement of the action, meaning that, if the notice is not served or delivered in the proper manner, the eviction lawsuit will not be successful. Hence, the notice should contain an adequate description of the premises, the date the tenancy is terminated, and should be signed by the owner or an agent.

Violations other than Non-payment of Rent

For any violation except non-payment of rent (for non-payment of rent, see below), the Housing Manager shall use the following notices:

- Notice of Lease Violation.** This notice is the first step in progressive lease enforcement. It is a warning notice and is essential in building a case for eventual eviction. This is generally for the first lease violation—such as playing loud music or failure to keep the unit clean.
- Lease Termination Warning - 30-day Remediation Required.** This is the second step in progressive lease enforcement. It advises the resident that, if they do not correct the situation within 30-days, or if they violate the lease again, their lease will be terminated.
- 30-Day Notice of Lease Termination.** This notice is sent to residents after a 30-day notice to cure has been sent and conditions were not corrected.
- 72-Hour Notice of Lease Termination.** This notice is sent to residents when a case of drug-related, or criminal activity, or a serious instance threatening the health and safety of the property has occurred.

In all circumstances, including documentation of the infraction and management action taken, should be included in the resident file.

Whenever there is an incident that may threaten the safety of any member of the staff, the Housing Manager shall call 911.

Non-Payment of Rent

The Housing Manager should comply with the following in enforcing rent collections.

- Rent is due on the 1st and a late fee is assessed if rent is not paid by the 5th business day (as provided under the lease).
- On the 6th business day, the Housing Manager issues a 14-day notice to all residents who did not pay in full by the 5th; at a minimum, the Housing Manager shall also contact all such households by phone. Partial payments shall not be accepted.
- Delinquent accounts must be paid in full, or repayment agreement executed, by the end of the 14-day notice. Upon expiration of that notice, the Housing Manager shall immediately refer to the attorney to file for eviction all delinquent accounts.
- After filing, the Housing Manager shall not cancel a case unless the resident pays the balance in full (collecting all delinquent rent, late fees, attorney's fees, and court costs).
- Per Agency policy, a resident may not enter a repayment agreement more than twice a year.
- Failure to comply with a repayment agreement is immediate cause for termination.
- The Housing Manger shall use the AMIS system to generate delinquency reports, as needed.

How to Serve Notices

The notices must be serviced in the following manner:

- Personal service on the tenant, or
- Leaving a copy with the person of suitable age and discretion and mailing a copy to the tenant, or
- Posting a copy in a conspicuous place on the premises and mailing a copy to the tenant.

Note: If the tenants are husband and wife, the notice should be directed to and served on both. Additionally, in the case of elderly housing or disabled residents, the resident may have a protective payee who would also need to be notified.

A Note about Rent Collections Policy

Tenant rent constitutes a major portion of the revenue available to operate the property and, as such, prompt rent payments are essential.

Methods to assure prompt payment include:

- Clear and definite understanding between the Housing Manager and resident at the outset of tenancy.
- Consistent and fair application of the policy regarding delinquent rent – every time!
- Refusal to allow special arrangements for rent deadlines.

Common reasons for collection failures include:

- Fear of vacancy.
- Failure to take a threatened action.
- Confusion of personal kindness with personal responsibility to the owner.
- Lack of diligence at all levels of administration.
- Failure to complete HUD certifications accurately or in a timely manner.

When a resident has had several 14-day notices in a short period of time, the Housing Manager may want to consult with the Regional Manager in regards to the possibility of issuing a 30-day notice to terminate. Keeping a resident with poor rent-paying habits takes entirely too much time and effort.

9.4 Evictions

Eviction is the legal process by which a resident has her tenancy legally terminated by the court. There are no self-help evictions, meaning that, to evict a household, the Housing Manager must seek authority from the court and cannot take this action on his/her own.

When deciding to evict a household, the Housing Manager must weigh the disruption that the resident is causing the property against the time and costs of eviction. Once the process starts, the Housing Manager should generally not cancel the eviction unless ordered by the court, or because a court settlement agreement has been entered. Thus, by the time the Housing Manager has filed for eviction, he/she has already made a determination about the seriousness of the behavior (or non-behavior), the costs involved, the likelihood of success, and the impact of the outcome on other residents.

When a lease enforcement action requires formal eviction proceedings, the Housing Manager should contact the attorney, who will advise as to the specific steps that should be taken.

Once a case has been filed in court, the Housing Manager should never accept rent from that household without the Regional Manager's approval.

9.5 Legal Status Codes

Any tenant that is formally in legal status, i.e., the file has been sent to the attorney to be put on summons list for eviction, should be coded in the system as “SL.” Additionally, any resident that is under a repayment agreement (but not filed for eviction) should be coded as “A.” It is essential that the Housing Manager maintain updated legal status codes so that the Agency can effectively monitor lease enforcement activity.

9.6 Charges

The Housing Manager is responsible for assessing damages and charges in accordance with the posted schedule. While the maintenance personnel recommend charges (via the work order), only the Housing Manager has the authority to impose charges. These charges must match the Agency-adopted schedule of charges. Per HUD regulations, these charges will not appear (via the AMIS system) on the tenant’s account until the month after which they have been assessed.

9.7 House Rules

The Housing Manager is responsible for posting “House Rules” for the property. These house rules must be approved by the Regional Manager. In addition, the House Rules must be posted for a 30-day comment period before they can be adopted. Resident council input into the formulation and adoption of these rules is wise prior to posting.

9.8 Formal Resident Grievances

Residents have a right to a formal hearing if the resident disputes any Agency action or failure to act involving the tenant’s lease or Agency regulations that adversely affect the individual resident’s welfare, duties, rights, or status. Residents are not entitled to a grievance hearing for the following:

- Disputes between residents not involving management,
- Class grievances,
- To initiate or negotiate policy changes,
- Termination of tenancy based upon a resident’s creation or maintenance of a threat to the health or safety of other residents or Agency employees, including drug-related criminal activity, or 72-hour lease terminations, or
- Refusal to pay rent when due, unless the amount of rent charged is in dispute.

Any grievance shall be personally presented in writing to the management office so that the grievance may be discussed informally and settled without a hearing. This shall be done by the resident within 14 days of any dispute.

Once a discussion has been completed, management prepares and sends to the resident an Informal Settlement of Grievance Hearing Summary within 5 days.

If the complainant is not satisfied with the proposed disposition of the informal grievance, she shall request in writing a formal grievance hearing within 14 days of receipt of summary of discussion referred above, specifying the reasons for the grievance and the action or relief sought. If the resident does not

request a hearing, the Agency's proposed disposition of the grievance shall be final. Once requested by the resident, the Housing Manager shall contact the Regional Manager for a hearing officer. Generally, these hearings are arranged within three days of request and the decision of the hearing officer will be made within 48 hours of the hearing.

9.9 Alterations to Unit

Residents shall not make alterations to the interior or exterior of the unit without prior written approval of Management. Such unauthorized alterations include: changing or removing appliances, fixtures, or equipment; adding paint or wallpaper; shelves, screen doors, or other permanent improvements; installing washers, dryers, fans, satellite dishes, heaters, or air conditioners; aerials or antennas; carpet; locks; fences or swimming pools (exterior). Residents should be encouraged to discuss this lease requirement with Management if they have any doubt.

9.10 Disposition of Abandoned Property

Management may enter a unit for a reasonably necessary purpose after a seven (7) day absence of the resident. Once entered, if the unit appears abandoned (for example, the removal from the unit of significant amounts of furniture and belongings), management must send a seven-day notice of abandonment, advising the resident that the unit appears to have been abandoned and that the lease will be terminated effective seven days following the date of the letter. The notice should also state that the abandonment of a unit is a serious threat to the health and safety of other residents. After the expiration of the time limit set in such notice, management may regard the lease as terminated. If it is clear that the unit is unoccupied, management may take possession.

The Agency may always remain liable for the wrongful conversion of a resident's property if household furnishings or personal effects are removed from the unit without consent of the resident or under the authority of a court order. The law provides that a resident's ownership of personal property does not end when the lease is terminated. A resident is allowed under the law a "reasonable amount of time" to remove personal property from the unit after the lease has been terminated.

The following list is the sequence of events that must take place when removing personal property from empty units. It must be clearly understood that Agency personnel are strictly forbidden to take any items left in a unit for their own use or to sell.

- The Maintenance Supervisor inspects the vacated unit and take pictures of every room.
- If during the inspection it is found that the resident has left behind any property, the Maintenance Supervisor itemizes these items and attaches the sheet to the inspection report.
- The property must be stored for 30 days before being disposed of. If the resident claims the property within 30 days, it shall be returned to the resident. Trash, or property with no value can be disposed of immediately. Items should be disposed of in one of the following ways: (1) donated to some charitable organization, or (2) taken to the city dump.
- Disposal of the property requires approval of the Regional Manager.

Chapter 10

Security Programs

10.1 Overview

This chapter covers the general security of the property, as well as the elements common to a good security program. Good property maintenance and lease enforcement will help considerably in this effort. Clean, well-kept properties discourage criminal activity.

Regardless of what problems are experienced on the property, it is critical to eliminate drug activity for the property to be managed in accordance with Agency goals. Because of the unique nature of the problem, the Housing Manager should contact the Regional Manager to initiate discussions on how the problem will be best handled, and what type of long-range plans can be implemented to remove the problem permanently.

Security guards are a last recourse since the cost and level of supervision of security staff is often greater than the benefit. Building monitors, local security programs such as Neighborhood Watch, security lighting, security door entry, and other such security measures are preferable. If security is a problem at the property, contact the Regional Manager to determine how security issues can best be resolved and which methods will produce the best results for the problems experience.

10.2. Security Program

Generally, a good security program addresses the following elements:

- Daily patrol of grounds
- Graffiti removal
- Controlled vehicular access to the site
- Restricted and assigned parking
- Lighting
- Signage
- Site, building, and unit access control
- Security equipment
- Courtesy officer service
- Resident programs
- Partnerships with local law enforcement
- Photo identification for employees
- Consistent lease enforcement

Each property's security program will be governed by the needs at the particular property and the budgetary resources available, as well as the source of funding.

10.3. Daily Patrol of Grounds

The Housing Manager shall patrol the grounds of the property daily, noting any signs of disorder—such as vandalism, graffiti, broken glass, trash, etc.—and taking actions needed to correct them.

10.4. Graffiti Removal

Graffiti shall be removed from the property within 24 hours. Keeping a property clean and orderly-looking is a deterrent to vandalism.

10.5. Restricted Parking

The Housing Manager should ensure that both illegally parked and abandoned vehicles are removed promptly from the property. The Housing Manager should also prohibit automotive repairs in parking lots (oil changes, etc.). Additionally, the Housing Manager should adopt and enforce restricted parking rules, as appropriate.

10.6. Lighting

The Housing Manager is responsible for periodically conducting night inspections of the property to assure that all exterior lights are in working order. The Housing Manager should also discuss with the resident organization, police, and others of the appropriateness of existing exterior lighting arrangements. Strategic, vandal-resistant lighting will offer criminals fewer places to hide on the property, and will help residents feel safer outside their homes at night.

10.7. Signs

Signs reminding residents of house rules, such as “No Loitering” and “No Trespassing”, should be posted and enforced throughout the property. In addition, a good signage program (see Chapter 2) that results in strong curb appeal is an indication that a property is well-kept and does not tolerate criminal activity.

10.8. Access Control

It is important to control access to the property’s site, building, and individual units. Unauthorized persons should not have easy access to the site or residents’ living space. Attractive, sturdy, well-planned fencing around the property’s perimeter, maintaining secured doors to multiple-unit entrances, and quickly responding to residents’ reports of broken locks on the entrance doors of their units are among the items that can restrict access. For buildings with entrances to multiple units, Housing Managers should determine the feasibility of installing an intercom or similar call-up systems, if not already installed. The Housing Manager should consider the most appropriate treatment given budgetary resources and other needs. Whatever system is adopted, it is important to keep it in good repair.

Controlling Access in High-Rises for the Elderly

All high-rise buildings for the elderly have intercom systems at the entrance door, allowing guests to “ring” the resident. The intercom systems are hooked up to the resident’s regular phone. Because these phones are a required utility, they are part of the resident’s utility allowance calculation.

All high-rise buildings for the elderly also have card-access systems for residents.

Vacant Units

The Housing Manager should assure that all “Not ready” units are well-secured at all times.

10.9. Security Equipment

Security equipment, such as closed-circuit television, shall be properly maintained at all times and checked daily to ensure that equipment is in working order. The Housing Manager should, as necessary, include equipment purchases and repair in the site's annual budget.

10.10. Courtesy Guard Service

In conjunction with the annual budget process, the Housing Manager should decide whether courtesy guard service is needed and whether funds are available in the operating budget.

Hiring courtesy service is similar to procuring anything else for the property. The Housing Manager must follow the required procurement procedures, as described in Chapter 11 of this report.

Monitoring Courtesy Guard Contracts

The Housing Manager should establish appropriate "post orders" for nighttime guard service when management is not available to physically supervise the courtesy guard. These orders should include: what the guard should do and when, and what report he/she should have ready for the Housing Manager at the end of his/her shift. Guards should always be in uniform, wearing identification badges in an obvious and easy to read place on the front of their uniforms. Typically, the courtesy guards travel through the property several times between the hours of 6 p.m. and 8 a.m. They also check the doors at specified times, e.g., to lock up the laundry at 10 p.m. and to check to see that all offices are secure. Additionally, most courtesy guard services are authorized to tow a car parked in the fire lane or someone's assigned space.

10.11. Resident Programs

Resident participation is one of the keys to successful security programs. The Housing Manager should seek the input and participation of residents in developing a security plan. The Housing Manager should also seek outside sources of funds for youth intervention and prevention programs that might assist with crime reduction.

10.12. Law Enforcement

The Housing Manager shall establish close communication with local law enforcement and encourage police officers to provide residents with activities (such as community policing) that will foster a good relationship between them and law enforcement officials. The Housing Manager may want to work with the officers assigned to their areas to encourage regular patrols throughout the development, and work with residents to encourage cooperation with law enforcement efforts.

10.13. Tracking Crime

As required under PHAS, the Agency must maintain a system of monitoring criminal activity (arrests, calls for service, etc.). Each time that the Housing Manager is notified of an arrest on the property, an entry should be made to the electronic security log for the property. It is the responsibility of the Housing Manager to take appropriate follow-up action in all cases and to update the security log accordingly.

A crime file containing police reports of all activity in and, if possible, around the property, should be kept and used in the development and modification of the security program as needed.

10.14. Photo Identification

All staff shall wear their photo identification badges at all times. Residents should be reminded only to allow those employees with identification badges, worn visibly, to enter their units.

10.15. Lease Enforcement

Lease enforcement is critical to the success of any security plan. Damage or destruction of property, engaging in illegal activities on the property, and failure to respect the privacy of other tenants and their quiet enjoyment of the property are lease violations that directly affect security and safety on the property. The Housing Manager should respond to such violations quickly, fairly, and consistently.

10.16. Office Security

A security plan for a development should also consider security for the site office and maintenance shop. Each office should be alarmed and fitted with proper security hardware.

10.17. Incident Reporting

All out-of-the ordinary incidents should be recorded on the “Incident Report” form and forwarded to the Regional Manager within 24 hours of occurrence (see Chapter 2).

Chapter 11

Procurement

11.1. Overview

This chapter explains the requirements and expectations of the Housing Manager in the area of procurement or purchasing.

11.2. Ethics in Public Procurement

The procurement policies of the Agency prohibit any employee of the Agency from participating in the selection of a vendor or the award of a contract, quote, bid or RFP if a conflict, real or perceived, would be involved. Such conflict would arise when a financial interest in the firm selected is held by the employee, his family, partner, or any organization that employs, is negotiating to employ, or has an arrangement concerning future employment with any of the persons listed. The policy also prohibits employees participating in the procurement process from soliciting or accepting gifts, gratuities, favors, and kickbacks from current or potential vendors or contractors.

The Housing Manager shall ensure that all employees under his/her direction are fully familiar with these prohibitions. Any employee who believes he/she may have an actual or perceived conflict of interest with respect to a specific procurement, or who is offered a gift, gratuity, favor, or kickback by a vendor or contractor, shall immediately bring the situation to the attention of the Regional Manager.

ETHICS AND BUYING

- Maintaining good relationships with your vendors is important. They can let you know about new products, shortages, upcoming price increases, etc.
- It is easy to become overly friendly and relaxed with vendors. Successful sales people are usually fun to be with and to talk to. In working with sales people, buyers have to be conscious of maintaining both positive and professional relationships with vendors. Because we have, or are perceived to have, access to company purse strings, buyers may be more tempted to cross certain ethical lines.
- Vendors may bring freebies or gifts when they visit. If they offer a little bit of inexpensive food, you can put it in the office to share. If they offer a free cup, hat, flashlight, or other token with a logo, it is best not to use or wear the item, because it can appear that the Agency is biased towards that vendor. Tell the vendor you are donating the item on their behalf. Ongoing office perks, like regularly delivered coffee, cannot be accepted. You can always use the line, "The best gift you can provide us is great pricing and excellent service."
- As a general practice, don't go to lunch with your vendors, particularly if they pay but even if they don't. Buyers need to avoid even the appearance of bias, or that they may be willing to accept gifts or perks that could affect their buying decisions. Don't worry about offending sales reps. It is common for businesses to prohibit vendor lunches, both because it could create a poor appearance and also so that staff who are purchasing goods/services are not receiving benefits not available to other staff.

ETHICS AND BUYING

- Never accept free tickets to games or shows, substantial gifts sent directly to your home or other valuable items or perks. By accepting gifts, you risk the Agency's reputation as well as your own. If you accept a gift or perk that you wouldn't want a manager or supervisor to know about, you've probably crossed an ethical boundary.
- Do not request or accept special pricing when buying items for yourself, if the special price is due to the fact that you are an Agency employee. Don't advertise your position if you are not buying for the agency.

11.3. Procurement Planning

Procurement planning is part of the annual budget process. Advance procurement means that goods and services are in place when and where they are needed, at a competitive price, and within the resources available of the approved operating budget.

In planning for a property's annual procurement needs, the Housing Manager reviews (a) the unit inspections, (b) work orders (completed and outstanding), and (c) the record of spending (materials, equipment, services, etc.) of prior 12 months.

Once the budget is approved, the Housing Manager establishes a schedule for requisitioning goods and services to ensure that goods and services are available when needed, but will not result in the stockpiling of excess supplies or the lapse of services.

11.4. Authorization Levels

Subject always to availability of funds in the property's budget, the Housing Manager has authorization to spend up to \$200 without approval from the Regional Manager. The Regional Manager then has authorization up to \$5,000 and the Director of Property Management up to \$25,000. Amounts above \$25,000 must be approved by the Agency Director.

The above signatures (for amounts above \$200) are recorded on the Purchase Order Approval Form, which also serves as the documentation for the cost and price analysis (Exhibit 11.1). Please note that this form is presented to the appropriate levels at the time that the Housing Manager is ready to make an award, i.e., the Housing Manager has already completed the steps outlined in this chapter, including the bid tabulation and recommendation. The Housing Manager is not required to obtain approvals to solicit quotes or proposals; however, no Housing Manager shall solicit quotes/proposals/qualifications for products for which there are no funds budgeted or available or for which the work clearly will not be authorized.

Making an Award

When the Housing Manager receives quotes back, the vendor can be selected. How does a Housing Manager choose a vendor? He should always make an award to the lowest, most responsible vendor. In addition to the actual price, factors to be included in choosing the best vendor include:

1. Lowest delivered cost to the Authority
2. Fastest delivery (if this is important)
3. Reliability
4. References

If your purchase is over \$500, and you are recommending an award to anyone other than the lowest-priced vendor, you will document your decision on the Purchase Order Approval Form.

11.5. Procurement Methods

The method used to ensure that the Authority obtains the most responsible and responsive offer in each procurement action will depend upon the type and price of the procurement. While the Housing Manager may initiate procurement at any level of expenditures supported by the approved budget and authorized according to the procurement threshold requirements, the role of site staff will vary depending on the value and type of procurement.

PURCHASE AMOUNT	PROCUREMENT METHOD
Less than \$50.00	Petty cash. Require receipt from vendor. Receipt must be attached to completed petty cash log/replenishment request.
\$50.00 to \$500.00	One reasonable price quote. Purchases of this nature should be equally distributed among qualified vendors to assure competition, if practical.
\$500.00 to \$2,500.00	Three quotes (fax, written, or e-mail). If three quotes cannot be obtained, or is otherwise impractical, approval is required from Regional Manager. Oral quotes may be obtained for building materials and supplies but not for services.
\$2,500.01 to \$100,000	A minimum of three written quotes. Fax and email quotes may be accepted.
Over \$100,000	Formal advertisement and sealed bid.

11.6. Technical Description and Specifications for Procurement

It is the responsibility of the site staff to put together the package of technical specifications that describes the material, equipment or service being procured. When the item or service is relatively simple, e.g. “purchase 15 dead-bolt lock-sets”, “prune all the trees on the development”, site staff may need no further assistance from the Regional Manager.

The description of what is needed should be clear and concise. For commodities, writing the description should be a straightforward process: if the employee writing the specification is unclear about terminology, a standard catalog, or previously purchased item, can generally be used as a reference. However, even relatively simple items can be complex to specify if an attempt is being made to match things already in use on the site. Brand names cannot be specified without an “or equal” clause, so a detailed technical and performance specification may be needed to assure receiving a matching item.

For services, there is generally no standard reference, and the employee should not assume that there is general agreement as to what constitutes adequate performance. The specifications should include:

- a detailed description of the service to be performed
- the time frame for performance, e.g., “within 4 hours of the emergency request”, “twice weekly from April to October”, “whenever the grass is over 2” high”

- time estimate required to complete the task(s)
- who will supply the materials and equipment
- standards to be applied
- wage determination, where applicable (see below)

When the procurement involves major work on buildings structures, building envelopes or systems, an engineering expert may be needed to prepare the specification and, when needed, plans. In this case, the Housing Manager shall contact the Regional Manager. Examples would include elevator repairs, replacement of a sewer lateral, or installation of new AC system in a community center.

All specifications are to be included in the standard Request for Quotes Form that is sent to potential bidders <Exhibit 11.2>.

Tip: One of the most common ordering mistakes is ordering the wrong quantity or wrong unit of measure. Be careful that you don't order a carton instead of an "each". You can always order by the "each" to be safe.

Tip: The better the description, the better the procurement. Don't ask for Mower Bags. Ask for Grass Bags for Toro Mowers #8-2759.

Make sure the vendor knows that you want the price to include the price of delivery.

11.7. Cost and Price Analysis

For all purchases estimated to cost more than \$2,500, the Housing Manager must complete an independent estimate of the proposed cost prior to the solicitation of bids. For complex purchases, this estimate should be prepared on the Cost Estimate Form. Also, once quotes/bids are received, the Housing Manager must determine that the price is reasonable. Generally, receipt of quotes from a reasonable number of vendors should be sufficient to establish price reasonableness (market forces). However, if sufficient competition is not received, the Housing Manager will need to demonstrate through other means that the price is reasonable.

For smaller purchases, where no separate documentation is needed, the Housing Manager's signature on the purchase order testifies that the price received is considered reasonable.

11.8. Blanket Contracts (i.e., Pre-Established Contracts)

Before initiating any procurement, the Housing Manager should determine whether the goods or services requested are already covered under an existing blanket purchase order or indefinite quantity contract. If so, the price has already been determined to be reasonable and the vendor has already been selected; therefore, pre-selected contracts for goods/services (blankets) should be utilized in lieu of solicitations, unless the Housing Manager receives approval from the Portfolio Manager.

The Agency generally maintains blanket contracts on the following goods/services:

SERVICES	MATERIALS/GOODS	EQUIPMENT
<ul style="list-style-type: none"> ▪ Cleaning vacant units (priced by unit size) ▪ Painting (vacant or occupied units, common areas) ▪ Flooring repairs (including materials, priced by square foot) ▪ Landscaping, yard maintenance, and snow removal (priced by specific task and frequency) ▪ Elevator maintenance (per elevator, annually with hourly rate for skilled personnel) ▪ Extermination (priced by number of units and frequency) ▪ Applicant screening (per applicant) ▪ Boiler maintenance (per boiler, per year) ▪ Legal services ▪ Audit services ▪ Uniforms 	<ul style="list-style-type: none"> ▪ Paint and drywall ▪ Lumber – rough and finish ▪ Electrical, plumbing and HVAC supplies ▪ Hardware; all types ▪ Flooring ▪ Appliances ▪ General maintenance materials 	<ul style="list-style-type: none"> ▪ Vehicles (State contract)

The advantage of a blanket contract is that the Housing Manager does not actually need to procure the work since that function has already been performed. A list of these blanket contracts can be found on the “shared” drive and copies are distributed to all properties.

Blanket contracts are monitored and administered by a contract monitor. In most cases, the contract monitor is the Director of Property Management. Blanket contracts represent a binding agreement between the Agency and contractor. Going “off contract” is not permitted unless the contractor cannot supply goods or services in a timely fashion. In this case, the contract monitor shall be consulted before any action is taken.

If a Housing Manager is going to use a blanket contract, he should, for the purposes of the AMIS computer, complete the same Purchase Order process as is done for any other purchase.

11.9. Section 3

Section 3, as explained in 24 CFR, part 135, specifically promotes economic opportunities for low-income residents and certified low-income businesses. For work funded either with Operating or Capital Fund proceeds, housing authorities must provide, to the greatest extent feasible, training and employment opportunities to Section 3 residents and businesses.

In the area of procurement, the Housing Manager must make sure that, to the greatest extent feasible, the Agency provides opportunities for qualified Section 3 firms. A qualified Section 3 firm is one that meets the following requirements:

- At least 30% of the firm's employees are low-income, or
- 51% of the business is owned by residents, or
- The firm subcontracts with a Section 3 business concern for at least 25% of the value of the work.

The agency maintains a list of qualified Section 3 business concerns and also conducts regular outreach efforts. Whenever the Housing Manager learns of another qualified vendor, the Housing Manager should attempt to add that vendor to the qualified list.

In accordance with the Agency's purchasing policies, Section 3 does not apply to purchases:

- Of less than \$25,000,
- Involving only goods and supplies (Section 3 involves only professional services or other labor contracts).

For all contracts involving labor that are expected to be worth at least \$25,000, at least one of the three required quotes shall be requested from a Section 3 eligible firm (unless no Section 3 eligible firm is available).

In all cases, the purchasing file should include documentation with respect to Section 3 efforts, including, if applicable, explanations for why Section 3 eligible firms were not solicited.

Once a contract is awarded, vendors have a responsibility to provide opportunities to qualified Section 3 residents for any "new positions" created under this work. Sometimes, the contract may not result in "new hires" (the vendor may simply be using a worker assigned to another job to complete the requested job). Under these circumstances, the vendor will simply be asked to certify that no new positions are created and no further responsibilities of the vendor in this area are required. However, if the work will require "new hires", the vendor will be expected to make good faith efforts to hire at least 30% "Section 3 residents." A "Section 3 resident" includes any one of the following:

1. residents living in the housing development receiving the Section 3 funding;
2. residents of other Agency developments;
3. participants of HUD YouthBuild programs situated in the Section 3 location;
4. residents of neighborhoods in or around the property where Section 3 service or project will be located; and
5. individuals in the area where the Section 3 project is assisted under the Stewart B. McKinney Homeless Assistance Act.

11.10. Minority Business Enterprise Program

It shall be the practice of the Agency to actively support and promote Minority Business Enterprises (MBEs), Women's Business Enterprises (WBEs), and Resident-owned Businesses (ROBs). A MBE is a business enterprise that is fifty-on (51%) percent or more owned, controlled, and actively operated by one or more persons who are classified as part of a racial or ethnic minority group or 51% or more owned, controlled and actively operated by a woman/women.

The following strategies will help a housing site accomplish the MBE goal:

1. Active participation in minority chambers of commerce functions
2. Regular interaction with City and State EEO office and associated vendor fairs
3. Actively contacting and including all qualified MBE/WBE contractors to the greatest extent feasible.
4. Advertising within the local print media and insertion of business opportunities on Agency website

The Agency compiles and maintains a list of local MBE/WBE/ROB companies that is maintained on the “shared” drive. To the maximum extent feasible, the Housing Manager shall seek to include MBE/WBE/ROB firms in each solicitation. The Housing Manager shall, where appropriate and feasible, encourage majority firms to partner with minority firms.

Businesses can self-certify to their status; therefore you do not need to seek independent certification. Business certifications are identified on the New Vendor Registration Form <Exhibit 11.3>.

11.11. Wage Rate Requirements for Maintenance Work

All maintenance contracts with a value of \$2,000 or greater must pay workers prevailing rates as determined by HUD for all maintenance classifications. These HUD-determined rates are issued each year on HUD-Form 52158, posted on the “shared” drive. Prior to soliciting quotes, the Housing Manager must insert the appropriate wage determination in the request for service.

A separate wage determination, known as Davis Bacon, is established for work that is classified as construction (as opposed to routine or non-routine maintenance) and with a value that will exceed \$2,000. For these construction-related contracts, the Housing Manager shall contact the Regional Manager.

Exempted Contracts

The following contracts, as per HUD guidelines, are specifically exempted from these prevailing wage requirements for maintenance:

- | | |
|---|--|
| <input type="checkbox"/> Extermination | <input type="checkbox"/> Unit and building inspections/testing |
| <input type="checkbox"/> Security guard service | <input type="checkbox"/> Copier/office equipment maintenance |
| <input type="checkbox"/> Dumpster/trash pick-up | <input type="checkbox"/> Vehicle service/repairs |
| <input type="checkbox"/> Alarm systems | <input type="checkbox"/> Vehicle maintenance |
| <input type="checkbox"/> HVAC (routine service/testing) | |

Process

To assure compliance with HUD’s maintenance wage requirements, the Housing Manager should observe the following:

1. Manager determines if contract is applicable (i.e., it includes maintenance labor, is not specifically excluded, and exceeds \$2,000 in value).
2. Include with the bid or request for quotes both the HUD-determined wage rate from the HUD-52158 as well as the Maintenance Wage Rate Contract Addendum. If the work includes a classification not provided on the HUD-52168, the Manager shall contact the Regional Manager for an appropriate classification.
3. The vendor is selected and signs, along with the purchase order or contract, the appropriate wage-rate addendum.
4. Manager will conduct at least one (1) wage interview, (2) file review at the vendor's offices, or (3) require the vendor to submit certified payrolls for a random number of weeks to gauge compliance.

11.12. Insurance

The successful contractor, before start of work, must submit a certificate of insurance, naming the Agency as an additional insured. These mandatory insurance provisions are contained on the Request for Quotes form (if a new vendor) or are part of the submissions included with the Vendor Registration Packet. In general, each successful contractor must carry:

- General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage, and an aggregate limit of \$2,000,000.
- Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.
- Employer's Liability: \$1,000,000 per accident for bodily injury or disease
- Errors and Omissions Liability (if necessary): \$1,000,000 per occurrence and an aggregate limit of \$1,000,000.

If the contract involves motor vehicles or mechanized equipment for operations, then the contractor shall provide Bodily Injury insurance as well.

If a Housing Manager uses a blanket contract for procurement, he can assume that documented insurance standards have been met.

11.13. Codes and Laws

The contractor must agree that all work performed under the Agreement shall be in strict compliance with applicable laws, codes, ordinances, rules, regulations, and requirements of federal, state, county and municipal authorities. For example: OSHA requires contractors to have safety manuals on each work site. If contractor performs any work contrary to such laws, codes, ordinances, rules, regulations, or requirements, the contractor shall bear all costs arising or resulting there from.

11.14. Certifications and Permits

It is the responsibility of the contractor to have in his possession all applicable permits, licenses and other certifications prior to commencement of work. The Agency may ask for all such documents prior to executing a contract or awarding a Purchase Order.

The Agency is never liable to the contractor for any work performed by the contractor that was not covered under authorized certifications and appropriate and necessary permits.

11.15. Identifying and Soliciting Vendors

Vendors may be identified through formal/informal advertisement, through knowledge of qualified vendors, or through the existing Agency vendor screen on AMIS.

Once a vendor is identified, the Housing Manager is responsible for checking all vendors against the HUD Barred List (excluded parties) for eligibility by using the website www.epls.gov. The Purchase Request Form contains a certification that the Housing Manager checked HUD's barred list before recommending an award.

All first-time vendors must complete the New Vendor Registration Form.

Working with Sales Representatives

A great sales representative can make your week. A poor one can be frustrating, expensive, and a waste of time.

- Meetings: Plan for the meeting. Make a list of what the rep can do for you (within reason): for example, product research. A sales rep may believe that the longer they talk to you, the better it is for them. Control your time. Set a time limit and stick to it. Only meet when it is beneficial to you. Vendors that come once a week may not be doing you a favor. Make a list of good and bad incidents that have occurred with the vendor and inform the rep in a professional and straightforward manner.
- Be direct and fair about what you want and need.
- Don't be convinced to buy products that you don't need just because they are new or on sale.
- Don't think that you owe the vendor a sale if they have spent time working with you on a genuine need. If you are worried, be clear to the rep that he/she may not get the sale, even if they have spent time on it. This is part of their job. A good rep will know that service will pay off in the long run.
- Don't become so friendly with a vendor that you hesitate to work with a competitor.

Minority vendors also are identified through the City's MBE/WBE Directory. Preexisting vendor lists carry no guarantees a vendor is not on the barred list.

The actual solicitation will be issued on the Agency's standard Request for Quotes form. To this Request for Quotes, the Housing Manager shall attach all required documents, certifications, wage-determinations, etc., applicable to the procurement.

Getting Quotes from Vendors

Once the vendor has been identified (for purchases under \$500 that require only one reasonable quote), the Housing Manager may either orally verify price and terms and then fax/mail to the vendor a Purchase Order to confirm the purchase or, for more complicated purchases, provide the vendor with a Request for Quotes form. The Request for Quotes Form includes all required language regarding insurance requirements, payment procedures, etc.

For purchases over \$500 where more than one quote is required, the Housing Manager will generally issue to each potential bidder/respondent the Request for Quotes Form. The exception is those relatively simple purchases of less than \$2,500 where an oral quote is sufficient, e.g., supplies and materials. In these instances, the Housing Manager will confirm the oral quote by sending to the vendor a Purchase Order. All agency vendors have been instructed not to accept orders without a PO number.

Delivery Arrangements

The Housing Manager will need to work out delivery arrangements with vendors if there won't always be someone at the site during regular delivery hours. It may be possible to specify a window of time for the delivery on a certain day. Provide the vendors with a cell phone number of someone that they can call when they are ready to deliver.

11.16. Vendor Registration

All new vendors must submit a vendor registration packet to Accounting. This packet includes:

- Completed W-9 form (Note: for vendors what are sole proprietors, the "Business Name" line must be completed with the individual's name, which can be followed with the company name under which they are doing business as.)
- New Vendor Registration Form
- Business License
- Proof of Insurance
- Contractor's License (virtually all service providers with the exception of cleaners)

11.17. Justification of Award to Other than Lowest Bidder

When a contract is awarded, it must be awarded to the most *responsive and responsible* lowest bidder. Selection of contractors is not based solely on the bidder's cost proposal. However, determining factors other than price must be stated in the request for bid/quote. Reviewers must also take into consideration the work experience of the bidder as well as the quality of work. Reference checking is an important part of the selection process.

An explanation/justification for selecting a bidder other than the lowest priced must be included with the Purchase Order Approval Form. This information must also be maintained in the bidder's contract file.

11.18. Non-Competitive Purchasing

There are four types of non-competitive purchasing:

1. Emergency
2. Special Market Conditions
3. Sole Source
4. Only one quote/bid received

TYPE	EXAMPLE
<p>Emergency:</p> <p>Defined as a situation where time is of the essence in preventing serious injury to the Agency or threatening the public's health, welfare or safety. All emergency purchases must be approved by the Regional Manager.</p>	<p>A car hits a post holding up a deck and the post needs immediate shoring to keep the deck from collapsing. Maintenance figures that \$3000 of lumber is needed to shore up the post before a contractor can come out and repair. Once getting approval that this situation is an "emergency", you may purchase the lumber from the hardware store w/o having to get 3 bids for lumber.</p>
<p>Special Market Conditions:</p> <p>Defined as a situation where a vendor can offer goods and/or services at reduced prices for a limited time that cannot be reasonably matched by another vendor; e.g. "fire sale."</p>	<p>Joe's hardware is going out of business and every item is half price for two days. You need \$2000 (at normal pricing) of lawn and garden supplies and can obtain these items at Joe's for \$1000, so you do not need to get three quotes.</p>
<p>Sole Source:</p> <p>Defined as goods and/or services are of such a unique nature that only one vendor or company can provide the goods and/or services.</p>	<p>Some of the sod for the grounds at a community center is in need of replacement but in order to match the existing sod, only Schmidt's Sod carries the specific product that matches your specifications. You may purchase at Schmidt's w/o obtaining 2 other quotes for sod.</p>
<p>Only one quote/bid received:</p> <p>Can use the goods and/or services of the sole respondent if it is reasonably shown that a re-solicitation is not in the best interests of the Agency.</p>	<p>You send out 3 vendor quote sheets to replace some fencing that was crushed by an Agency dump truck. Only Garcia Bros. responds with a quote. The fence is protecting the dumpsters and is needed to be replaced ASAP and to try to get other quotes would delay the installation of the fence and the dumpsters are too tempting a target for vandalism. You can buy the fencing from Garcia Bros. because they can deliver and install the same day.</p>

Each of the above situations needs a memo to the file detailing the circumstances, conditions and results of each transaction.

Emergency purchase orders are used when time is of the essence and loss of prompt and immediate action may result in death or injury and/or significant property damage. The most common situation when

significant amounts of emergency procurements occur is when the property experiences some sort of disaster such as a flood or hurricane.

The Agency Director's approval is required for Emergency Purchase Orders (EPOs) meeting or exceeding \$10,000.

EPOs are not required if a blanket service or supply contract is in existence and fulfills the needs.

11.19. Executing the PO/Obtaining Approvals

Once the Housing Manager is ready to make an award (all steps have been completed, up to and including the signature/approval of the Regional Manager on the PO approval form, as applicable), the Housing Manager shall complete the PO on the AMIS system.

11.20. Notifying Vendors of Award

All vendors shall be notified of the results of the procurement, either by phone or letter.

11.21. Appeals from Unsuccessful Vendors

For purchases over \$100,000, the Agency has a formal appeals process. Please refer to the Agency's Procurement Policy. For purchases under \$100,000, an unsuccessful vendor can request an informal meeting with the Housing Manager.

11.22. Receiving your Goods or Services

Use the Declining Budget Worksheet to see which orders are overdue. Check the list regularly and call vendors who are late in delivering. They could have a question about the order that delay filling it, the product could be discontinued, or the item backordered. It's good to know before the need becomes an emergency. Another reason: the Housing Manager may forget about an order, the product is back-ordered, the Housing Manager doesn't realize it, orders again, and ends up getting twice the amount needed.

When an order comes in, find the packing slip that comes with the order (should be taped to the box, or inside), check the packing slip against the items received and the Purchase Order. Mark what has and has not been received on the packing slip or PO. Please CIRCLE each item on the pack slip and initial and date goods received.

Tip: If your order is delivered and could be damaged (leaking or damaged boxes) you must note that on the receiving documents. If you release the driver without this notification, you are accepting the goods "as is".

The following table outlines possible problems with your order and how you might resolve them.

	MIS-SHIP	SHORT-SHIP	BACKORDER	DAMAGES
Looks like	Wrong item listed on the packing slip. Wrong item in the box.	Item shows on PO but not on packing slip. Item not in box.	Items listed on packing slip as backordered or b/o. Item not in box.	Item/box arrives damaged.
Fix	Call vendor. Tell them if you want right item shipped, if you want to keep wrong item, or if you want to return wrong item.	If you need item, call vendor – you may be able to negotiate no charge for rush service if their fault. Make sure you aren't charged for items not received.	Decide whether to wait for item or not. If not, call vendor and cancel backorder. You may want to check on expected delivery date.	Decide whether item is acceptable as is. Call vendor, arrange for credit/return or credit/keep. Always look for damage when boxes arrive from shipper. Note damage when signing for packages.

11.23. Record Keeping

Audits will be performed periodically by Agency finance and procurement staff to ensure compliance with Agency and HUD regulations and to provide continuing education opportunities. Bid and Quote files with associated documents, correspondence and purchase orders will be kept in a secure and accessible location and are to be filed alphabetically. The following describes the composition of the file and its contents (not all items will be required, depending on the nature of the work):

- Bid/quote package
- Executed Purchase Order Approval Form
- Copy of cost estimate
- Wage Determination, if applicable
- Notification Letters
- Contracts and associated documents (including Notice to Proceed)
- Invoice copy
- Any other documents in support of procurement
- Certified payrolls
- Payroll questionnaire, if applicable
- Insurance certificates
- Packing slips, receiving reports, etc.
- Check for payment and close purchase order when payment is complete
- Miscellaneous correspondence

11.24. Internal Controls

The Housing Manager carries the primary responsibility for ensuring that all purchases made are part of an approved budget, and that funds for purchases are available.

All Purchase Orders are coded with the account, project, and fund to which the proposed expenditures are to be charged. Once the goods or services have been delivered, the receiving reports completed, and the invoices paid, the expenditures are charged to the accounts indicated. Accounting will provide each property a monthly Income and Expense report, indicating how much has been budgeted, and how much expended, by account, project, and fund, in the preceding month and year-to-date. This report provides a basis determining whether funds are available for future purchases. The Agency will conduct audits of procurement procedures and purchases on a periodic basis.

Chapter 12

Capital Programs

12.1. Overview

This chapter reviews the role and responsibility of the Housing Manager in capital planning and programs.

12.2. Capital Planning

Each year, the Agency is required to prepare and submit to HUD a five-year “rolling” capital plan. The first year of the Plan (the coming fiscal year) is quite detailed, while years two through five simply list work items and cost estimates. Likewise, each site is required to submit a five year capital plan. This plan is generally submitted to HUD in mid-July. The role of the Housing Manager in this process is as follows:

- Conduct a physical needs assessment of the property;
- Hold one or more meetings with residents to identify needs and priorities;
- Update the property’s five-year rolling capital plan, taking into consideration resident comments, using forms/instructions supplied by the Agency.

Additionally, as part of the annual operating budget process (see Chapter 1), the Housing Manager will plan for non-routine expenditures that might normally be funded with operating funds.

12.3. Capital Fund Budget

Based on the annual planning process described above, the Agency will make determinations about the amount and extent of projects to be funded through the Capital Fund. Generally, minor capital projects will be undertaken by on-site personnel and major projects by the Construction Office. However, all work to be done by the Construction Office shall be coordinated with the Housing Manager.

12.4. Procuring Capital Improvements

Capital work to be undertaken by site personnel (sidewalk repairs, installation of exterior doors, etc.) shall be procured in the same manner as any other good/service (see Chapter 11). Most of the time, capital projects are funded from the Capital Fund and not the Operating Budget and the Housing Manager should make sure to use the proper fund code.

Although a more complete discussion is provided under Chapter 11, Procurement and Materials Management, the following guidelines are included as a reminder:

- A scope of work should include the following:
- A very specific description of the work that is to be done. Depending on the type of project, the Housing Manager may need help preparing this scope from an engineer or architect. In these instances, please contact the Regional Manager. If specifications are vague, there can be substantial problems at the end of the job when the contractor thinks he has completed the job and you feel it is not done to your expectations.

- If the contractor is providing the materials, the required materials should be specifically detailed.
- If the property is providing the materials, that too should be specified.
- Language that informs bidders of the time allowed for completion of work and that there will be specific remedies if agreed upon timelines are not met.
- That all tools used or maintained at the property are to be secured at all times to prevent possible injury to residents or guests at the property.
- That the job site is to be secured at all times to prevent possible injury to residents or guests at the property.
- Who (typically the contractor) will be responsible for obtaining all permits required for the job.
- Who (typically the contractor) will be responsible for disposing of all waste resulting from the job.
- Acceptable work hours. You want to make sure that work is not too disruptive to your residents and that the contractor is willing to complete the job within the hours that you specify.
- The appropriate wage-rate classification (either HUD-determined wages for maintenance or Davis-Bacon for Construction). Please contact the Regional Manager for the appropriate wage-rate classification for the work to be done. Also, be reminded that it is the type of work, and not the source of funding, that determines whether the appropriate wage schedule is routine, non-routine, or construction.

Once the scope has been prepared and approved by the Regional Manager, it should be included with the Request for Quotes. The Request for Quotes should detail when the bid is due, where the bid is to be sent, and who the bid is to be submitted to. If the value of the work will exceed \$100,000, formal bids are required and the procurement will be handled by the Director of Property Management or other designated contracting officer.

The Housing Manager shall maintain a generate a bid tracking log. The log should include the names, phone numbers, and other pertinent information for each contractor that received a bid request. The log should note when the bid packages went out and when the completed bids are returned.

Once all bids are received, they are all reviewed carefully to make sure that they were done per specifications. Bids that do not match the scope should be rejected. If any of the bidders noted an important item that was omitted from the scope, the scope should be modified and all bidders given a chance to adjust their bids.

After all bids are finalized, a contractor can be selected. More than cost often goes into making the final choice, and all bids should be reviewed carefully by the Regional Manager, Housing Manager, and Maintenance Supervisor.

The selected contractor should be contacted immediately and a meeting should be scheduled to discuss final contract terms and conditions. Unsuccessful bidders should be sent a letter thanking them for their bid and notifying them that another contractor was chosen. It is important to maintain positive communication with all contractors as you, or other Agency properties, may want to ask them for a bid again in the future.

12.5. Modifications to Physical Plant

No modifications to the physical plant shall be conducted without the approval of the Regional Manager.

12.6. Capital Work Funded through Resident Councils and Other Bodies

On occasion, resident groups and other outside parties may receive funds for capital improvements to public housing – for example, the expansion or renovation of a day-care center. While, in these cases, the Agency does not procure the services, the work must nonetheless be authorized by the agency. No work of a capital nature shall be performed on a Agency property without receiving approval from the Agency Director and that includes a legal contract between the Agency and the entity regarding quality of work, supervision of work (Agency will not supervise the work but wants to assure quality completion), insurance, etc.

Chapter 13

Personnel

13.1. Overview

This Chapter covers personnel.

Note: The Agency does not recognize any offers of employment that are not made in compliance with the hiring procedures contained herein.

13.2. Supervisory Responsibility

- The Housing Manager is responsible for the overall performance of the property and directly supervises all administrative staff and the Maintenance Supervisor assigned to the property.
- The Maintenance Supervisor supervises the maintenance staff assigned to the property, but is supervised by the Housing Manager.

The Housing Manager is responsible for ensuring that staff receive the training necessary to properly perform their tasks and fully comprehend Agency policies and procedures that are directly associated with their work.

13.3. Recruitment, Posting, and Filling Personnel Positions

The Housing Manager is responsible for making sure that his property is appropriately staffed. During the budgeting process, the Housing Manager identifies and recommends budgets for permanent staff (administrative and maintenance) at the property. If the approved budgeted positions are vacant or become vacant, the Housing Manager shall post and fill the position in accordance with the instructions below.

For any permanent position that is not included in the budget, the Housing Manager must get approval from the Regional Manager before filling the position.

Posting Job Announcements

A copy of all property management job descriptions can be found on the shared drive. The Appendix contains several sample job descriptions. <Exhibit 13.1> To fill a budgeted position, the Housing Manager shall prepare a Personnel Action Request (PAR) to post the position, which will then be approved by the Regional Manager and forwarded to Human Resources for informational purposes. Once approved, the Housing Manager shall post the position for a mandatory five business days for in-house staff (referred in the collective bargaining agreement as “job-bidding”). To comply with this posting requirement, the Housing Manager shall fax a copy of the recruitment to all site offices and to the central office job board – the posting shall include opening and closing dates.

Following the internal posting, if sufficient qualified candidates are not available in-house, the Housing Manager shall post the position outside the Agency. The Housing Manager shall ensure that all job announcements for openings at his site are posted in accordance with bargaining agreements. Postings shall be prominently displayed in the public areas of the housing development, and published in local multi-

cultural newspapers and publications and radio. Such announcements should be displayed or published for a minimum of two weeks. The exception to this timeframe is an emergency situation that necessitates that a specific position be filled immediately. If the Housing Manager determines an emergency exists, Human Resources must be consulted prior to deviating from the above referenced process.

Filling Vacant Positions

It is the Agency's policy to hire and promote individuals who best meet the requirements of available positions and who have the best potential for advancement. It is the Agency's policy also to provide Equal Employment Opportunity in full compliance with all applicable laws.

In keeping with this policy, the Housing Manager will make decisions regarding applicants for employment, recruitment, hiring, training, transfer, promotion, pay, benefits, lay-off, demotion, or discharge without respect to race, color, religion, sex, national origin, age, or disability.

Once a position has been posted for the appropriate period, the Housing Manager shall screen all applications and interview the most qualified candidates. When the final three candidates are determined, the Housing Manager shall present the top three candidates, in order, to the Regional Manager, who may determine if secondary interviews are necessary.

Once approval is received from the Regional Manager, the completed Personnel Action Request is forwarded to Personnel to schedule the drug-testing, etc.

Temporary Employees

A temporary employee is hired for a specific period of time, less than one (1) calendar year. Often, temporary employees are hired to temporarily substitute for the absence of a permanent employee. The Housing Manager must receive approval from the Regional Manager for use of any temporary employees. (Please see collective bargaining agreement regarding unit work and temporary employees.)

Complying with Section 3 of the Housing Act of 1968

In accordance with Section 3, the Housing Manager shall, to the maximum extent feasible, seek to hire Section 3 residents for permanent positions (see Chapter 11, Procurement). The Agency has a goal that 30% of all new hires be Section 3-eligible.

13.4. Drug Testing

The Agency does not tolerate any drug or alcohol use that could endanger the health and well-being of its employees or residents or threaten its reputation.

If the Housing Manager suspects that an employee's work performance or on-the-job behavior may have been affected in any way by alcohol or drugs, he may require the employee to submit a urine and/or blood sample for alcohol and/or drug testing. Please refer to the Agency's personnel policy for disciplinary action to be taken based upon the outcome of the drug test. Due to potential legal issues, any referral of an employee for the above referenced testing will require notification and consent of the Human Resources

13.5. Dress Code and Uniform Policy

All Agency administrative staff are requested to present a neat and business-like appearance and manner at all times. Maintenance staff are issued a set of uniforms to wear while on duty (see collective bargaining agreement). These uniforms are to be maintained in a neat and presentable appearance by the employee.

13.6. Training

As part of his supervisory responsibility, the Housing Manager shall ensure that all new employees receive proper formal and informal training necessary to perform their job. In addition, the Housing Manager shall ensure that all new employees attend an Agency orientation to familiarize themselves with Agency policy and procedures regarding employee conduct, payroll, employee benefits, safety rules, etc.

13.7. Beepers and Communications

As a matter of practice, the Housing Manager is assigned a cell-phone, which is then given to the person assigned to be “on-call.” Additionally, walkie-talkies are assigned to the maintenance staff during the day, with one also assigned to the management office.

Employees should use the communication systems provided for Agency business only.

13.8. On-Call Status

On-call employees (for after-hours emergencies) are assigned in accordance with the instructions in Chapter 8, Maintenance.

13.9. Attendance Reports

The regular work week for full-time employees generally consists of 40 hours, five days a week, Monday through Friday, from 8:00 a.m. to 5:00 p.m., with one (1) hour allocated for lunch. Per the Agency’s flex-time policies, the Housing Manager, with the approval of the Regional Manager, may change these hours to better suit the needs of a particular housing development. Employees will be scheduled a lunch period by their supervisor in a manner that is not disruptive to housing operations.

All employees are expected to meet their regular work schedule and must report attendance and hours worked on a daily basis. A time sheet must be completed each day reflecting start work, lunch out, lunch return, and ending work time. Excessive absenteeism and/or tardiness will not be tolerated. Supervisors will review time sheets and/or time cards regularly to determine the frequency of absence and tardiness.

13.10. Overtime

The Housing Manager must authorize, in advance, all development overtime based on allocated site budgets. Housing Managers shall utilize Agency overtime authorization forms to document the overtime approval process. The Housing Manager should plan work to avoid the need for overtime, in general, but also to assure that no employee exceeds these overtime limits. Whenever there is an after-hours emergency, the Housing Manager should examine the completed work order when he returns the following morning.

13.11. Leave of Absence

The Housing Manager is responsible for approving all leaves of absence, ensuring continuous service to the property.

13.12. Payroll Records

The pay periods for all employees is based on the calendar week. All employees, except those covered by union agreement, are paid on a weekly basis on Friday. The Housing Manager is responsible for ensuring that the proper paperwork is turned into Payroll in a timely manner. Time sheets are to be filled out each day for all hourly, non-exempt employees. Salaried employees are to report time off during pay period on time sheet.

13.13. Disciplinary Action

The Agency uses progressive discipline and copies of all disciplinary actions must be forwarded to Human Resources. Progressive discipline steps are found in the Personnel Handbook. When an employee's performance is unsatisfactory, the Housing Manager/Maintenance Supervisor is responsible for taking corrective action, up to and including recommendation for termination. The standards are set forth in the personnel policy, department rules, safety and health regulations, federal and state laws as well as the job description. Agency policies require additional sign-off by Human Resources in the event of proposed suspension or termination of any employee, and said policies must be followed. Additionally, discipline of employees covered by union agreement must follow Agency policies and union contract requirements. All personnel actions related to union members must be referred to Human Resources for assistance prior to taking any action against a union employee.

All violations against Agency policies shall result in corrective action. The Agency will not tolerate acts that are unprofessional.

All disciplinary actions above a record of counseling must be approved by the Regional Manager.

13.14. Annual Performance Reviews

The Housing Manager assures that all Agency employees (excluding contract employees) receive annual and semi-annual performance evaluations. If a maintenance supervisor is on staff, he completes the evaluations of the maintenance staff; however, these evaluations are reviewed and signed by the Housing Manager.

The Housing Manager and Maintenance Supervisor will evaluate staff performance in the areas of productivity, initiative, dependability, communication and cooperation, job knowledge, and needed improvement. The purpose of the performance review is to evaluate how the staff member has performed his job during the review period, plan how to develop and improve the staff member's skills for the future, and reach agreement on goals and objectives for the coming review period.

13.15. Salary Schedules and Compensation

Salary schedules and compensation are established by the Agency and approved by the Board of Commissioners. The Housing Manager should not take any action that would be construed to indicate that he can establish compensation levels.

13.16. Reclassifications

Reclassifications can only be approved by Human Resources. If the Housing Manager feels that an employee's position should be reclassified, the Housing Manager completes a formal request for reclassification and forwards it to the Regional Manager, for eventual approval by Human Resources.

13.17. Employee Files

Other than time-sheets and non-confidential material, all other personnel files should be maintained by Human Resources.

13.18. Posting of Minimum Wage, Worker Safety, and EEO Signs

By state and federal law, notices of minimum wage, worker safety and EEO signs are to be posted in a conspicuous place at the workplace.

13.19. Accident/Injury Reports

The Housing Manager should be notified immediately if:

- an employee is injured (no matter how slight the injury may be);
- an employee become ill as a result of his/her work;
- an employee becomes aware of any work hazards.

Any employee involved in an accident must be referred to for treatment and/or screening. Human Resources must be immediately notified if employees are involved in any accidents. If an employee suffers an injury on the job, she/he is required to submit a written accident report within 24 hours of the injury.

13.19.1. Time Clocks

All maintenance staff shall use time clocks to record when they reported to and left work each day.

13.19.2. Employee Orientation

The Housing Manager shall make sure that all new employees are provided with an orientation, which, at a minimum, shall include the following:

- Agency mission
- Safety techniques
- Job responsibilities/job description
- Work rules, hours, performance standards
- Personnel policies

13.20. Travel Expenses

In general, travel at property or Agency expense may be authorized for property business, training, or company business, only by the Regional Manager. Please see Employee Handbook for reimbursement of travel expenses and related requirements.

Mileage reimbursements request forms are available on-site and should be submitted monthly.

Any traffic tickets or moving violations are the responsibility of the employee. The Regional Manager will authorize which employees, if any, are authorized to travel. All employees authorized to travel on property or on Agency business must have provided the Regional Manager with proof of current insurance coverage when using their personal vehicle in order to be eligible for mileage reimbursement.

All expense reports must be presented to the Regional Manager for approval. All receipts must be attached and documented on the report. Once received in Accounting, the expense check will be issued on the next check run for the property.

Chapter 14

Risk Management and Safety

14.1. Overview

The overall mission of the risk management and safety program is to assure, as much as practically possible, safe and healthful working conditions for all workers and safe living conditions for all residents. Certain safety instructions are contained herein but can also be found in the Agency's Risk Management Manual.

14.2. General Loss Prevention Strategy

There are several ways to reduce incidence of loss, and they all start with proper maintenance of all common areas, reported maintenance requests, and exteriors. Do not, for example, allow a hole in the parking lot to go un-repaired simply because the weather will not permit proper repair. Sand, or some other similar material, can be poured into a hole for the time being. Failure to seal or put ice melt on stairs when it is a common maintenance practice at the property can also be grounds for a suit if an individual is injured while using untreated stairs. Attempts to put ice melt down, when done inadequately or sporadically, can also result in a claim if someone is injured falling down. The majority of claims against housing agencies are "slip-and-fall" claims.

14.3. Notice/Signage

All site offices will post a sign, and advise residents upon move-in, that all property damage or bodily injuries must be reported to the Housing Manager within a 24-hour time period following any incident. Although this requirement may not be met by the resident, and failure to notify management will not void a claim in and of itself, making required notification a part of the rental policy at the property will definitely be to the property's advantage in disputing claims made.

14.4. Reserves Against Losses

On occasion, the property's insurance agent, or the insurance company itself, can be available for presenting seminars and question/answer sessions for site staff that wish to know more about preventing losses. Additionally, the insurance agent will periodically provide the Housing Manager with a loss run on all properties. The loss run lists all pending or completed claims against each policy. In each pending case, a reserve fund is set aside for the worst-case scenario, a full settlement on the claim. Once settled, the reserve is closed, and the exact amount of the loss recorded on the loss run.

Any property experiencing a loss or holding monies in reserve in excess of 30% of the annual premium during any quarter for a particular policy coverage, e.g., property, liability, or auto, will be required to provide the Regional Manager with a plan for reducing incident of losses for the property, consistent with the type of losses being claimed or paid.

14.5. Drugs/Security

Drugs and security are also large potential liability issues. Each Housing Manager should be aware of the eviction process in connection with drug-related evictions. Under no circumstances should known drug users or dealers be allowed to reside in the complex if there is any legal way to remove them. Further,

Housing Managers will have to develop programs, or work with local service and law enforcement agencies to deter drug use, or other security problems on site. Please see Chapter 10, Security Programs.

14.6. Monthly Safety Meetings

Each community should schedule a specific day of the month that the entire staff gathers to discuss a safety topic. The Agency will assign a topic to be discussed in the monthly newsletter/corporate calendar. It is the responsibility of the Housing Manager to assign this topic to a staff member who will disburse pertinent information at the meeting. A copy of the notes and log with each employee's signature should be kept in the binder for future reference.

14.7. Sound Safety Practices

Electrical Safety

All electrical tools and equipment shall be maintained in a safe condition and checked regularly for defects.

- broken or damaged tools shall not be used until they have been properly repaired.
- temporary power shall be supplied with Ground Fault Circuit Interrupters (GFCI), plugged into a GFCI-protected power pole, a GFCI-protected generator, or GFCI extension cord to protect against shocks.
- ladders, scaffolds, equipment or materials never come within 10 feet of electrical power lines.

Personal Protective Equipment

Workers shall wear appropriate safety equipment.

- Ear muffs or plugs shall be worn by workers using high noise-level power equipment such as grinders, jackhammers, impact wrenches, mowers and leaf blowers.
- Any time workers are around machinery or moving equipment, including hand tools such as hammers, workers shall wear goggles or safety glasses with side shields; proper tinted eye protection should always be used around welding equipment.
- Respiratory equipment is required in toxic atmospheres, where spraying is done in confined spaces, or where heavy cleaning dust or noxious gases are present.

Elevator Safety

All elevators in buildings owned by the Agency are under maintenance contracts with an elevator contractor. Safety rules for cleaning of the elevator pit, and procedures for personnel trapped in a malfunctioning elevator, can be found in the Risk Management Handbook.

Asbestos

Depending on the age of construction, asbestos was once used extensively in building materials in general and, to a great degree, as insulation for steam and hot and cold water piping. Asbestos cement wall and roof panels, and asbestos-containing floor tiles, were popular because of their fire-resistance.

Asbestos fibers may cause asbestosis, an accumulation of fibers in the lungs; lung cancer; mesothelioma, or cancer of the abdomen lining; and/or gastrointestinal cancer. Property staff should not attempt to touch or remove piping insulation whose material makeup is unknown; this work should be referred to a qualified contractor familiar with asbestos work.

Lead Paint

Buildings generally constructed before 1978 often contain lead based paint (LBP) and, as the landlord of such buildings, the Agency has a responsibility to ensure the residents are notified of the hazards associated with lead and actions they can take to minimize them. In addition, the Agency has a responsibility to take certain actions around LBP on a periodic basis. Please refer to the Maintenance Reference Handbook for the following:

- Procedures for Complying with Lead Paint Abatement Notice(s) and Structures Housing Elevated Blood-Lead Level Children; and
- HUD Form 52951, “Watch Out for Lead Paint Poisoning.”

14.8. Materials Safety Data Sheets (MSDS)

A MSDS binder shall be maintained in the maintenance office.

14.9. Comment

The support and dedication of management (Housing Manager, Maintenance Supervisor, other staff) to workplace safety is the single most important factor in making the safety program successful. Supervisors are in the best position to prevent accidents; they see the workers and the workplace every day and are best able to anticipate potential problems. The supervisor is often the most experienced staff members, and can therefore provide the necessary training for the other employees. Promoting safety awareness and education is an important part of each supervisor’s job.

Safety Enhancement Methods	
Method	Examples
Participate in Safety Training	<ul style="list-style-type: none"> ▪ Conduct Regularly-scheduled training of employees ▪ Provide specialized training on specific problems
Indoctrinate New Employees	<ul style="list-style-type: none"> ▪ Conduct formal orientation program ▪ Distribute written handouts ▪ Review safety rules/policies ▪ Document training
Enforce Safety Rules/Policies	<ul style="list-style-type: none"> ▪ Explain rationale of rules and policies ▪ Provide verbal warnings ▪ Document violations in employee file ▪ Monitor workplace and employee work habits ▪ Use safety as one element in employee evaluation
Encourage Employee Participation	<ul style="list-style-type: none"> ▪ Encourage workers to report existing hazards and incidents ▪ Collect information on hazards, near-misses, and unsafe conditions/ practices from experienced employees
Conduct Internal Safety Inspections	<ul style="list-style-type: none"> ▪ Institute a formal program with guidelines ▪ Utilize checklist procedure ▪ Conduct frequent (monthly) inspections ▪ Report results to management
Increase Supervisor/Employee Safety	<ul style="list-style-type: none"> ▪ Utilize positive reinforcement ▪ Conduct employee safety sessions ▪ Integrate on-the-job and off-the-job safety programs ▪ Make job safety analysis a team effort
Promote Safety Climate	<ul style="list-style-type: none"> ▪ Set the example ▪ Select safety posters ▪ Distribute folders and brochures ▪ Support reward incentive programs ▪ Conduct safety contests

Chapter 15

Energy Conservation

15.1. Overview

Utilities account for a large percentage of the Agency's operating budget; hence, it is important to monitor their costs closely and to undertake conservation efforts. This chapter reviews the expectations of the Housing Manager with respect to utility monitoring and conservation.

15.2. HUD's Utility Funding

PHAs are funded for utility costs based on historical consumption patterns (essentially, a three-year rolling base). Unlike prior years, HUD no longer reconciles the projected funding amounts with actual consumption and utility rates at year-end.

The Housing Manager should be familiar with the utility subsidy calculation for his property and extra diligent with respect to monitoring utility consumption. Further, as a result of the above rules, the Housing Manager should not assume that, when utility costs are running less than budgeted amounts, those "savings" can be used to cover other needs. On a case-by-case basis, the Regional Manager may determine that savings in budgeted utility expenses will be carried over as a reserve against increases in utility costs in the following year.

Purely with respect to HUD's calculation of the rolling base, utilities include the following: heating oil, gas, electric, and water/sewer. The rolling base does not include repairs, maintenance, or labor. It also does not include trash collection (which some management companies treat as a utility expense).

15.3. Invoicing

Because of the short turnaround time, and the late penalties that can be assessed, all utility bills are sent directly to Accounting for payment. As bills are received, Accounting logs both costs and consumption into the utility spreadsheet for Housing Managers to monitor (see below). A copy of the bill is then forwarded to each property.

15.4. Utility Monitoring

The Housing Manager is responsible for monitoring utility costs and consumption. Each month, the Housing Manager should review cost/consumption trends with the Regional Manager during the regular monthly performance review meeting.

15.5. Capital Planning

During the annual capital planning process, the Housing Manager should make recommendations for improvements/upgrades to the utility systems consistent with the observed patterns of utility expenditures/costs.

If appliances or fixtures are scheduled for replacement, be sure to specify energy efficient or utility conservation items. For example, converting to low-flow shower heads and commodes saves both water and sewer charges.

Chapter 16

Computer Operations

16.1. Equipment and Software

All computer equipment and supplies at your community are the property of the Agency and are to be used only to conduct Agency business.

Each community has the following computer equipment.

- A PC for all administrative staff.
- A combination copier/laser printer.
- A laser work order printer.

All Agency PCs have the same primary software applications installed, as determined from time to time from by the Agency.

No unauthorized software is ever to be installed on any Agency computer without prior permission from IT. IT may remove unauthorized software immediately without warning if they encounter it.

16.2. Repairs and Service

No alterations or repairs are to be made to Agency hardware or software without prior authorization from IT.

16.3. Computer File Storage

IT provides secure network storage for all users. A brief description of the standard drives available on Agency systems and their contents are as follows:

C: Drive – This is the local drive; that is, it is inside the computer currently in use.

A: Drive – This is the diskette drive on the front of the computer currently in use. It may be used to save small files. Please remember that the removable diskettes used by this drive are magnetic media. They may be damaged by sunlight, heat, cold, or magnetic fields such as the speakers on your desk, in your car, or inside your cell phone. Any Agency files they contain are considered confidential, and it is your responsibility to secure them against any unauthorized access.

P: Drive – This is a network drive. The files here are actually stored on a large server located in the central office, and are backed-up nightly by IT. This drive is to be used for documents and information intended for Agency-wide consumption. Please do not use this drive for sensitive or personal information.

Z: Drive – This is the personal network drive. It can only be accessed by the Housing Manager and IT. The Director of Property Management may access this drive only after first submitting a written or e-mail request to IT. The Housing Manager may store what he likes there. Do not delete the folder named “profile” stored here, as it contains all the information about desktop settings and printers, and all the “My Documents” files. This drive is also located on the central office server and is backed-up nightly.

Please use the “My Documents” folder when storing files that do not need to be accessed by others. This folder is specially designed to copy your files from the server to the PC you’re working on at start-up, and to synchronize your files and copy new files or versions back to the server on shutdown. This provides fault protection so that if your PC fails, you will not lose all your documents.

16.4. E-mail

- E-mail is a primary means of business communication at the Agency. It is your responsibility to check your e-mail at least three times a day – no exceptions.
- No Agency-wide e-mails are allowed.
- Please follow the normal chain of command in forwarding e-mail to Agency employees.
- Your e-mail storage is limited to 100MB. Users will be issued a warning when their mailbox size reaches 92MB, and their mailbox will be closed to incoming or outgoing mail at 100MB. This block will remain until the user removes enough e-mail messages to bring them below the 100MB limit.
- Agency e-mail services are to be used only for conducting Agency business. You may not receive regular advertising or other messages through mailing lists that are not directly related to the Agency or the business of public housing. Your Agency e-mail address should not be given out as a means of contact to businesses, groups or individuals not involved in Agency business.

16.5. Scheduling

The Calendar application software may be used for both community and personal scheduling.

16.6. Help Desk

When computer problems arise, please call the IT Help Desk. IT will open a work order and assign it a priority according to Agency needs. Users may also e-mail the IT group or Helpdesk to report a problem, or to request business-related technology services or information.

16.7. User Computer Access Form

Any person who wants to access the Agency network or use agency computer equipment must have a login and password. It is a violation of Agency policy to share your login and password with anyone, including your supervisor, or to log in for another user. These violations are subject to disciplinary action as stated in the Agency Policies and Procedures manual. User access forms can be obtained by clicking on the IT link at the Agency Intranet location. You may also call the Help Desk and IT will e-mail you the appropriate form.

16.8. Training System Access

IT provides an AMIS training system that can be used for practicing AMIS skills or experimenting with new ways to use the software or process information. This system contains a copy of the data in the actual production system, and the data is refreshed approximately once every quarter. In order to use the training system, ask your supervisor to e-mail a request to IT to send you a training system login and password and instructions on how to access the system.

Chapter 17

Tenant Accounting

This chapter sets forth the procedures to follow for Housing Managers in the area of tenant accounting.

17.1. Overview of the Tenant Accounting System (TAS)

The Agency uses a computerized management system to handle all of the tasks and duties involved with tenant accounting, including rent collection, resident charges, and rent determination. The computerized system links the housing developments with the central office. This system allows for the electronic storage of accounting records for current and previous Agency tenants in a central location.

Each site office has a computer terminal that allows Agency personnel to access, input, modify, and print tenant account information on tenants living at their specific development.

17.2. Leasing of Units: Rent Set-Up

This section covers the accounting aspect of leasing units to tenants, including rent set-up and security deposits.

New Residents

For a new resident, the Housing Manager must complete the “New Resident” screen in TAS, which requires basic information on the household, unit assigned, rent, etc.

Security Deposits

Security deposits (\$75 per bedroom) are collected at the time a new resident rents an apartment and these deposits are considered to be refundable as long as all aspects of the resident’s rental agreement are adhered to. The monies are to be deposited and held in a trust account, which is separate from the rental or operating account. Deposits are included in the normal operating account deposit. Accounting will transfer the appropriate amount into the trust account monthly.

If your property allows pets, a refundable pet deposit is appropriate (consult your Regional Manager). In these circumstances, a separate pet agreement is executed (see shared drive).

Transfers

All transferring residents must have their accounts paid in full, including all rent, retroactive rent, maintenance charges, court costs, and eviction costs, before being transferred. This requirement applies to both transfers within a development and from one development to another development. The Housing Manager should move out the resident from the existing unit and enter the family as a new resident in the new unit. The tenant will retain her former client number.

If transferring tenants have already paid a security deposit on a previous lease, the Agency will not require any further security deposits. Any time a resident transfers to another unit, a new lease is completed and signed, and a new account number is assigned to the resident with the old information transferred over to the new account.

17.3. Move-out

The Housing Manager shall enter all move-outs in the move-out screen of the TAS module. The computer will automatically enter a 7-day projected “ready” date. If it is expected that the anticipated “ready” date will be different from this date, the anticipated ready date must be manually entered.

17.4. Unit Status Codes

The Housing Manager is responsible for maintaining accurate unit status codes on TAS. The approved codes for vacant units are:

Code	Category	Description
A	Administrative Unit	A unit off-line and used for administrative offices.
C	Casualty Damage	A unit vacant due to pending insurance claim (HUD-approved).
D	Disaster	A unit vacant due to natural disaster (HUD-approved).
K	Modernization/Rehabilitation	A unit vacant as a result of approved modernization program.
L	Litigation	A unit vacant due to litigation (HUD-approved).
M	Changing Market Conditions	A vacant unit due to changing market conditions (HUD-approved).
R	Make Ready	A vacant unit being prepared for occupancy.
S	Special Use	A vacant unit used for resident services, resident organization offices, and related activities (HUD-approved).
V	Vacant	A unit that is ready to be leased.

17.5. Rent Collections

The Housing Manager is responsible for collecting 100% of the rent that is due each month. Rent is due and payable on the first business day of the month, late on the second, and, if not received by the end of the 5th business day, a late fee of \$10 is assessed on the 6th business day. An additional fee of \$15 is assessed if rent is not paid by the 10th. (Late fees are done automatically by Accounting after confirming that batches and deposits are current – see below.)

Rent payments may be in the form of a check or money order (cash is never accepted at the site) and all receipts are to be deposited in the bank daily, regardless of the amount.

Preparing for Rent Collection

Generally, Accounting “posts” the rent roll around the 28th of the month for the following month (refer to Agency Calendar). Once posted, the Housing Manager should run the rent statements for his property. While there is no requirement that these rent statements be mailed/delivered to residents (most managers do not), the bottom portion of the rent statements are used as receipts for those residents who request it.

Never enter payment information in anticipation of the monthly rush, or for any other reason. Additionally, never accept post-dated checks. Remember that all rent monies received be deposited into the bank within 24-hours of receipt. Ask the resident either to change the date to the current day or make other arrangements for paying rent in a timely manner.

Collecting Rent

Residents pay their rent at the management office. As rent is collected, the following procedure must occur:

- Stamp the check “received” with the day’s date.
- Enter the amount received in the tenant’s rent screen in the TAS module.
- After entering the rents onto the system, the Housing Manager shall tally up the rents with a tape register and then have the computer print out a batch report. The tape register should match the batch report generated by the computer. If matched, the Housing Manager should take the batch(es) to the bank daily and receive a bank deposit receipt. A copy of the bank deposit receipt and the computer-generated batch report shall be filed in chronological order in the management office. Rents shall be deposited daily at the bank.
- The original batch report and bank deposit receipt should be sent to Accounting as deposited. The deposits should be listed on the cash sheet as well. Cash sheets <Exhibit 17.1> can be found on the shared drive.

The cash sheet is the means by which you communicate deposits with Accounting. It is important that the procedures below be followed to ensure correct financial accounting:

- Begin a new cash sheet each month.
- Enter the date the deposit was made.
- Enter the amount of the deposit in the appropriate column. Enter what actually took place, not what should have happened.
- Keep a running total of all deposits made during the month by adding each new deposit amount to the amount in the accumulated total column. Remember to verify your calculations.
- Returned checks should be entered in the appropriate column and then subtracted from the accumulated total.
- Miscellaneous income and refunds that are not listed on the TAS should be noted as such on the cash sheet.

Fax or e-mail the cash sheet to Accounting each time you have made a deposit.

Rent Abatement

If rent is abated because conditions exist in a tenant’s unit that are hazardous to the life, health, or safety of its occupants, the abatement is posted to the account as soon as these hazards are confirmed. The duration of the rent abatement period is the length of time from the earliest documentation of the condition until either the condition is corrected or the tenant is transferred to another unit.

Repayment Agreements

A resident can only enter into a repayment agreement if she does not already have a repayment agreement in force.

A repayment agreement should never go beyond a three-month time period. Management should point out to residents that signing a repayment contract binds the household to the agreement. If the tenant fails to uphold her part of the deal, a second chance will not be given. Failing to meet the terms of the repayment contract is considered a contract breach on behalf of the tenant. The repayment agreement shall be entered into TAS. Standard repayment agreement forms are found on the shared drive.

17.6. Resident Charges

In addition to rent, late fees, and NSF fees, other charges that a resident may be required to pay are utility and maintenance charges. These charges are due on the first of the month following when the charges were billed. Non-payment of these charges does not follow the same collection and eviction procedures as non-payment of rent because, under HUD rules, a thirty (30) day notice of lease termination is required for non-payment of anything except rent. Resident charges shall be entered in TAS, as any other charges.

A notice of returned check form is found on the shared drive <Exhibit 17.2>.

Utility Charges

Where applicable, tenants are charged for excess usage of electricity, water, and gas. A copy of the current allowance charts and consumption schedules for these utilities should be posted on the bulletin boards in the Management offices at each site.

Maintenance Charges

Residents can also be assessed maintenance charges if maintenance work performed is due to something the resident, or guest has done, or if damage is because of resident neglect.

17.7. Rent Re-Determination

After the Housing Manager completes a rent re-determination (annual or interim), and completes that work on the TAS, the system will automatically update the tenant's account. (See Chapter 2 for a description of that annual recertification process.)

17.8. Terminating Accounts

After a resident submits a Notice of Intent to Vacate, rent accounts are terminated in TAS in accordance with the date established in the move-out notice.

Maintenance Charges at Move-Out

Based on the move-out inspection, maintenance staff will notify management whether there are any renovation charges that are to be charged specifically to the resident. If there are charges, a copy of the

work order with the charges to be billed is provided to management. These charges shall be posted to the tenant's account prior to the terminating the account in the system.

Terminating an Account

Once all charges, if any, are posted to an account, the account can now be terminated in the TAS system. The household is notified by receiving a close out-letter.

Depending upon whether there is a debit or credit remaining on the terminated account, the former resident will be sent a letter by site staff describing the credits and debits posted to the account. The letter informs the family that the Agency is requesting payment for an outstanding balance, or informing the family of their security deposit refund. When the resident's forwarding address is unknown, the termination letter is sent to the former resident's development address. If this letter is returned stamped "address unknown," the letter shall be placed in the tenant's file.

Credit Balances

If the resident is to receive a security deposit refund, an occupancy termination report is completed by site staff and signed by the Housing Manager. The original plus two (2) copies are forwarded to Accounting. Another copy of the termination report is placed in the resident's file.

Once the refund is approved, Accounting issues the refund check to the resident.

Debit Balances

If site staff fails to collect on any outstanding balances from terminated accounts, the resident's records are turned over to a Collection Agency. If the Collection Agency is unsuccessful, the vacated balance is written off 90 days after move-out.

If there is a debit or credit balance on an account due to death, permanent institutionalization, or other extreme emergencies, a memorandum shall be typed to charge off the balance. The original copy is sent to the Regional Manager and then forwarded to accounting.

Reinstatement of Accounts

When a former tenant pays monies on an inactive account, the account needs to be reinstated for the payment to be posted to the account.

17.9. Office Safe

All offices have been equipped with a small office safe for the storage of rent and other receipts. As the Housing Manager collects rents, these checks should be placed in the safe (they should not, for example, be stored in a desk drawer). All safe combinations are to be safe-guarded. Site staff must ensure that all safes are properly secured at all times, particularly at the end of the work day.

Bank deposits are to be made on a daily basis.

17.10. Escrow Accounts

Tenants may dispute their rental charge based upon any maintenance work that has been or needs to be performed. If this occurs, whether through a court or the Grievance Process, some or all of their rent may be placed into an escrow account until the maintenance or rental issue is resolved. This means that the rental money is paid into a third-party escrow account until the work has been completed in a satisfactory manner or the rent dispute resolved. The Agency does not receive those monies until those facts have been established.

Once the decision has been made to place rent into an escrow account, site staff pulls up the Tenant Rent Payment Summary on the TAS. Site staff shall provide the designated staff person with the findings so that this information will appear in court. This information must be entered into TAS.

A letter is then sent to the resident stating that the resident is still responsible for other charges on the account while the rent is in escrow.

Once the case has been resolved, site staff waits until the memorandum and check has been received in the office before the case is taken out of TAS. A copy of the resident's Tenant Collection screen must be printed prior to taking the account out of escrow.

Immediately, go to Tenant Account Payments screen and enter in the payment through the normal procedure. Place a copy of the check, memorandum, and resident's payment screen in the resident's folder.

17.11. Reimbursement for Property Damage to Resident

If damage to a resident's personal property is the result of Agency actions, the Agency will properly reimburse the resident for the loss. However, it is the resident's responsibility to be able to document that the Agency is responsible for the damage. The Agency does not reimburse for property damage caused by the tenant, including vandalism, neglect by the tenant or third parties, or the tenant's acts or omissions. Also, when reimbursed, the Agency prescribes to a present value policy (for the item damaged).

As soon as the resident notices the harm to her property, she must report it immediately to the Housing Manager. If a resident requests reimbursement for the loss of, or damage to personal property, then the Housing Manager fills out a form documenting the tenant's claim for reimbursement. A work order is required to have been called in documenting the damage, and resident reporting of the issue.

17.12. Reporting Other Income

Rental and other income must be reported separately. Other income includes, but is not limited to, fees paid for parking, storage, security deposit, vending and laundry machines, vendor refunds, and late charges.

If a miscellaneous income check is received – say, from vending machine income – it should be deposited in the bank using a separate deposit slip (separate from all rent monies), and the Accountant for the site should be advised of the deposit by noting the same on the cash sheet. Backup must be submitted with the deposit copies in the weekly courier packages.

17.13. NSF/Account Closed Checks

If a returned check is received, the resident must be notified immediately with a Notice of Returned Check” and a “14-day” notice and informed that the returned check must be replaced by a cashier’s check or money order <Exhibit 17.2>. If a second returned check is received during the resident’s tenancy, the resident will be put on a “money order only” basis of payment. Personal checks will no longer be accepted.

Regardless of the reasons for which the check was returned, a returned check fee must be charged. If the returned check is for rent, late fees may also apply.

**Appendix
Exhibits**

List of Exhibits

Chapter 1

- Exhibit 1.1 – Declining Budget Worksheet Form
- Exhibit 1.2 – Referral Fee Request Form
- Exhibit 1.3 – Manual Request for Check Form
- Exhibit 1.4 – Mileage Expense Report
- Exhibit 1.5 – Petty Cash Acknowledgement Form
- Exhibit 1.6 – Petty Cash Log

Chapter 2

- Exhibit 2.1 – Perfect File Folder
- Exhibit 2.2 – Product Knowledge Notebook
- Exhibit 2.3 – Key Log
- Exhibit 2.4 – Monthly Property Report
- Exhibit 2.5 – Incident Report
- Exhibit 2.6 – Emergency Procedures Manual
- Exhibit 2.7 – Recertification Log

Chapter 3

- Exhibit 3.1 – Leasing Training Program
- Exhibit 3.2 – Telephone Script
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Chapter 7

- Exhibit 7.1 – Notice of Intent to Vacate
- Exhibit 7.2 – Move-out Checklist
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- Exhibit 7.5 – Vacant Unit Turnover Checklist
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Chapter 8

Exhibit 8.1 – Maintenance Skills Assessment Test for Qualifications

Exhibit 8.2 – Inventory Sheet for Tools and Equipment

Exhibit 8.3 – Appliance Control Log

Chapter 9

No Exhibits

Chapter 10

No Exhibits

Chapter 11

Exhibit 11.1 – Purchase Order Approval Form

Exhibit 11.2 – Request for Quotes for Small Purchases

Exhibit 11.3 – Vendor Registration Form

Chapter 12

No Exhibits

Chapter 13

No Exhibits

Chapter 14

No Exhibits

Chapter 15

No Exhibits

Chapter 16

No Exhibits

Chapter 17

Exhibit 17.1 – Cash Sheets

Exhibit 17.2 – Notice of Returned Check

List of Exhibits for Chapter 1
Exhibit 1.1 – Declining Budget Worksheet Form
Exhibit 1.2 – Referral Fee Request Form
Exhibit 1.3 – Manual Request for Check Form
Exhibit 1.4 – Mileage Expense Report
Exhibit 1.5 – Petty Cash Acknowledgement Form
Exhibit 1.6 – Petty Cash Log

Exhibit 1.2 Referral Fee Request

REFERRAL FEE REQUEST

Property Name: Meadowood Park Apartments

New Resident:

Name: Tom Jones

Apt. #: A107

Move In Date: 7/14/04

Referred By:

Name: Elvis Presley

Address: 12340 Main Street
Seattle, WA 98188

Apt. #: B109

Approved By:

Martha Manager
Housing Manager

Referral Fee: \$150.00

7/20/04
Date Submitted

Paula Regional Manager
Regional Manager

7/23/04
Date Submitted

Exhibit 1.3 Request for Check

Check Needs to Be Cut By:

Date of Request:

Charge to (Property):

Make Check Payable to:

(Vendor Name) If this is a new Vendor, attach a W-9 and New Vendor Registration.

Address:

Amount:

Charge to Account #:

(see Chart of Accounts)

Description of Item(s) to Purchase:

(Use Check Request Estimate portion of Check Request Log if more detail is necessary.)

- | | |
|---|---|
| <input type="checkbox"/> Hand Delivery | <input type="checkbox"/> Leave at Front Desk for pick-up by: |
| | <input type="checkbox"/> Deliver to: |
| <input type="checkbox"/> To be Mailed | <input type="checkbox"/> Mail Check to Vendor (address above) |
| | <input type="checkbox"/> Mail Check to Property (noted above) |
| <input type="checkbox"/> Courier Delivery – Check will be placed in property (noted above) folder for next pick up. | |
| <input type="checkbox"/> Other – (please specify Name and Address) | |

Requested By:

Approved By:

Date Request Received:

Date Check Cut:

Check #:

By:

Check Request Procedure

The following paperwork must be submitted to Accounting:

- 1) Completed Check Request Form
 - 2) Copy of the invoice (and contract if this is work done by or to be done by a contractor), receipt or bid sheet attached.
- OR
- Completed Check Request Estimate portion of the Check Request Log.

NOTE: Check requests will be processed through the normal A/P schedule unless the Regional Manager and Controller have deemed otherwise, in which case emergency check requests will only be processed on Thursdays.

After the items are purchased and receipts are obtained, a Check Request Log must be completed and returned to the corporate office within 7 days. All receipts corresponding to the log entries must be attached to the back of the sheet. Please tape them securely – do no staple or paper clip! You may put them in an envelope and staple the envelope to the back of the log sheet or tape them on a separate sheet of paper and attach that to the log sheet. You must have a receipt showing the total paid for every entry on the log sheet. Any leftover funds must be deposited in the property bank account immediately and a copy of the deposit slip attached to the log.

Personal items are not to be purchased with property funds and should never be included on a property receipt.

Exhibit 1.5 Petty Cash Acknowledgement

PETTY CASH ACKNOWLEDGEMENT

I, Martha Manager, agree to receive and be responsible for a petty cash fund in the amount of Two-Hundred Dollars (\$200.00) for Meadowood Lake Village Apartments. This fund is fully my responsibility to manage and use for property related expenditures only during my term as Housing Manager with above mentioned Apartments. If at any time the fund is short, I authorize the Agency as agent for Meadowood Lake Village Apartments, to withhold the deficit from my next paycheck. I further understand that upon my departure, I am responsible for submitting all receipts and/or remaining cash on hand to my Regional Manager for a final calculation. If the fund is short in any amount, I authorize the Agency. as agent for the aforementioned Apartments, to withhold any deficit from my final paycheck.

Martha A. Manager

7/21/04

Housing Manager

Date

Paula Regional Manager

7/21/04

Regional Manager

Date

Exhibit 1.6 Petty Cash Log

Property Name:					Manager's Name:									
Period: From To					Address:									
Remarks:														
					Codes									
Receipt #	Date of Receipt	Paid To	Items Purchased	Amount of Receipt	-----	-----	-----	-----	-----	-----	-----	-----		
Date Submitted:				Total Disbursed										
				Cash Balance on Hand (+)										
				Total (=)										
				Total Amount of Fund (-)										
				Short or Over (=)										
				Site Manager: _____ Regional Manager: _____ Accounting: _____										

List of Exhibits for Chapter 2

- Exhibit 2.1 – Perfect File Folder
- Exhibit 2.2 – Product Knowledge Notebook
- Exhibit 2.3 – Key Log
- Exhibit 2.4 – Monthly Property Report
- Exhibit 2.5 – Incident Report
- Exhibit 2.6 – Emergency Procedures Manual
- Exhibit 2.7 – Recertification Log

Exhibit 2.1 Perfect File Folder

Section I – Initial Occupancy – RIGHT SIDE (back to front)

Within this section, the following information should be contained:

- Application Packet
- Initial Move-In Information

This section originates in occupancy. Developments should not add or remove anything from this section.

This section of the file is considered “closed.”

- ✓ Application
- ✓ Application Checklist
- ✓ Thank you letter
- ✓ Preference certification
- ✓ Preference verification
- ✓ Social Security cards, birth certificates, picture ID
- ✓ Citizenship declarations
- ✓ Criminal history NOTES
- ✓ Credit history
- ✓ Landlord verifications
- ✓ PHA official certification
- ✓ Applicant/tenant certification
- ✓ Release of information (HUD 9886)
- ✓ Release of information
- ✓ Emergency contact information
- ✓ Move-in inspection

Section II – Lease Agreements – RIGHT SIDE (back to front)

Within this section, the following information should be contained:

- Policy acknowledgements
- Lease attachments
- Lease

- ✓ Minimum rent notice
- ✓ Lead notice
- ✓ One Strike notice
- ✓ Flat v. income base rent notice
- ✓ Housekeeping policy
- ✓ Maintenance policy
- ✓ Pet policy/addendum, if applicable
- ✓ Grievance policy acknowledgement
- ✓ Community service policy acknowledgement
- ✓ House rules
- ✓ Transfer paperwork
- ✓ Lease

Section III – Financial and Resident Management Data – RIGHT SIDE (back to front)

Within this section, the following information should be contained:

- Tenant Accounting Documents
 - Income Verifications
 - Annual Review Packets, or Interims
-
- ✓ Income verifications
 - ✓ Deduction verifications
 - ✓ 50058 worksheet and printout of 50058 submitted
 - ✓ Tenant accounting worksheet
 - ✓ Any other related verifications
 - ✓ MEID approval, worksheets, notices
 - ✓ Notice of rent adjustments
 - ✓ Notice of annual reviews
 - ✓ Annual review documents (certifications, release, notices, verifications)
 - ✓ Recertification checklist
 - ✓ Interim review documents
 - ✓ Vacate letter

Section IV – Maintenance Data – LEFT SIDE (back to front/oldest to newest)

Within this section, the following information should be contained:

- Housekeeping issues
 - Maintenance issues
-
- ✓ Inspections
 - ✓ Work order change letters
 - ✓ Housekeeping and maintenance correspondence
 - ✓ Resident damage claims, if applicable
 - ✓ Referrals

Section V – Rent Collection Data – LEFT SIDE (back to front/oldest to newest)

Within this section, the following information should be contained:

- Rent related documents
-
- ✓ Late letters
 - ✓ Legal, enforcement notices
 - ✓ Repayment agreements
 - ✓ Other correspondence related to rent payments
 - ✓ Retro rent information

Section VI – Lease Enforcement – LEFT SIDE (back to front/oldest to newest)

Within this section, the following information should be contained:

- Lease violations
-
- ✓ Lease violation warnings/notices
 - ✓ Police reports, including file notice, banned notices, protective orders, etc.
 - ✓ Lease terminations
 - ✓ Legal correspondence

Exhibit 2.2 Product Knowledge Notebook

Chapter	Contents
1. Your Apartment Community	<ul style="list-style-type: none"> ▪ Name ▪ Address ▪ Telephone number, fax number, e-mail address, modem phone number
2. Emergency Information (this information should also be contained in the site's Emergency Procedures Manual)	<ul style="list-style-type: none"> ▪ Police (location/phone numbers) ▪ Fire (location, distance to nearest station, phone number) ▪ Location of all fire extinguishers ▪ Hospital (name of nearest facility, location and distance, phone number) ▪ Ambulance (name of nearest service, phone numbers)
3. Apartment Information	<ul style="list-style-type: none"> ▪ Construction type (include year of construction, size of apartments, apartment lay-outs, as-built drawings, etc.) ▪ Security (service of system, name and phone number of service, type and service vendor if system) ▪ Equipment (sizes and types of all appliances in each apartment – ranges, refrigerators, dishwashers, disposals, etc. For hot water heaters, include number of gallons, location of recovery line, manufacturer, make and model, gas or electric.) ▪ Hating (type of system) ▪ Air conditioning (type of system) ▪ Fireplaces (make and type – wood burning, gas, electric, etc.) ▪ Television Antenna/Cable Hook-up/DSL – where located in each apartment, name and phone numbers of service vendors, acceptable locations for satellite dishes) ▪ Other special features ▪ Carpeting (colors available, manufacturer, type of material – polyester, wool, nylon, etc.) ▪ Window treatments (blinds or drapes, colors, window sizes in each apartment, window treatment policy on additional window coverings) ▪ Electrical switches and outlets (where located and which switches operate which outlets, how the GFI works) ▪ Breaker box (location and operations) ▪ Water shut off valves (location and operation, location of “t”-bar for emergency shut-off) ▪ Manuals for standard fixtures/appliances ▪ Asbestos Manual and Information (location of Asbestos O & M Manual/location of asbestos at the site, location of sample testing/asbestos survey, site procedure for damage to asbestos containing materials) ▪ Lead-based Paint (copy of lead-based paint brochure – if property built before 1978) ▪ Other hazardous materials (nature of hazard, special handling instructions)

Exhibit 2.2 Product Knowledge Notebook

<p>4. Community Information</p>	<ul style="list-style-type: none"> ▪ Opening dates of each phase (if applicable) ▪ Number of acres ▪ Number of apartments in each phase (if applicable) ▪ Number of parking spaces in each phase (if applicable) ▪ Number of garages/garage spaces in each phase (if applicable) ▪ Parking assignment list ▪ Social and Recreational facilities and rules ▪ Playground facilities ▪ Laundry facilities (cost and hours of operation, location) ▪ Storage facilities (location, assignment) ▪ Additional facilities ▪ Community Map (mark water, electric and gas shut-offs as well as fire hydrants; mark fire alarm panel, sprinkler controls and hydrant locations; photo cell locations; location of fire extinguishers)
<p>5. Neighborhood Information (include phone numbers where appropriate)</p>	<ul style="list-style-type: none"> ▪ Daycare facilities ▪ School district (enrollment information, bus service, location of schools, other school information) ▪ Adult education programs/services (college and universities) ▪ Technical schools, adult classes ▪ Postal service information (nearest branch post office hours, main post office, nearest mail drop box) ▪ Newspapers (subscription information) ▪ Shopping information (nearest convenience store, shopping center, supermarket, and other shopping information) ▪ Transportation service/bus (nearest stop, where to get timetables, cost, where to purchase passes/tickets) ▪ Transportation service/taxi (phone numbers) ▪ Transportation service/airport facilities (location, quickest/ easiest route to airport from apartment community, shuttle services) ▪ Transportation service/train (location of station, quickest/ easiest route to station from apartment community) ▪ Entertainment and recreation (restaurants, clubs, theaters, bowling alleys, golf courses, parks, museums/art galleries, libraries, other entertainment and recreation facilities) ▪ Churches (locations and denominations) ▪ Voting information (where to register, where to change address of registered voter, where to vote) ▪ Social service agencies
<p>6. Utility Information</p>	<ul style="list-style-type: none"> ▪ Electricity (how to order/transfer utility, average monthly cost and billing cycle) ▪ Gas (how to order/transfer utility, average monthly cost and billing cycle) ▪ Telephone (how to order/process service options, average monthly cost) ▪ Water/sewer (if sub-metered, how to order and cost information) ▪ Recycling (location of containers, types of materials recycled)

Exhibit 2.4 Monthly Property Report

"Community Name"
"Month and Year"

1. Property Narrative

2. Physical Occupancy

<i>a</i> Unit Type	<i>b</i> Total Units	<i>c</i> Occupied Units	<i>d</i> Mod Rehab	<i>e</i> Make Ready	<i>f</i> Vacant Units	<i>c/b</i> % Gross Occupancy	<i>c/(b-c)</i> % Adjusted Occupancy
1brm							
2 brm							
3 brm							
4 brm							
5 brm							
Total							

3. Waiting List

Unit Type	Number of Applications			
	Total	RRO1	PEO3	PEO1
1 brm				
2 brm				
3 brm				
4 brm				
5 brm				

RRO1 = application approved/ready to be housed/awaiting ready unit

PEO3 = passed credit and criminal check; pending other verification

PEO1 = application received

4. Move-Ins, Move-Outs, and Unit Turnaround Time

	This Month	Year-to-Date
Move-ins		
Move-outs		
Evictions (included with move-outs)		
Make-ready time		
Lease-up time		
Total Turnaround Time		

Exhibit 2.4 Monthly Property Report

"Community Name"
"Month and Year"

5. List All Vacant Units and their Status

Address	Bdrm	Projected Ready Date (mm/dd/yy)	Anticipated Lease Date (mm/dd/yy)	Application Approved and Waiting?

6. Customer Traffic

Walk-ins requiring about the property	
Telephone inquiry calls	
Applications taken	
Interest letters with brochures sent out	

7. Promotions/Advertising (narrative)

8. Recertifications

Outstanding at start of month	
Due to be completed this month	
Completed for this month	
Ending backlog	

9. Annual Unit Inspections

Total units to be inspected for the year	
Number completed/start of month	
Number inspected for the month	
Number completed year to date	
Total left to be inspected for the year	

Have all building system inspections been completed?	YES or NO
If yes, please enter date	____/____/2005

Exhibit 2.4 Monthly Property Report

"Community Name"
"Month and Year"

10. Lease Enforcements

Lease warnings issued	
Lease violations issued	
Abandonment letters	
30-day lease terminations	
72-hour lease terminations	

11. Evictions

List all tenants on formal eviction/court summons, then all households for whom a judgment was issued, the date of the judgment and the action (dismissal, eviction, etc.)

Resident Name	Reason (30-day/72-hour)	Summons Date	Judgment Action

12. Non-Emergency Work Orders

Beginning balance	
Received	
Closed	
Ending Balance	

Total work orders for the month	
Total work orders for the year	

13. Emergency Work Orders

	This Month	Year-to-Date
Requested		
Completed within 24 hours		
Percent completed within 24 hours		

14. Rent Collections

	This Month
Rent charges	
Other charges	
Total new charges	
Arrears, tenants in possession	
Total charges	
Collections	
Amount outstanding	
Collection rate	

Exhibit 2.4 Monthly Property Report

“Community Name”
“Month and Year”

15. Delinquencies

OUTSTANDING ACCOUNTS	
Total number of households	
Amount	
Number under up-to-date repayment agreements	
Amount under up-to-date repayment agreements	
Number under legal (other than repayment agreements)	
Amount under legal (other than repayment agreements)	
Amount not under repayment agreements or legal	

16. Other Comments/Notes

Exhibit 2.5 Incident Report and Instructions

1. Notify appropriate emergency response services (fire, police, medical rescue).
2. DO NOT accept any responsibility for payment of any ambulance or medical expenses which might be incurred.
3. DO NOT make any statements as to fault or responsibility for the cause of the incident. There may be other circumstances of which you were not aware which may determine who is at fault in the matter.
4. Contact your Regional Manager IMMEDIATELY and DO NOT speak to the media.
5. Conduct an accident investigation immediately after an incident is reported to you whether or not any claim is intended to be made:
 - a. Complete thoroughly the "Incident Report" form. State only the facts. DO NOT state any opinions.
 - b. Visually investigate the incident and note any conditions present.
 - c. Interview persons or witnesses involved and have them complete the "Part E – Witness Statement" (as many as needed, one per witness).
 - d. Take photographs immediately.
 - e. Immediately fax the completed report to your Regional Manager. Call to confirm the report has been delivered to your Regional Manager. Keep a copy for your records.
 - f. DO NOT make any statements that the incident will be turned in to the Agency's insurance company. If specifically asked or requested to do so, you may advise only that you will notify the Agency.
 - g. Immediately contact your Regional Manager if you have any questions, concerns or additional information.

PART A

Property: _____ Date Reported: _____
Name: _____ Phone #: _____
Address of Incident: _____

Type of Incident:
 Fire Storm Flood/Plumbing Vandalism Electrical Assault
 Employee Injury Vehicle Damage Vehicle Injury Personal Injury
 Other - Describe _____

Location of Incident: *(specify building, unit #, room, exact location, etc.)*

Time of Incident: _____ a.m./p.m. Date of Incident: _____

Weather conditions at time of incident: _____

Agencies called or involved:
 Police – Case # _____ Fire Department Ambulance
 Other – Specify _____

****Attach photographs of scene with date/time/location/ of photo indicated****

General Description of Incident: _____

Exhibit 2.5 Incident Report and Instructions

PART B

Complete for the following incident types:

Assault/Employee Injury/Vehicle Injury/Personal Injury/Other – Describe

List injured party(s)/Age *(approximate)/Address/Phone number – **(if injured party is under 18, list parent/guardian information)*

List witnesses/Age *(approximate)/Address/Phone number – **(if witness is under 18, list parent/guardian information)*

Give detailed accounts of the occurrence (including extent of injury, cause of injury, instructions given on behalf of the property, witness accounts, hospital, attending physician, injured party's insurance, police, fire, and ambulance reports, etc.).

PART C

Complete for the following incident types:

Fire/Storm/Flood/Plumbing/Vandalism/Electrical/Vehicle Damage/Other – Describe

List damaged property/locations/estimated damage

List witnesses/Age *(approximate)/Address/Phone number – **(if witness is under 18, list parent/guardian information)*

Give detailed accounts of the occurrence (including extent of damage, cause of damage, instructions given on behalf of the property, witness accounts, vendor's called, third party's insurance, police and fire reports, etc).

Exhibit 2.5 Incident Report and Instructions

PART D

Regional or Housing Manager Summary

() Site of incident secured

() Notices issued as a result of occurrence – attach copies

() Bids requested from the following vendors for repairs:

() Repair work performed by the following vendors due to emergency needs:

() Follow-up actions taken:

Signature:

Date:

Title:

PART E

Witness Statement

Name:

Address:

Phone number:

Relationship to party involved:

Please provide as complete a statement of the occurrence as possible and sign and date the bottom of this page. If you would like a copy of this statement, please request it at the time you give this information.

Signature:

Date:

Exhibit 2.6 Emergency Procedures Manual Outline

Generally, an emergency procedures manual is made up of three sections: (1) reference information, (2) directions for the management staff to follow for each possible emergency, and (3) directions for building occupants.

Reference Information

The manual should contain in one place any and all information a Portfolio Manager might need in the event of an emergency. This includes:

- General description of the building
- List of the building's safety features, including their locations and information about how to operate them
- Building systems information
- Floor plans and blueprints, including "as built" drawings showing all equipment systems to which access may be needed during an emergency
- Up-to-date list of location of all residents and their special needs, equipment, etc.
- Insurance information (agent's name and home and work telephone numbers, types of insurance, name of carrier, policy number)
- List of any hazardous material on the property

Above all, the manual should contain an extensive list of telephone numbers. An emergency plan will be virtually useless unless the people who put the plan into action can be readily reached. Therefore, one of the most important features of any emergency manual is the list of telephone numbers for everyone involved in disaster management.

The list of emergency phone numbers should make it possible to reach these people 24 hours a day. The list should include the phone numbers for at least the following:

- Police department
- Fire department
- Paramedics
- Every member of the management team (in priority order)
- Weather information
- Building owner
- Hospitals
- Nearby hotels and motels
- Manager of nearby building
- Churches
- Community services (Red Cross, Salvation Army, suicide hotlines, rape crisis centers, domestic violence hotlines, poison control centers)
- Utility companies
- Electricians
- Plumbers
- Elevator contractors
- Security services
- Glass company
- Disaster restoration firms
- Insurance agent
- Media
- Equipment rental company
- Anyone who could provide special assistance during or after an emergency

Exhibit 2.6 Emergency Procedures Manual Outline

Emergency Directions

Second, the manual should cover all of the emergencies that could happen on the property and the procedures that should be followed in the event of each of these emergencies. For each such emergency, the manual should include:

- Detailed description of the management team's duties during the emergency
- Flowchart of the chain of command during the emergency
- Party responsible for handling the media
- Copy of the emergency public address announcement that should be read to occupants in the event of an emergency
- Procedures to account for all employees and residents
- Procedures for evacuating disabled/elderly residents
- Procedures to allow residents to re-enter the building
- Reporting and documentation procedures
- Steps for restoring the property after an emergency

Resident Directions

Thirdly, the manual should contain information for occupants of the building about emergencies and how they should react during them. A copy of the directions for building occupants to follow in an emergency should be distributed to all residents at the time the procedures are created, upon new move-in, and as updated. This information can also be included in the resident handbook.

Exhibit 2.6 Emergency Procedures Manual Outline

Emergency Procedures Manual Development Checklist

- ✓ Appliance information. Operating manuals, special instructions, specialty parts suppliers, common problems, how to handle hot water tank emergencies, shut offs, etc.
- ✓ Area map.
- ✓ Elevators. Service company, emergency service code, machine room keys, and emergency procedures.
- ✓ Emergency exits.
- ✓ Emergency numbers. Vendors, agency, emergency contacts of key staff, etc.
- ✓ Emergency procedures. General instructions, people to call, etc.
- ✓ Fire alarm system. How to reset, monitoring company, testing procedures, and location of main panel(s), special instructions.
- ✓ Fire drills. Procedures, frequency, timing.
- ✓ Apartment and building floor plans.
- ✓ General building description.
- ✓ Hazardous material information. MSDS, where hazardous materials are stored.
- ✓ Insurance information. Copy of policies, name and telephone number of agent.
- ✓ Locks. What kind, who has master(s), key box location, who has access to key box. How key system is coded, and combinations for access doors.
- ✓ Mailboxes. Type of box, lock type and style, where replacements can be obtained.
- ✓ Medical emergencies. CPR instructions, location of first aid equipment, known doctors or nurses on site, closest hospital, etc.
- ✓ Security. Telephone numbers and contact of security company, computer access codes, and keypad instructions.
- ✓ Site plan. Building specifications, electrical information (where breaker panels are located, insure that breakers are properly marked, which breakers control common area electrical and which control residents' electrical), fire hydrant locations, garbage, landscaping sprinklers (where are controllers, where are individual valves, who installed system, who has worked on system), pool and spa information/instructions.
- ✓ Resident listing/apartment numbers: Update periodically.
- ✓ Residents who may need assistance. Update periodically.
- ✓ Vendor listing. Identify main vendors and emergency vendors.
- ✓ Water shut-off. Main property shut-off, individual building shut-offs, individual apartment shut-offs, map with location, description of shut-offs, picture of shut-off locations.

Exhibit 2.7 Recertification Log

Name	Unit No.	Date 1st Letter Sent	Date 2nd Letter Sent (with copy of 1st letter)	Date Market Letter Sent	Household Interview		Verification Requests				50058 Prepared	50058 Changed and Rent Notice Signed by Adults	Effective Date of 50058	Entered into AMIS
					Date	Completed ?	Date 1st Request Sent	Date 2nd Request Sent	Date 3rd Request Sent	All Verifications Received				

List of Exhibits for Chapter 3

Exhibit 3.1 – Leasing Training Program

Exhibit 3.2 – Telephone Script

Exhibit 3.3 – Traffic Log

Exhibit 3.4 – Bee-back Coupon

Exhibit 3.5 – Shopper's Report

Exhibit 3.1 Leasing Training Program

Manger's Name		
Date Issued:		
Date Completed		
Community:		
First Week Training Program		
	Date Completed	Approved By
1. Read: <ul style="list-style-type: none"> ▪ the rental application ▪ the lease agreement ▪ the pet agreement ▪ the move-in checklist 		
2. Learn how to answer the telephone and how to use proper telephone manners		
3. Learn procedures for writing up a Work Order Request and complete one.		
4. Walk the entire property including the models (if applicable) and vacant units of each floor plan, the laundry facilities, pool, tennis, and clubhouse areas.		
5. Shop two area apartment communities.		
6. Prepare or update Product Knowledge Notebook that includes: <ul style="list-style-type: none"> ▪ 20 feature-benefit closes ▪ map of property ▪ community information ▪ property information – rent and policy schedule, amenities, etc. ▪ newsletter ▪ product information – square footage of each unit type, appliances, carpet colors, average utility costs, soundproofing, etc. 		
7. Be able to give directions to the community.		
8. Know and understand all the elements of a shopper's report.		
9. Prepare a lease agreement and understand its contents with someone who is experienced.		
10. Prepare a move-in folder with someone who is experienced.		
11. Open apartments to be shown for the day with someone who is experienced.		
12. Listen in on at least two prospect telephone calls.		
13. Understand the purpose and elements of a Guest Card.		

Exhibit 3.1 Leasing Training Program

14. Go with an experienced person to demonstrate an apartment.		
15. Open apartments/models to be shown for the day.		
16. Write a telephone sales script to assist in the completion of #17.		
17. Set an appointment with a prospect over the telephone, obtaining the following: marketing source, name, telephone number, unit type desired, number of pets, number of occupants; describe the following to the prospect: community and amenities, neighborhood, and the apartment.		
18. Greet a prospect.		
19. Demonstrate an apartment and present the community.		
20. Self-evaluation: evaluate your presentation.		
21. Follow steps 17 through 20 again.		
22. First week evaluation meeting with supervisor.		
General Items		
1. Has a working knowledge of the following terms: (Have your supervisor quiz you on the terms.)		
Ad Book: a cost effectiveness log for newspapers and guides; also a reference book for historically successful ads. A guide in helping on-site personnel to create effective ads.		
Assumptive Question: assumes the sale, includes the answer in the question and is a closing technique. Example: How soon will you be moving into our community?		
Available to Rent: a vacant apartment or apartment on notice without a deposit on it.		
Availability Rate: the percentage of apartments available to rent (also known as Net to Rent Percentage). Divide the number of units available to rent by the total number of units.		
Ben Franklin Close: a closing technique in which you list the positives of renting an apartment and then the prospect lists the negatives. A summary close on paper.		
Closing: getting the sale; leasing the apartment. A continuous process of beginning when the prospect enters the office.		

Exhibit 3.1 Leasing Training Program

<p>Closing Ratio to Traffic: the percentage found by dividing the number of rentals by the amount of traffic. May be found for each leasing consultant or all leasing personnel. May be determined for daily, weekly or monthly figure.</p>		
<p>Community: denotes a neighborhood atmosphere unlike some other terms used in the apartment industry, such as complex.</p>		
<p>Cost per Rental: a figure found by dividing the total cost of a given advertising source(s) by the total number of rentals from the source(s). Monitored regularly to determine the effectiveness of the property's spending on advertising.</p>		
<p>Credit Check: a part of processing an application to verify that the applicant pays his/her debts on time.</p>		
<p>Feature/Benefit/close: the leasing consultant points out a feature, makes it beneficial to the prospect and then closes the prospect on it (gets a yes response). Example, <i>"This balcony is very large, perfect for the summertime barbecues. Won't you enjoy entertaining or relaxing here this summer?"</i></p>		
<p>Greeting: the initial contact with the prospect. The agent should stop what they are doing, stand up, smile, greet the visitor, introduce himself/herself and get their names, establish eye contact and be enthusiastic.</p>		
<p>Hot Button: a single, positive comment made by the prospect or anything said which you can use as a positive. Example: Prospect states, <i>"I have a bug problem in my current apartment."</i> The leasing consultant would then respond, <i>"We provide a monthly pest control service. Should you ever need additional service, just contact the office."</i></p>		
<p>Lease Agreement: a legal, binding contract between both parties. It acts as a deposit receipt. It locks the rental rate in for the period of time covered, unless the agreement states otherwise. Protects both parties in the agreement.</p>		
<p>Marketing Plan: a written program designed to make prospective residents aware of your apartments and what you have to offer.</p>		
<p>Merchant Referral: program by which the community pays a fee to a merchant who has referred a prospect to the community who rents an apartment and moves in. The fee does not have to be money but may include free promotions within the community.</p>		
<p>Move-In Checklist: a reminder list to complete all steps before a prospect moves in.</p>		

Exhibit 3.1 Leasing Training Program

Notice: an apartment which is occupied and the resident has given written confirmation to the office that they will be moving on a specific date in the future.		
Objection: an obstacle that stands in our way and prevents us from successfully closing the sale. A buying signal; they are interested. When dealing with objections, first overcome it, close the prospect on it and get their "Yes."		
Occupancy Rate: the percentage of apartments that are occupied. Divide the number of apartments occupied by the number of total apartments.		
Occupied: an apartment that is currently lived in or one that is producing income.		
Open an Apartment: to turn on lights, set temperature, open curtains, etc., in order to show a prospect.		
Post Selling: reinforcing the prospect's decision when they have come to move in or after they have left the community and placed a deposit on an apartment.		
Pro-Rate: adjusting the first month's rent, so that the resident pays only for the days he/she actually occupies the apartment.		
Prospect: somebody looking for an apartment.		
Punch-Out: All maintenance activity involved in making an apartment rent-ready.		
Qualifying Questions: questions asked to obtain information to determine and satisfy the needs of a prospect.		
Rent-Ready: an apartment that is painted, cleaned, shampooed and in good working order. An apartment that is ready to be moved into.		
Rental Application: a form that further qualifies the prospect and provides information for verification and approval of the prospect for residency.		
Rent Schedule: a written account that shows the amount of rent charged for each apartment size and type.		
Rent-Up Mode: a community wit high availability and/or low occupancy.		
Resident: party who has possession, use and occupancy of an apartment as a result of a lease or rental agreement. The word <i>tenant</i> is never used when referring to a resident.		

Exhibit 3.1 Leasing Training Program

Resident Referral: a prospect referred by a resident of the community. Often times, in states that permit it, management will offer a fee to either or both parties if the prospect rents, qualifies and moves in.		
Responsive Marketing: reading your availability and adjusting your rents accordingly.		
Statement of Deposit: sent to every resident after they have moved out detailing the status of their security deposit. Must be sent within 14 days according to Washington state law.		
Self-Evaluation: when qualified prospect does not rent, the next step is to evaluate your sales presentation being honest with yourself.		
Shopper: a person who appears to be looking for an apartment but is actually observing the leasing consultant and rating his or her ability.		
Shopper's Report: a written account of the shopper's visit with the leasing consultant detailing the results. The rating of a leasing consultant.		
"Skip": an apartment that is deserted while still under lease.		
Street Rate/ Ideal Rent/Market Rent/Flat Rent: the current rental rate of any vacant apartment.		
Summary: a closing technique in which you summarize all the prospect's yes's and close them again.		
Traffic Report: a report that shows the amount of traffic, shows and rentals in addition to their sources. May be broken down into individual leasing consultants, cancellations and disapprovals.		
Tent Card: a card left in a rent-ready apartment showing the prospect or the new move-in that the apartment has been inspected.		
Urgency: a closing technique used in every presentation. Example: <i>"I wouldn't want you to miss out on this apartment."</i>		
Vacant: an apartment that is not receiving income.		
Where Did I Go Wrong?: a closing technique which is a last shot asking the prospect where you went wrong.		
Work Order or Service Agreement: a form used to record requests from residents for maintenance problems.		
7-30 Days After Hire		
1. Write a newsletter		
2. Read <u>Dress for Success</u> by John T. Malloy.		

Exhibit 3.1 Leasing Training Program

3. Sales:		
a. Understand qualifying standards. Review any advertising that your company may be doing. Telephone technique, opening apartments.		
b. Greeting prospects.		
c. Qualifying prospects, sales presentation, telephone follow-up		
d. Rent ten apartments. After you show an apartment and the prospect doesn't lease, self-evaluate the reasons why not.		
e. Correctly complete all rental application processing on ten rentals.		
f. Correctly complete lease folders and move-in paperwork on ten rentals.		
g. Prepare ten welcome packages.		
h. Follow-up on Guest Cards and send Thank You notes to qualified non-renters.		
l. Complete a Market Survey.		
4. Reports and paperwork:		
a. Understand rent pro-rations for a move-in.		
b. Spend time with the Manager or Assistant Manager reviewing policies on late rent, NSF checks, early termination of leases, etc.		
c. Complete move-in procedures: 1) move-in inspection, and (2) two-week follow-up.		
5. Learn rent posting.		
6. Attend at least one professional marketing/leasing seminar.		
7. Senior Leasing Consultant:		
a. Rent and/or renew 100 apartments.		
b. Complete 25 marketing calls.		
c. Prepare and present an on-site sales meeting.		
8. Evaluation meeting with supervisor.		
9. Additional assignments by supervisor:		
A.		
B.		
C.		
D.		
E.		
F.		

Exhibit 3.2 Sample Telephone Script

Thank you for calling. My name is _____. May I help you?

GREAT! Who am I speaking with, please? It's very nice to meet you, _____. Please call me _____. Are you looking for an apartment for yourself, or for someone else?

YES _____ NO _____ OTHER _____

OCCUPANTS _____ # OF ROOMMATES _____ TYPE AND SIZE OF PETS _____

WONDERFUL! What size apartment are you looking for? _____ When do you need to move into your new home? _____ FANTASTIC, we do have a _____ bedroom apartment that will be available at that time.

_____, where will you be moving from? Oh, are you being transferred with your company? YES _____ NO _____ What company are you with? _____ (If being transferred with the company, ask if others are being transferred and whom you can contact in regards to these relocating employees.)

_____ (their name), you mentioned that you were looking for a _____ bedroom apartment for you and _____ (if applicable). Please tell me what other kinds of things are important to you in your new home.

NOTE: LISTEN CLOSELY and WRITE DOWN THE POINTS THEY MAKE. You will want to refer back to these needs during your presentation.

_____, I believe we will be able to meet most of your needs in your new apartment with no problem. We are an income-restricted community. Based on the number of household members, the income limit for your family is \$ _____ per year. Your family's gross income must be less than this amount to qualify for an apartment in this community. Would you qualify for this apartment?

Wonderful, I know that we have the perfect apartment for you! I would love to show it to you. I have an opening today at _____ or _____. Which would be more convenient for you? (If neither, ask WHEN it would be convenient for them to come by – get a specific date and time if possible.)

By the way _____, how did you hear about our community?

May I give you directions to our community?

_____, is there a phone number that I could contact you at if I need to reach you before our appointment?

Thank you very much _____. I look forward to meeting you _____ (day/date), at _____ (time).

Exhibit 3.4 Be-Back Postcard Coupon Sample

We hope you'll be back soon!

Name: _____

Date: _____

Rep: _____

Bring this coupon back with your application & receive a \$50 gift certificate to Johnson's Home Store if you qualify.

Expiration date: _____

The Village at Overlake offers affordable Studios 1 & 2 Bedroom apartment homes! We have an on-site daycare, fitness center, parking & Metro transit at our doorstep.

VILLAGE AT OVERLAKE
Any Town PHA
Anytown, USA
111-222-3333

Refer a friend to The Village & earn \$50 if they qualify & move-in!

Exhibit 3.5 Sample Apartment Shopper's Report

This confidential report has been requested by management. The purposes of the evaluation are to increase productivity, to improve the leasing skills of the leasing staff, to attract quality residents and to increase retention of existing residents. All comments and opinions are those of the individual who posed as a prospective renter at the date and time shown below.

PROPERTY INFORMATION

Property Name:		Phone Number:	
Address:			
Manager's Name:			
Shopping Report Request Received:		Time Requested:	
Special Instructions: (i.e., check for any discrimination in leasing practices)			

SHOPPER INFORMATION

Date of Shop:		Arrival Time:		Departure Time:	
---------------	--	---------------	--	-----------------	--

TELEPHONE CONTACT

Date/time of call:		Person contacted:	
--------------------	--	-------------------	--

	Yes	No	N/A
Was the telephone answered by giving the name of the property?			
Was the telephone answered by giving the rental consultant's name?			
Was he/she courteous and friendly?			
Did he/she ask for your name (first and last)?			
Did he/she explain that the rents are affordable?			
Did he/she mention the square footage of the apartment?			
Did he/she ask how soon you needed the apartment?			
Were you asked questions to determine the apartment best for your needs (number of occupants, pets, size, location, etc.)			
Did he/she mention any interior amenities of the apartment (painting a desirable picture)?			
Did he/she mention any exterior amenities (pool, clubhouse, laundry facilities, etc.)?			
Did the rental consultant try to make a definite appointment to show the apartment?			
Were you asked for your telephone number (home and work)?			
Were you asked where you live now?			
Did he/she ask you why you were moving?			
Did he/she ask where you were working?			
Were you asked how you heard about the property?			
Were you given clear and concise directions to the property?			

Exhibit 3.5 Sample Apartment Shopper's Report

Were you offered any benefits on the location (close to shopping, freeways, your job, etc.)?			
Did the consultant create a sense of urgency?			
Based on this conversation, if you were an actual prospect, would you have visited the property?			
Why?			
CURB APPEAL/APPEARANCE			
Was the property easy to find?			
Were the signs readable and in good condition?			
Was the rental office/manager's apartment easy to locate?			
Did the office/rental area appear neat and professional?			
Did you notice any odors?			
Was the landscaping neat and well maintained?			
Were the walkways clean?			
Were any fences in good repair?			
Were the buildings well maintained?			
Was the dumpster area clean?			
Was the parking lot clean and in good condition?			
Were bikes and toys lying around?			
Were derelict cars visible?			
Were windows and draperies clean?			
Was the pool/spa clean?			
Was the pool area clean and in good condition?			
Did he/she show the laundry room to you?			
Was the laundry room and equipment clean?			
Daytime _____ or evening _____ visit			
If evening, were the common areas well lighted?			
Based upon your first impression, was the property somewhere you would want to live?			
Rate the condition of your initial impression: Excellent _____ Good _____ Fair _____ Poor _____			
GREETING			
Was the consultant well groomed and professional?			
Did he/she stand when you entered the office?			
Did he/she introduce himself/herself?			
Did he/she ask your name?			
Did he/she remember your phone call?			
Did he/she remember your name from the phone call?			
Was he/she eating or smoking?			

Exhibit 3.5 Sample Apartment Shopper's Report

Was he/she friendly and courteous?			
Did he/she seem enthusiastic?			
Was he/she in command of the situation?			
Did he/she seem genuinely interested in you?			
Comments:			
THE INTERVIEW			
Did he/she ask how you learned of the property?			
Did he/she ask when you wanted to move?			
Did he/she ask why you were moving?			
Did he/she ask when your present lease was up?			
Did he/she ask you about your needs?			
Did he/she ask open-ended questions to get you to talking?			
Did he/she act attentive?			
Did he/she ask if you had any pets?			
Did he/she ask who would be living with you?			
If you had children, did he/she encourage you?			
If you had children, did he/she discourage you?			
Did he/she give you honest information about the lease/deposits?			
Was he/she frank about utility costs?			
Did he/she ask you about your interests?			
Did he/she mention other residents with your interests?			
Did he/she tell you about churches, schools, shopping, etc.?			
Did he/she ask you about your employment?			
Were resident rules discussed?			
Did he/she sell the management and maintenance?			
Did he/she make you want to live there?			
Did he/she use your name often?			
Comments:			
THE DEMONSTRATION			
Did he/she go with you to see the model/vacancy?			
What was discussed enroute to the unit?			
Did he/she choose a scenic route to the unit?			
Were amenities shown and discussed enroute?			
Did he/she take control and lead the way with enthusiasm?			
What was his/her opening statement upon entering the unit?			

Exhibit 3.5 Sample Apartment Shopper's Report

Was the unit clean and fresh smelling?			
Were the unit's features and benefits demonstrated?			
Did he/she smoke while showing the apartment?			
Did he/she know the sizes of the rooms/unit?			
Did he/she point out the unit's advantages?			
Did he/she point out the unit's disadvantages?			
Were the appliances clean and in working order?			
Did you see any roaches, bugs?			
Were any promises made about painting, cleaning, or carpeting?			
Did he/she apologize for the property at any time?			
Comments:			
THE CLOSE			
Did he/she try more than once to close?			
Did he/she ask closing questions early?			
Did he/she oversell at any time?			
Did he/she say the management/community was very selective about their residents?			
Did he/she explain the screening process?			
Did he/she say how long it would take to screen?			
How long?			
Did he/she explain the rates/terms of the lease in a positive manner?			
Did he/she ask you to fill out a rental application?			
Did he/she review the application for completeness?			
Did he/she imply they'd like you to live there?			
Did you feel the apartment was yours from the beginning?			
Did he/she create a sense of urgency in renting this unit?			
Were your objections overcome?			
If unable to meet your needs, did he/she refer you to another property?			
Comments:			
FOLLOW-UP			
Did he/she contact you later by phone? _____ By letter? _____			
Were you spotted as a shopper?			

List of Exhibits for Chapter 4

Exhibit 4.1 – Rental Screening Criteria

Exhibit 4.1 Rental Screening Criteria

QUALIFICATION CRITERIA:

Rental History:	<u>12 months valid, verifiable rental history.</u> <i>Valid means a written lease or month-to-month agreement or verifiable agency housing. Rental history of less than 12 months may result in a conditional approval, requiring a Co-Signer. The recommendation will be dependent on credit history, employment history and income requirements.</i>
Credit History:	<u>Credit history reflecting that all existing accounts are in good standing. No credit will be considered good credit.</u> <i>Derogatory credit history in excess of \$500 may result in a conditional approval requiring a Co-Signer. The recommendation will be dependent on rental history, employment history and income requirement.</i>
Employment:	<u>No minimum requirements.</u>
Income:	<u>No minimum requirements.</u>
Social Security:	<u>Applicant must have a valid, verifiable social security number and/or valid visa, alien registration receipt card, temporary resident card, employment authorization card number of other identification verifying eligibility to reside in the United States.</u> <i>Falsification of any of these numbers will result in denial.</i>

CO-SIGNER CRITERIA:

A co-signer will be approved if all the qualifications below are met without exception. The co-signer will not qualify if any one of the criteria are not met without exception.

Rental History:	12 months of valid and verifiable rental or mortgage history with no late payments.
Credit History:	At least four accounts in good standing with less than \$500 in derogatory accounts.
Employment:	12 months on the job or continuous, verifiable employment or guaranteed source of income for 12 months.
Income:	Verifiable, income must equal no less than 4 times the rental amount.
Residence:	The co-signer must reside in the state of Washington.

GROUND FOR DENIAL WILL RESULT FROM THE FOLLOWING (BOTH CONVICTIONS AND PENDING CHARGES) ON ALL APPLICANTS:

- Verification that the household does not meet the eligibility requirements of the HUD program or any other applicable affordable housing programs
- Eviction from federally subsidized housing
- Verified eviction showing on credit report or confirmed with landlord
- Rental collection verified on credit report
- Balance owing to landlord
- Extreme negative and adverse rental history, e.g., documented complaints and/or damages, multiple late payments or 72-hour notices to pay or vacate with statement by landlord of “WOULD NOT RE-RENT”
- Verification from a former landlord of failure to cooperate with applicable re-certification procedures
- Verification from a former landlord of termination of assistance as a result of fraud
- Failure to sign and submit HUD required verification forms, e.g., HUD9887, HUD9887A, Section 214
- Unverifiable social security number or falsification of social security number
- Falsification of rental application or Rental Eligibility Application (including non-disclosure of criminal records)
- Breaking lease agreement that will result in collection filing
- Verified name and date of birth match of criminal conviction as follows:

Exhibit 4.1 Rental Screening Criteria

○ Murder (all counts)	○ Kidnapping (all counts)	○ Manslaughter (all counts)
○ Theft (all counts)	○ Assault (1 st , 2 nd & 3 rd Degree)	○ Robbery (all counts)
○ Burglary (all counts)	○ Vehicle Prowling (all counts)	○ Malicious Mischief (1 st & 2 nd Degree)
○ Rape (all counts)	○ Rape of a Child (all counts)	○ Child Molestation (all counts)
○ Embezzling (all counts)	○ Forgery (all counts)	○ Fraud (all counts)
○ Arson (all counts)	○ Reckless Burning (1 st Degree)	○ Any Drug Related Conviction (all counts)

OCCUPANCY CRITERIA:

Studio	3 Occupants
1 Bedroom Unit	3 Occupants
2 Bedroom Unit	5 Occupants
3 Bedroom Unit	7 Occupants
4 Bedroom Unit	9 Occupants

*If a household is approved for occupancy based on their screening report but then later found to be ineligible, the finding of eligibility will constitute a reversal of the screening approval.

List of Exhibits for Chapter 5

Exhibit 5.1 – Utility Transfer Card

Exhibit 5.1 Utility Transfer Card

NOTICE OF CHANGED OF TENANTS						PLEASE PRINT.
To assist us in billing please complete this form when a tenant moves in or out and mail to us promptly. Thank you.						
APARTMENT COMPLEX NAME:				ACCOUNT NO. (for office use only)		
SERVICE ADDRESS				Apt. #	CITY	
TENANT NAME (first, middle, last)						
CARE OF				WORK PHONE	EXT.	
				()		
MAILING ADDRESS (if different)				WORK PHONE	EXT.	
				()		
CITY		STATE		ZIP		
EMPLOYER		LENGTH OF EMP.		SOCIAL SECURITY NO.		
PREVIOUS ADDRESS				CITY	STATE	ZIP
SPOUSE (first, middle, last)				EMPLOYER		
TWO MAJOR CREDIT CARDS AND NUMBERS						
1) _____ 2) _____						
CARD #		EXP. DATE		CARD #		EXP. DATE
PERSONAL REFERENCE				PHONE	()	
ADDRESS				CITY	STATE	ZIP
If a deposit is requested on your account and you have previously had service with another utility, a satisfactory payment verification letter can be provided within 10 working days of this application in order to waive the deposit.						
CO-CUSTOMER (first, middle, last)						
CARE OF				WORK PHONE	EXT.	
				()		
MAILING ADDRESS (if different)				HOME PHONE	EXT.	
				()		
CITY		STATE		ZIP		
EMPLOYER		LENGTH OF EMP.		SOCIAL SECURITY NO.		
PREVIOUS ADDRESS						
MOVE-IN INFORMATION						
In order to prevent discrepancies in move-in dates and meter readings we request that tenant(s) and landlord/manager sign this form to verify information is correct. Thank you.						
MOVE-IN DATE				TENANT		DATE
APARTMENT MANAGER/LANDLORD		DATE		SPOUSE OR CO-CUSTOMER		DATE
MOVE-OUT INFORMATION						
In order to prevent discrepancies in move-out dates and meter readings we request that tenant(s) sign out for utility service. Thank you.						
MOVE-OUT DATE						
TENANT'S FORWARDING ADDRESS						APT. #
CITY		STATE		ZIP		
CO-CUSTOMER'S FORWARDING ADDRESS						APT. #
CITY		STATE		ZIP		
APARTMENT MANAGER/LANDLORD						DATE
TENANT						DATE
SPOUSE/CO-CUSTOMER						DATE
DID BOTH TENANT AND CO-CUSTOMER MOVE? (check one)						
<input type="checkbox"/> YES <input type="checkbox"/> NO						
(this section optional)						
METER # _____						
DATE OF READ _____						
MOVE-IN READ						
From left to right, mark dials as viewed exactly.						
(this section optional)						
METER # _____						
DATE OF READ _____						
MOVE-IN READ/MOVE-OUT READ						
From left to right, mark dials as viewed exactly.						

1400 12/98

List of Exhibits for Chapter 6

Exhibit 6.1 – Parcel Log

List of Exhibits for Chapter 7

Exhibit 7.1 – Notice of Intent to Vacate

Exhibit 7.2 – Move-out Checklist

Exhibit 7.3 – Letter of Responsibility

Exhibit 7.4 – Pre-move out Inspection

Exhibit 7.5 – Vacant Unit Turnover Checklist

Exhibit 7.6 – Vacant Unit Tracking Sheet

Exhibit 7.7 – Completed Make Ready Form

Exhibit 7.1 Notice of Intent to Vacate

To _____ Apartments (Property Name)	
--	--

YOU ARE HEREBY INFORMED AND NOTIFIED that the undersigned residents will vacate said premises on or before _____, 20____ and you may rent said premises and show the same for rental at all responsible times, with 24 hour notice, from this date forward. Resident understands that they are responsible for rent through the end of their Lease or Rental Agreement regardless of move out date.

Name (please print)	Address	
Name (please print)	Apartment No.	Phone No.
Dated this _____ day of _____, 20 _____		
Resident's Signature		

IT IS THE RESIDENT'S OBLIGATION TO LEAVE THE APARTMENT CLEAN AND IN GOOD CONDITION AT THE TIME OF VACATING AS INDICATED BY THE INSPECTION REPORT FILLED OUT AT THE COMMENCEMENT OF HIS RESIDENCY. THE FOLLOWING IS A CLEANING GUIDE TO BE USED IN ADDITION TO THE INSPECTING REPORT.

GENERAL AREA

1. Walls are to be washed and all marks removed.
2. Windows are to be washed and the tracks cleaned.
3. Light fixtures, lamps, window sills and shelves are to be cleaned.
4. Balcony, storage area and carport areas are to be cleaned.
5. All tile, wood and/or vinyl floors are to be cleaned.
6. All closets are to be cleaned.
7. Fireplace is to be free of ashes and cleaned.

KITCHEN

1. Refrigerator is to be defrosted and cleaned, inside and out and turned on low. Do not turn off.
2. Range – the outside must be cleaned thoroughly, including sides, top, under drip pans and drip pans. Oven must be cleaned thoroughly.
3. Hood and exhaust fan are to be cleaned.
4. Dishwasher and disposal are to be cleaned and in operating order.
5. Cabinets are to have all paper and utensils removed and shelves cleaned.
6. Floor is to be swept and mopped clean.

BATHROOMS

1. Tile/formica is to be washed and grout cleaned.
2. Medicine cabinet is to be cleaned including mirror and shelves.
3. Tub, basin, showers and toilet are to be cleaned.

WASHER & DRYER

1. Washer is to be cleaned inside and out.
2. Dryer is to be cleaned inside and out.
3. Dryer vent is to be free from lint.
4. Lint trap is to be thoroughly cleaned.

IN ADDITION, YOU SHOULD NOTIFY THE UTILITY COMPANIES, RETURN YOUR KEYS, AND LEAVE A FORWARDING ADDRESS WITH THE POST OFFICE AND RESIDENT MANAGER.

The condition of the apartment at the time of vacating shall be inspected against the move-in "Apartment Inspection Report" by the Resident Manager, who has the final authority to determine how much of the Security Deposit shall be refunded in accordance with the conditions set forth in the Rental Agreement or Lease. **We expect you to inspect the vacated apartment with the Resident Manager.**

We have enjoyed your residency. Thank you. Please give us your reason for vacating:

Exhibit 7.2 Move Out Checklist

Exhibit 7.2 Move Out Checklist			
Resident Name:			
Apartment #.		Type of Apartment:	
Move In Date:		Move Out Date:	
Checklist	Date Completed		Completed By
Received proper Notice to Vacate			
Check Lease to see if Resident stayed Lease			
Term (must pay for lease term)			
Apartment Inspection Report completed			
(Corporate office sends copy to resident)			
Received forwarding address and telephone number			
Check Resident File/Ledger Card for			
Additional monies owing			
Number of keys received correct			
Attorney called (if money is owing)			
Power company notified			
Postal Service notified of move-out			
Turn off water heater			
Locks changed on apartment/mailbox			
Maintenance/Repairs done			
Cleaning personnel scheduled			
Painting personnel scheduled			
Carpet cleaning scheduled			

Exhibit 7.3 Letter of Responsibility

Property Name:		Apartment #:	
Address:			
Resident(s):			

Dear Resident:

Since you have been given notice to vacate on _____, we have listed below a few requirements that are expected of you before you move. We hope this will assist you in getting your apartment ready for inspection.

- | | |
|---|---|
| KITCHEN
Clean and defrost refrigerator (PLEASE DO NOT TURN IT OFF)
Clean oven/range/broiler
Clean vent hood and fan
Clean cabinets, remove shelf-paper and rid room of trash | BATHROOM
Clean toilet, tub, tiles, sink
Clean medicine cabinet
Clean all floors
Rid room of trash
Wash all windows (inside)
Remove all nails and hooks |
|---|---|

Required painting will be charged according to the time and materials as charged to the property by the vendor. Painting charges will be assessed on your length of occupancy per the following schedule:

0-6 months	100%
6-12 months	75%
12-24 months	50%
24-36 months	25%
Over 36 months	0%

Paint charges are for painting only and do not reflect drywall repair. The average cost to fully paint an apartment in this community is \$_____.

The guideline for replacing or repairing carpet, vinyl and wood flooring in your apartment will be based on a _____ year life-expectancy. You will be charged for repair to or replacement of carpeting due to rug stains, burns or small holes in carpeting, or excessive wear and tear.

Replacement of appliances will be charged at current contract prices. Consideration will be given to the condition of the appliance at the time of move-in.

Your apartment must be returned to us in the condition in which you received it, except for normal wear and tear. Dirt is not considered normal wear and tear and charges will be assessed for all cleaning (with the exception of carpet and drapery cleaning) done. Charges will be assessed per the following schedule:

Light touch up (3 hours)	\$ _____
Bathrooms	\$ _____ each
Kitchen	\$ _____
Extra dirty - \$15 per hour for every hour over 3 hours	

Required repairs and replacement for damage to the unit will be charged at cost plus \$15 per hour.

Upon vacating your apartment, please return all keys to the office. (There will be a \$_____ per key charge for all keys not returned, or \$_____ if the lock must be changed when keys are not returned). According to our records, you are scheduled for move-out on _____(Date), with a move-out inspection scheduled for _____(Time) that day. (Please note that move-out inspections can be scheduled during office hours only.)

After the move-out inspection, any items that must be re-cleaned, repaired or replaced will be deducted from your Security Deposit, as well as any balances that may be due for rental charges unpaid.

We will make every effort to accommodate your schedule in determining a move-out inspection. Failure to attend the move-out inspection will cause you to lose the right to contest any charges contained in the move-out report.

Should you have any questions concerning the above, please do not hesitate to call the office.

Sincerely,

Housing Manager

Exhibit 7.4 Pre-Move Out Inspection

Resident Name:					
Property:			Date:		
Prepared By:					
Unit No.		Size:		Style:	
Carpeting					
Vinyl					
Tile					
Windows					
Blinds					
Doors					
Paint/walls					
Countertops					
Appliances					
Heaters/AC					
Tubs/sinks					
Other/Amenities					
Comments					

Exhibit 7.5 Vacant Unit Turnover Checklist

- Remove all trash, litter and abandoned property from the apartment
- Change locks on doors
- Check for and repair any water leaks – kitchen and bathroom(s)
- Remove bi-fold doors
- Remove interior doors
- Remove switch and plug plates
- Remove curtain rods and shades/blinds
- Remove globes from light fixtures
- Remove exhaust fans and covers – bathroom(s) and kitchen
- Remove all chrome accessories from bathroom
- Remove heating system covers
- Remove smoke detector covers
- Remove nails, screws, etc. from walls
- Wash walls as needed
- Clean tops of doors and window trim
- Clean tops of kitchen cabinets
- Patch all holes and damaged areas in walls as needed
- KILZ or prime all stains in ceiling and walls as needed
- Check and repair all plumbing as needed
- Check and repair all electrical as needed
- Repair structural damage to doors, etc., inside and outside of apartment
- Sand all walls to remove high spots and flaws
- Straighten all metal doors and heat covers
- Paint ceilings as needed
- Paint walls as needed
- Paint closets, shelving, bi-fold doors, heater covers, etc., (2 coats if necessary)
- Clean, check and repair kitchen cabinets, handles, doors, hinges, shelves as needed
- Stain all nicks, scratches and gouges in doors, door frames, windows and cabinets
- Clean kitchen sink and fixtures
- Clean bathroom sink and fixtures
- Clean and re-install all bathroom chrome accessories
- Re-caulk tub, sink and kitchen countertop
- Check carpeting – re-tack if needed – inspect for cleaning or replacement
- Check kitchen linoleum – clean and repair or replace as needed
- Check bathroom linoleum – clean and repair or replace as needed
- Replace all missing light bulbs
- Clean and replace damaged light globes
- Check and clean smoke alarm covers – replace battery – replace cover as needed
- Clean and repair or replace kitchen appliances as needed
- Clean and re-install light switch plates and plug plates
- Clean, repair or replace window shades/rods/blinds
- Clean, repair or replace exhaust fans and covers
- Clean, repair or replace windows and screens
- Check, repair or replace window and door weather stripping
- Re-install interior doors
- Re-install metal or wood bi-fold doors – check tracks, pins and slides, clean as needed
- Replace heating system covers
- Clean apartment thoroughly
- Remove any paint spills, brush marks, etc., from trim and base
- Clean, repair or replace all base covers
- Clean or replace carpeting as needed
- Install all door stops
- Inspect apartment and touch up as needed
- Re-inspect apartment

Exhibit 7.7 Completed Make Ready Form

Apt. #	Date: / /	Maintenance Associate
---------------	---------------------	------------------------------

Check boxes for completed or replaced items. File completed and approved checklist in unit maintenance file.

Notify office of Maintenance Supervisor of any vendor work needed, such as: carpet, vinyl, counter top repairs, etc.

***Item should be checked closely, caulking may need replacement; **If caulking is needed, remove all caulking first.**

Approach	O.K.	Replace	Kitchen Continued	O.K.	Replace	Hallways Continued	O.K.	Replace
Check Exterior Light Fixture			Check Hoses			Check Outlets		
Check Hallways			Check Dryer			Check Light Fixtures		
Check Threshold			Check Dryer vent			Bedroom		
Check Sidewalks			Check Shelving			Check Ceiling Fan		
Check Exterior Front Door*			Check Countertops*			Check Light Fixtures		
Check Stairs			Check Cabinets			Check Switches		
Interior Entry			Check Sink			Check Outlets		
Check Switches			Check Faucets			Check Walls and Ceilings		
Check Light Fixtures			Check Flooring			Check Carpet		
Check Inside Front Door			Check Walls and Ceilings			Check Interior Doors		
Check Interior Doors			Check Interior Doors			Check Doorstops		
Check Windows*			Check Windows*			Check Windows*		
Check Blinds			Check Blinds			Check Sliding Doors*		
Check Doorsteps			Check GFCIs			Check Blinds		
Check Walls and Ceilings			Check Switches			Closets		
Check Flooring			Check Outlets			Check Shelving		
Check Carpet			Check Light Fixtures			Check Walls and Ceilings		
Living Room			Bathrooms			Check Light Fixtures		
Check Ceiling Fan			Check Sinks**			Check Switches		
Check Light Fixtures			Check Faucets			Check Pull Cords/Chains		
Check Outlets			Check Pop-up			Check Attic Access Panels		
Check Switches			Check Bathtub/Shower**			HVAC		
Check Interior Doors			Check Bathtub/Shower Faucets			Check Operation		
Check Walls and Ceilings			Check Showerheads			Check Air Circulation		
Check Flooring			Check Toilets*			Check Thermostats		
Check Carpet			Check Countertops*			Check/Clean Evaporator		
Check Windows*			Check Cabinets			Check Condenser Pan		
Check Sliding Doors			Check Machine Cabinets			Check/Clean Condenser Coil		
Check Blinds			Check Shelving			Check Condenser Fan Motor		
Check Doorstops			Check Towel Bars			Check Furnace		
Check/Paint Fireplace			Check Paper Holders			Check/Clean Baseboards		
Patio/Balcony			Check Flooring			Check/Clean Wall Heaters		
Check Exterior Doors*			Check Walls and Ceilings			Check/Clean All Vents		
Check Light Fixtures			Check Interior Doors			Check All Filters		
Check Deck Surface			Check Doorstops			Safety/Security		
Check Railings			Check Windows*			Check Peephole 160 degrees		
Check Water Heater			Check Water Heater			Check Passage Set		
Check Outlets			Check Blinds			Check Strike Plate (3" screws)		
Check Switches			Check GFCIs			Check Window Latches		
Check Exterior Paint			Check Switches			Check Sliding Door Latch		
Kitchen/Appliances			Check Outlets			Check Sliding Door Pin		
Check Refrigerator			Check Light Fixtures			Check Smoke Detectors		
Check Icemaker			Hallways			Check Fire Extinguisher		
Check Dishwasher			Check Walls and Ceilings			Change /Re-key Locks		
Check Disposal & Air Gap			Check Interior Doors			Before Leaving Apt.		
Check Range Top			Check Doorstops			Remove All Trash		
Check Oven			Check Windows*			Turn Off AC and Lights		
Check Microwave			Check Blinds			Close Drapes/Blinds		
Check Vent Hood			Check Carpet/Flooring			Lock Windows and Doors		
Check Washing Machine			Check Switches					

Comments:

_____ Date _____

	Maintenance Supervisor must inspect, make ready, safety/lock/key items and initial here:	
	Housing Manager must inspect apartment and initial here:	

List of Exhibits for Chapter 8

Exhibit 8.1 – Maintenance Skills Assessment Test for Qualifications

Exhibit 8.2 – Inventory Sheet for Tools and Equipment

Exhibit 8.3 – Appliance Control Log

**MAINTENANCE SKILLS ASSESSMENT
TEST QUESTIONS**

DO NOT WRITE ON QUESTION SHEET. Record all responses to questions on the appropriate answer sheet. Read each question carefully and choose the best answer. Some questions may appear to have more than one answer.

GENERAL:

1. What type of drywall sheathing is best suited for use in interior, high moisture areas?
 - a. Bulldog wet board
 - b. Brown board
 - c. Green board
 - d. Primer grade yellow board

2. Which of the following fasteners is not commonly used in drywall?
 - a. Toggle bolt
 - b. Molly bolt
 - c. Spiral masonry nail
 - d. Bulldog hanger

3. In regards to door locks – what is the difference between master pins and driver pins?
 - a. No difference
 - b. Master pins are a different color
 - c. Master pins are typically smaller
 - d. Master pins are oblong shaped

4. When is the best time to change a lock on a vacant apartment?
 - a. As soon as the resident moves out
 - b. After the apartment is market ready
 - c. Just before new resident moves in
 - d. Only when instructed to do so by manager

5. What is the value of a preventative maintenance program?
 - a. Overall maintenance cost are minimized
 - b. Decreased in maintenance man hours
 - c. Increased efficiency and life of equipment
 - d. All of the above

6. Which of the following items would not be found on a metal entry door?
 - a. Self closing hinges
 - b. Strike plate
 - c. Threshold
 - d. Ballast

7. Which of the following items would not be used to repair a wooden door?
 - a. Drywall compound
 - b. Plastic wood
 - c. Rubbing compound
 - d. Carpenters glue

8. If a resident asked you about transferring into another apartment in the community, what would you do?
 - a. tell the resident you do not know anything about transferring
 - b. politely refer the resident to the leasing agent in the information center
 - c. tell the resident that he/she will have to find someone else to rent their present apartment before a transfer will be considered
 - d. tell the resident that you will check into it and get back to the resident with the answer

9. You witness a crime in progress on the property, what steps should you take?
 - a. notify the policy department immediately
 - b. get one or two more maintenance associates and catch the criminal, then call the police
 - c. get a good description, if possible, and immediately call the police department but make no attempt to stop the crime yourself
 - d. make a citizens arrest and read the criminal his rights

10. A resident has fallen down and injured his back and cannot get up, what should you do?
 - a. pick up the resident and take him to the hospital
 - b. ask the resident to let you look at his back
 - c. keep the resident calm but do not try to move him. Inform him that you are going to get help
 - d. see if the resident can sit up

11. Which paint brush would be best suited for applying flat latex paint according to manufactures recommendations?
 - a. hair bristle brush
 - b. nylon bristle brush
 - c. foam brush pad
 - d. doesn't matter all are good brushes

12. When entering a unit to be painted, what are the first steps to be taken in preparation for the work?
 - a. set up your tools, drop cloths, and materials; start filling all holes and cracks
 - b. look the unit over and start scraping and filling all holes
 - c. scrap and fill all holes and cracks and apply primer coat to all rooms
 - d. paint doors and trim, patch holes and cracks, then paint

13. What should you do before painting over dark water stains on walls and ceiling that have dried?
 - a. you should paint the entire room, because if you don't, the new paint will not match
 - b. sand the stained areas and then paint the same color
 - c. apply a thin coat of sheet rock to hide the stain and then paint
 - d. be sure the water leak has stopped, prime or seal the stained areas, allow to dry before applying the finish coat. If necessary paint the entire surface.

14. Which of the following could be the cause of insulated glass fogging on the inside?
 - a. abnormal uv rays
 - b. high humidity
 - c. bad seal
 - d. stuck balance

15. If a water main on the property breaks what should you do?
 - a. Turn off the water at the meter in which the water main supplies, check to see if the water stops running, if the water stops running call a plumber, if it doesn't stop running call the water company
 - b. Turn the water off at the utility main and call the water department
 - c. With the water still on see if you can dig up the water main to see why it is leaking
 - d. Turn off the water and dig up the water main to find the leak, once you find the cause of the leak call the water company

16. Caulking can be used to make small repairs in vinyl floors.
 - a. true
 - b. false

ELECTRICAL:

17. There are two kinds of electrical current. They are?
 - a. Direct current charge and current flow
 - b. Light current and electrical current
 - c. Direct current and alternating current
 - d. Plug in current and battery current

18. Which of the flowing types of light bulbs consumes the least amount of energy?
 - a. 60 watt incandescent
 - b. 150 watt par flood
 - c. 14 watt florescent
 - d. 150 watt mercury vapor

19. Which of the flowing tools is most often used to check continuity of a circuit?
 - a. Ammeter
 - b. Gyro meter
 - c. Ohmmeter
 - d. Voltmeter

20. What type of outlet is code required to be installed in areas where water could create a shock hazard
 - a. DMV
 - b. 3 prong grounded
 - c. duplex

21. A ballast would most likely be used with which of the following type bulbs?
 - a. Incandescent
 - b. Candelabra
 - c. Par flood
 - d. Florescent

22. Which of the following devices could be used to turn lights on the and off on the exterior of buildings?
 - a. photoelectric control
 - b. six hour clock timer
 - c. digital wattstat control
 - d. analog photosynter

23. What is the purpose of a circuit breaker?
 - a. to protect from being shocked
 - b. to protect the wire from being over amped
 - c. to turn off high voltage pumps (swimming pool. boiler, ea.)
 - d. all of the above

24. Which of the following wire sizes would carry the most load?
 - a. 18 AWG
 - b. 16 AWG
 - c. 8 AWG
 - d. 10 AWG

25. In a 120 V three wire system, which of the following wires is usually hot?
 - a. Red
 - b. White

- c. Black
 - d. green
26. Which of the following switches would be used to control a single fixture from two locations?
- a. two way toggle
 - b. three way toggle
 - c. four way toggle
 - d. bi-way toggle
27. What does the international electrical symbol E stand for?
- a. Watts
 - b. Ohms
 - c. Volts
 - d. amps
28. A circuit of 120 v has a resistance of 20 ohms. What would be the current flow (amps) of this circuit?
- a. 12 amps
 - b. 16 amps
 - c. 8 amps
 - d. 6 amps
29. An exterior lighting circuit of 120 v has 10, 60 watt light bulbs. What would be the current flow (amps) of this circuit?
- a. 8 amps
 - b. 6 amps
 - c. 5 amps
 - d. 3 amps
30. What does the international electrical symbol I stand for?
- a. watts
 - b. ohms
 - c. volts
 - d. amps
31. The flow of electrical energy is called:
- a. amperage
 - b. current
 - c. voltage
32. The rating for other than individual branch circuits shall be?
- a. 15 or 20 amps
 - b. 30 or 40 amps
 - c. both a and b
 - d. none of the above
33. Fuses and circuit breaker shall be permitted to be connected in parallel.
- a. when factory assembled
 - b. when factory assembled in parallel
 - c. when listed as a unit
 - d. both b and c
 - e. none of the above

34. In a completed installation each outlet box shall be provided with a cover unless covered by _____?
- fixture canopy
 - lamp holder
 - receptacle
 - an of the above
35. Incandescent fixtures with partially enclosed lamps, installed in clothes closets shall _ permitted as follows.
- surface mounted with a minimum clearance of 12 inches
 - surface mounted with a minimum clearance of 6 inches
 - recessed with the proper clearance
 - not permitted
36. Outlet boxes shall not be used as the sole support for ceiling -suspended (paddle) fans.
- true
 - false
37. A fixture that weighs more than - or exceeds - in any dimension shall be supported by the screw shell of a lamp holder.
- 8 lbs., 16 inches
 - 16 lbs., 8 inches
 - 6 lbs, 16 inches
 - 8 lbs , 18 inches
38. Which of the following is a live part?
- terminals
 - buses or electric conductors
 - components that are uninsulated or exposed and are a shock hazard
 - all of the above
39. The minimum head room of working space about service equipment, switchboards, panel boards, or motor control centers shall be _____, not less than the height of the equipment.
- 30 inches
 - 6.5 feet
 - 35 inches
 - 6 feet
40. To be considered for approval, continuing education courses must consist of not less than ____ of instruction and be open to monitoring by the department and/or the electrical board at no charge.
- 4 hrs.
 - 6 hrs.
 - 8 hrs.
 - 10 hrs.
41. What should you check if an electrical outlet is not working?
- breaker
 - outlet, if breaker is ok
 - 1st outlet on the line
 - all of the above
42. If a fluorescent light is not working, what should you check?
- Bulbs

- b. Power
 - c. starter/ballast
 - d. any of the above
43. It is ok to touch the glass on a halogen element with your fingers.
- a. true
 - b. false
44. Which of the following is a good sign that a photocell is faulty?
- a. when the lights remain on/off all the time
 - b. when the lights flicker
 - c. when the lights are on during the day and off at night
 - d. all of the above
45. When changing a submerged pool light you should?
- a. Shut off breaker, drain pool below the light and change the bulb
 - b. turn off chlorinator
 - c. Put on a swim suit and dive in
 - d. turn off breaker, raise light from under water to pool deck then change bulb

PLUMBING:

46. When should you change a flapper valve on a toilet?
- a. if it is discolored and the edges are curled
 - b. if you hear water leaking from the tank to the bowl
 - c. when doing maintenance on a market ready apartment
 - d. all of the above
47. Which of the following tools would not be used to unstop a toilet?
- a. force cup / plunger
 - b. auger
 - c. seat wrench
 - d. snake
48. Which of the following items would not be found on a typical toilet?
- a. ballcock.
 - b. flapper
 - c. closet boh
 - d. sillcock
49. When should drain acid be used to unstop a toilet?
- a. as a last resort if nothing else works
 - b. pour half a cup in the bowl before using a plunger
 - c. never use in a toilet under any circumstances
 - d. depends on type of toilet
50. What is the primary purpose of a trap on a drain pipe?
- a. to prevent large items from entering the waste line
 - b. to provide access to the waste line
 - c. to prevent sewer gas from escaping into the unit
 - d. to provide easy installation of drain parts

51. Which of the following tools is used to work on hard to reach water supply pipes and faucets behind sink and lavatories?
- strap wrench
 - fixed spud wrench
 - pipe wrench
 - basin wrench
52. Of the following types of rigid copper pipe, which is the one most often used (code permitting) for above ground residential plumbing with soldered joints?
- Type K
 - Type M
 - Type L
 - Type J
53. What is the standard size pipe on a kitchen sink drain?
- 1"
 - 1 ¼ "
 - 1 ½ "
 - 1 ¾ "
54. What is the main purpose of the T & P valve on a water heater?
- maintain constant gas pressure to the burner
 - keep heated water from backing up into the cold water supply system
 - to provide protection against explosion
 - to turn off the gas/electric supply to the burner/element in the event the temperature in the tank exceeds manufacturer's recommended level
55. A water heater makes a thumping noise while heating the water, what could be the problem?
- not completely full of water
 - too much water pressure
 - lime build up
 - they all make this kind of noise
56. A quick way to stop a pipe leak is to use a pipe clamp.
- true
 - false
 - only on a steel or copper pipe
 - never use a pipe clamp
57. If a toilet leaks from the bottom, you should.
- caulk around the base
 - replace the wax seal
 - call a plumber
 - tighten the bolts
58. If the water faucet chatters, what is it caused by?
- faucet not secure
 - all cheap faucets chatter
 - air in system or loose washer
 - water lines in the wall are under sized

59. A water hose that is connected to a faucet and is submerged in a pool is considered as what?
- a. a time saver
 - b. a cross connection
 - c. a hydro gap connection
 - d. a siphon stop
60. What is the purpose for using flux on copper pipe when soldering?
- a. it makes the solder stick to the pipe.
 - b. it lowers the melting point of solder
 - c. it prevents oxidation from forming in the joint
 - d. it's not necessary

APPLIANCE REPAIR:

61. Which of the following refrigerants is used in refrigerators?
- a. R-22
 - b. R-123
 - c. R-12
 - d. R-502
62. What is the desired temperature for the freezer compartment in a refrigerator?
- a. 10-32 degrees
 - b. 10-15 degrees
 - c. 5-15 degrees
 - d. 0-8 degrees
63. What is the desired temperature for the fresh food compartment in a refrigerator?
- a. 28-32 degrees
 - b. 38-42 degrees
 - c. 45-48degrees
 - d. 0-12 degrees
64. When referring to a refrigerator as frost free-it means:
- a. moisture is not present to create frost
 - b. a timed heating element melts frost
 - c. frost is never present
 - d. mullion heater keeps frost from forming
65. Which of the following is an indication that door gaskets on a refrigerator are "leaking"?
- a. condensation on outside of refrigerator
 - b. food spoiling
 - c. excessive ice build-up
 - d. all of the above
66. Which of the following could cause abnormally high temperatures in the freezer section of the refrigerator?
- a. defective defrost thermostat
 - b. defective defrost limit
 - c. defective icemaker
 - d. all of the above

67. What is the most common use of a frost-free refrigerator failure?
- old and worn out
 - not level
 - dirty condenser or bad defrost timer
 - residents overload the refrigerator with food
68. If an oven does not heat up to the required temperature setting, what could be the cause?
- bad door gasket
 - bad thermostat
 - loose electrical connection
 - all of the above
69. What line voltage is necessary for the proper operation of a gas range?
- 240v
 - 12v
 - 24v
 - none of the above
70. What would you check first if a garbage disposal motor did not run but the flywheel turned freely?
- wall switch
 - breaker
 - reset button
 - none of the above
71. Hot water should be used to flush or rinse a garbage disposal?
- always
 - never
 - only with vegetables
 - only with "fatty" waste
72. Which of the following should you check first if a dishwasher does not dry the dishes properly?
- water valve
 - drain solenoid
 - calrod heater
 - energy saver switch
73. Which of the following temperature ranges is desirable for the best operation of a dishwasher?
- 115-120 degrees
 - 95-115 degrees
 - 120-140 degrees
 - 105-110 degrees
74. Which of the following would be the probable cause of a dishwasher overflowing?
- defective timer
 - defective pump
 - defective float switch
 - defective water solenoid

75. If the dishwasher will not drain, what could be the problem?
- bad pump solenoid
 - gate arm on pump closed.
 - drain hose clogged
 - all of the above
76. If a dryer makes a loud noise, what should you do?
- clean plastic drum bearing, if worn replace
 - take off the front of the dryer, vacuum and clean it out
 - check the drum guides
 - all of the above
77. If a dishwasher is not getting enough water, what should you check?
- screen at the connection
 - valve turned on
 - timer
 - all of the above
 - both a and b
78. When replacing a hot water tank you should?
- shut off power
 - replace PT valve
 - purge air from new tank
 - all of the above
79. What is the highest temperature a hot water should be set at?
- 100 degrees
 - 110 degrees
 - 120 degrees
 - 130 degrees
80. If a refrigerator is running noisy, what should you check first?
- drain pan
 - condenser fan and motor
 - evaporator fan
 - none of the above
81. Which of the following best describes how to check: an element on a hot water tank?
- disconnect power, meter across the terminals. reading of 0 ohms means it is bad
 - with the power on, meter across the terminals. reading of 0 ohms means it is good
 - remove the element and check it visually
 - none of the above

POOLS/SPAS:

82. How many gallons of water are in a rectangular shaped pool that is 20' x 40' x 5'?
- 25,000
 - 30,000
 - 35,000
 - 40,000

83. What is the ideal Ph range for a plaster pool?
- 7.0-7.4
 - 7.4-7.6
 - 7.6-7.8
 - 7.4-7.8
84. What chemical is used to stabilize pool water, which slows down the dissipation of chlorine?
- muriatic acid
 - hydrochloric acid
 - nitrogenic acid
 - cyanuric acid
85. At what level of stabilizer is a pool considered "locked up"?
- 100 ppm
 - 35 ppm
 - 55 ppm
 - 80 ppm
86. What chemical is used to raise Ph in a pool/spa?
- soda ash
 - bicarbonate of soda
 - muriatic acid
 - calcium chloride
87. What is the proper level of total alkalinity in a pool/spa?
- between 60-85 ppm
 - between 70-75 ppm
 - between 80-125 ppm
 - between 90-140 ppm
88. What chemical is used to lower both Ph and total alkalinity in a pool/spa?
- hydrochloric acid
 - cyanuric acid
 - polymeric acid
 - muriatic acid
89. What happens when total alkalinity is too high?
- plaster and metal etching
 - plaster and pipes scale
 - filter plugs easily
 - water line tile discolors
90. What is the ideal level of chlorine for a pool?
- .5 - 1.0 ppm
 - 1.5 - 3.0 ppm
 - 2.0 - 2.8 ppm
 - 2.5 - 3.0 ppm

91. What is the proper chlorine level to obtain good super chlorination?
- 3.0 Ppm.
 - 7.0ppm
 - 15.0 ppm
 - 25.0 ppm
92. What is the primary indicator used to determine when filters should be backwashed?
- jandy valves
 - flow meters
 - pressure gauges
 - pumps
93. What device is used to control the flow of water through a pool filter?
- jandy valve
 - gate valve
 - flow valve
 - multiport valve
94. Turnover rate is the movement of the entire volume of pool water through one complete cycle of the recirculatory system. What is the required turnover rate for public pools?
- 6 times in a 24 hour period
 - 4 times in a 24 hour period
 - 3 times in a 24 hour period
 - 2 times in a 24 hour period
95. What is the recommended maximum temperature for spas?
- 95 degrees
 - 100 degrees
 - 108 degrees
 - 104 degrees
96. What diameter ball would you use to test the distance between bars in a pool fence?
- 3"
 - 4"
 - 5"
 - 6"
97. When testing a pool gate to see that it is self-closing and latching, you should hold the gate open to what distance?
- 6" to 12"
 - 12" to 24"
 - 24" to 36"
 - over 36"
98. What three (3) ingredients are critical to proper water balance in a pool or spa?
- PH, chlorine residual, stabilizer
 - PH, total alkalinity, calcium hardness
 - PH, total dissolved solids, chlorine
 - stabilizer, chlorine, total alkalinity

99. What is the only way to lower the cyanuric acid level in a pool?
- a. add muriatic acid
 - b. clean the filter
 - c. drain the pool part way and add fresh water
 - d. add calcium chloride
100. When checking pool chemicals you should always check the PH first.
- a. true
 - b. false
 - c. not enough information

THANK YOU FOR YOUR TIME

MAINTENANCE SKILLS ASSESSMENT TEST ANSWER KEY

GENERAL

- 1. C
- 2. C
- 3. C
- 4. A
- 5. D
- 6. D
- 7. C
- 8. B
- 9. C
- 10. C
- 11. B
- 12. A
- 13. D
- 14. C
- 15. A
- 16. B

ELECTRICAL

- 17. C
- 18. C
- 19. C
- 20. C
- 21. D
- 22. A
- 23. B
- 24. C
- 25. C
- 26. B
- 27. C
- 28. D
- 29. C
- 30. D
- 31. D
- 32. C
- 33. D
- 34. D
- 35. D
- 36. A
- 37. C
- 38. D
- 39. B
- 40. A
- 41. D
- 42. D
- 43. B
- 44. A
- 45. D

PLUMBING

- 46. D
- 47. C
- 48. D
- 49. C
- 50. C
- 51. D
- 52. B
- 53. C
- 54. C
- 55. C
- 56. A
- 57. B
- 58. C
- 59. B
- 60. C

APPLIANCE

- 61. C
- 62. D
- 63. B
- 64. B
- 65. D
- 66. D
- 67. C
- 68. D
- 69. D
- 70. C
- 71. B
- 72. D
- 73. C
- 74. C
- 75. D
- 76. D
- 77. E
- 78. D
- 79. C
- 80. B
- 81. A

POOL AND SPA

- 82. B
- 83. B
- 84. D
- 85. A
- 86. A
- 87. C
- 88. D
- 89. B
- 90. B
- 91. B
- 92. C
- 93. D
- 94. C
- 95. D
- 96. B
- 97. A
- 98. C
- 99. C
- 100. B

List of Exhibits for Chapter 11

Exhibit 11.1 – Purchase Order Approval Form

Exhibit 11.2 – Request for Quotes for Small Purchases

Exhibit 11.3 – Vendor Registration Form

Exhibit 11.1 Purchase Order Approval Form

TO: Regional Manger or Director of Property Management
RE: Purchase Order Number _____
FROM: Housing Manager/Property _____
DATE: _____

Budget Fund No.	Major Account No.	Sub-Account No.	Cost Center	Project No.

Item/Service Description

Bid Tabulation (Note: Only one reasonable price required for purchases under \$500. List recommended award first.)

Quotes/Bids (Attach)	Company Name	Section 3 Firm	MBE, WBE, DBE Firm?	Amount
1.				
2.				
3.				
4.				

If other than lowest bidder, justify:

Are funds available in the current operating budget for this item: Yes No

Based on a review of HUD’s website, is this vendor debarred/suspended? Yes No

Is this a Section 3 “covered” contract? Yes No

If yes, will there be “new hires”? Yes No

For labor contracts (check which applies and attach): HUD-Determined Davis Bacon

Exempt (if exempt, explain)

Attach supporting documentation (indicate “N/A” if not applicable)

- Independent cost estimate
- Request for quotes, including wage determination (where applicable)
- Certificate of Insurance
- Contract

Approvals		
<input type="checkbox"/> Regional Manager (over \$200)	_____	Date _____
<input type="checkbox"/> Director of Property Management (\$5,000 to \$25,000)	_____	Date _____
<input type="checkbox"/> Agency Director (over \$25,000)	_____	Date _____

Exhibit 11.2 Request for Quotes

Property Name: _____
Property Address: _____
City, State, Zip _____
Contact Person: _____
E-Mail: _____
Phone: _____
Fax: _____

Scope of Services:

1. The PHA will select the lowest, most responsive and responsible quoter.
2. Due date and local time: _____
3. Number of copies to submit: _____
4. Place of submission: _____
5. Submission requirements: Respondents must complete the attached quote sheet.
6. Form of submission: Quotes may be mailed, hand-delivered, e-mailed, or faxed.
7. Date work to commence: _____
8. Date work to be completed: _____
9. MBE/WBE/DBE Policy: It is the policy of the PHA to encourage responses from MBE/WBE/DBE contractors. It is the goal of the PHA to increase its minority contract base. All contractors that qualify are encouraged to register with the local, city, or state office of the Department of Equal Opportunity (DEO) or, if local, to register with the City's DEO, 999-888-7777.
10. Invoicing Method: Upon satisfactory completion of the work, the vendor shall submit an invoice, along with the work ticket signed by the Housing Manager, to address listed at the top of this request.
11. Terms: Payment will be made in full within 30-days of invoice provided (a) satisfactory completion, and (b) compliance with all requirements of the quote/contract.

12. Wage Determinations (check if applicable):

- Payment of HUD-Determined Maintenance Wages: The PHA has determined that this contract qualifies as a maintenance contract that is subject to certain HUD-determined wages. To that end, attached is a bid addendum containing the appropriate minimum maintenance wages rates that must be paid in connection with this contract and related provisions.
- Payment of Davis-Bacon Wage Rates: The PHA has determined that this contract qualifies as a construction contract that is subject to Davis-Bacon, to that end, attached is a bid addendum containing the appropriate minimum wage rates that must be paid in connection with this contract and related provisions.

13. Any contract of \$25,000 or more requiring labor in the performance of a service, or construction or installation, is subject to Section 3 of the Housing Act of 1968. Any such Section 3-covered contracts should read carefully the attached Section 3 addendum (if applicable).

14. Insurance Requirements: A current certificate of insurance is required with each quote and before the commencement of any work, the following dollar limits must be satisfied:

- Vehicular liability of \$1 million minimum per incident (all vendors)
- General liability of \$1 million minimum per incident (excludes supplies and materials)
- Workers compensation consistent with all statutory requirements (all vendors)
- The Certificate of Insurance names the PHA as additional insured.

15. Examination and Retention of Contractor's Records. The Housing Authority (HA), HUD, or Comptroller General of the United States, or any of the duly authorized representatives shall, until three years after the final payment under this contract, have access to and the right to examine any of the Contractor's directly pertinent books, documents, papers, or other records involving transactions related to this contract for the purpose of making audit, examination, excerpts, and transcriptions.

16. Right in Date and Patent Rights (Ownership and Proprietary Interest). The HA shall have exclusive ownership of all proprietary interest in, and the right to full and exclusive possession of all information, materials, and documents discovered or produced by Contractor pursuant to the terms of this Contract, including but not limited to reports, memoranda or letters concerning the research and reporting tasks of this Contract.

17. Energy Efficiency. The Contractor shall comply with all mandatory standards and policies relating to energy efficiency which are contained in the energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub.L. 94-163) for the State in which the work under this contract is performed.

18. Termination for Cause and for Convenience (contracts of \$10,000 or more).

(a) The HA may terminate this contract in whole, or from time to time in part, for the HA's convenience or the failure of the Contractor to fulfill the contract obligations (cause/default). The HA shall terminate by delivering to the Contractor a written notice of Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Contractor shall: (1) immediately discontinue all services affected (unless the notice directs otherwise), and (2) deliver to the HA all information, reports, papers, and other materials accumulated or generated in performing the contract, whether completed or in process.

(b) If the termination is for the convenience of the HA, the HA shall be liable only for payment for services rendered before the effective date of the termination.

(c) If the termination is due to the failure of the Contractor to fulfill its obligations under the contract (cause/default), the HA may (1) require the Contractor to deliver to it, in the manner and to the extent directed by the HA, any work described in the Notice of Termination; (2) take over the work and prosecute the same to completion by contract or otherwise; and the Contractor shall be liable for any additional cost incurred by the HA; and (3) withhold any payments to the Contractor, for the purpose of set-off or partial payment, as the case may be, of amounts owed by the HA to the Contractor. In the event of termination for cause/default, the HA shall be liable to the Contractor for reasonable costs incurred by the Contractor before the effective date of termination. Any dispute shall be decided by the Contracting Officer.

PHA is an equal opportunity contractor and employer.

Attachments (check if applicable):

- Quote tab sheet (Quote shall be submitted in this format. Other submissions will not be accepted.)
- Wage determination
- Wage addenda
- Section 3

End of Request for Quotes.

QUOTE SHEET

Name of Service Requested: _____

Date of Request for Quotes: _____

Time/Date Quotes Due: _____ o am o pm on _____

Quote: _____

Company Name: _____

Company Address: _____

City, State, Zip: _____

Company Phone: _____

Company Fax: _____

Reference 1: _____

Reference 2: _____

Reference 3: _____

Person Preparing Response: _____

I certify that my firm will supply the above items/services in accordance with the terms provided in the Respective Request for Quote.

Signature of authorized Representative Preparing Response:

_____ Date: _____

END

Exhibit 11.3 Vendor Registration Form

Date: 7/25/05 **Property:** Meadowood Farms Apartment

Business Name: ABC Vendors

Is your business incorporated?: Yes or X No (Check one)

Federal Tax ID #: 91-2345678 (Not State UBI #)

Mailing Address: 12340 Main Street

Suite A-1

Seattle, WA 98188-3103

Phone Number: 206/555-5555

Fax Number: 206/555-5556

Business Owner's Full Name (Print): Arnold B. Curry

Business Owners' Social Security #: _____

Contractors License #: ABCVEND001N7

Expiration Date: 3/18/2006

ALL VENDORS MUST HAVE A BUSINESS LICENSE, INSURANCE IN THEIR BUSINESS NAME AND A COMPLETE VENDOR REGISTRATION PACKAGE

- Attach Business License**
- Attach copy of Insurance**
- Attach W-9**
- Attach a copy of Contractor's license (MUST have for interior/exterior painting, paving, electrical work, plumbing work, carpentry – verify with your Portfolio Manager if you are not sure)**

Is this vendor related to you or a staff member by blood or marriage? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Who referred you to this vendor? _____ at _____ Apts
Is this vendor an Agency, Inc. employee? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, where: _____

List of Exhibits for Chapter 13

Exhibit 13.1 – Sample Job Descriptions

Exhibit 13.1 Sample Job Descriptions

REGIONAL PROPERTY MANAGER

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To be responsible, under the direction of the Director of Public Housing, for overseeing the operation of a group of properties through subordinate personnel, and monitor fiscal and occupancy status for properties through regular reports. The Regional Property Manager is responsible for direct budget preparation, monitoring budgets, preparing reports of activities and fiscal status, monitoring operating practices and procedures and recommending changes to promote efficiency, participating in pre-employment interviews, supervising, evaluating performance and training site personnel.

Duties and Responsibilities

General Administration:

- Monitor collections, collection loss, vacancy reports, court filings, etc. through computer generated and manual reporting systems, conversations, and meetings.
- Review and take appropriate action on resident transfer requests.
- Provide assistance and direction in the development of the annual budget.
- Monitor budget through monthly reports and provide input regarding status of budget as needed.
- Ensure that resident lease terminations and grievance hearings are properly processed.
- Monitor lease enforcement by providing information and assistance as needed.
- Meet with residents, resident organizations, and external agencies to receive input regarding the operation of housing programs, assess needs, and address concerns.
- Conduct informal hearings as needed, and make appropriate recommendations in accordance with the Authority's policies and procedures.
- Oversee the development and implementation of marketing plans and strategies in order to promote high levels of occupancy.
- Ensure that residents receive available services by cooperating with service providers to deliver services to residents.
- Oversee schedule for emergency on call responsibility and follow-up on emergencies to ensure proper handling.
- Assist subordinates in handling difficult or complex problems with residents by offering alternatives and working directly with residents as needed.
- Preparation and submission of monthly report detailing the prior month's occupancy and fiscal performance.

Supervision of General Property Management and Maintenance:

- Participate in pre-employment interviews and make hiring recommendations as needed. Although the Regional Manager would typically only interview the Housing Manager, there may be times when interviews of other site personnel is warranted.
- Interpret and apply Authority personnel policies, departmental policies, and other relevant policies and procedures.
- Monitor performance of subordinates through periodic inspections of properties and information reports.
- Review and approve time and leave reports for assigned staff, and approve leave requests.
- Conduct or coordinate training programs for all new employees, and periodic training for other employees.
- Coordinate staffing to assure that all properties are adequately staffed.
- Prepare and review performance appraisals and discuss with subordinates as appropriate.
- Counsel employees regarding job performance and document in accordance with established procedures.
- Recommend disciplinary action as needed.
- Conduct periodic staff meetings.
- Monitor and analyze the effectiveness of policies and procedures, and prepare revisions and recommend changes as needed.

Skill Requirements

- Knowledge of Authority policies and procedures, particularly as they pertain to property management.
- Knowledge of Department of Housing and Urban Development ("HUD") rules and regulations that apply to property management.
- Knowledge of laws and standards that apply to property management, such as Fair Housing Laws, Landlord-Tenant Law, OSHA Standards, local and state building codes.
- Basic knowledge of building maintenance, fire prevention and liability reduction principles.
- Knowledge of basic office practices, procedures, and equipment.
- Knowledge of the principles of management and supervision.
- Knowledge of the operation of the Authority's computer system and software.
- Knowledge of the agencies that provide assistance and services to residents, including some knowledge of eligibility requirements.
- Knowledge of basic English in order to communicate verbally and in writing.
- Knowledge of mathematics sufficient to perform calculations required for summarizing rent collections, making deposits, and for rent adjustments.
- Ability to maintain required records such as tenant files, vacancy reports, etc.
- Ability to read and interpret policies and guidelines in order to make sound decisions.
- Ability to prepare clear, concise reports and make appropriate recommendations within scope of responsibility.
- Ability to use basic office equipment such as telephone, fax, copier and computer.
- Ability to communicate verbally and in writing.

- Ability to generate records, receipts, and reports efficiently using a calculator and the computer system.
- Ability to establish and maintain effective working relationships with peers, superiors, residents, community service agencies, and the public.
- Ability to manage multiple priorities and multiple demands to accomplish tasks in accordance with established requirements.
- Skilled in analyzing situations in order to identify problems and offer possible solutions.
- Skilled in communicating with all types of people in a wide variety of situations.

Qualifications for this Position

- Bachelor's degree in management, business administration, social science area, or closely related field.
- Minimum of five years experience in property management (preferably, some in public housing) and experience involving public contact preferred.
- Certification as a Public Housing Manager.
- Neat, clean and appropriate appearance.
- Valid Driving License and automobile insurance.
- Must provide automobile for local job-related travel and pick-up.

NOTE: This job description should not be interpreted as all-inclusive. It is intended to identify the major responsibilities and requirements of this job classification.

HOUSING MANAGER

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To be responsible, under the direction of the Regional Manager, for the overall management of site operations and supervision of maintenance of the physical plant. Above all else, the spirit of teamwork and cooperation with other team members will not only improve the job you do, but enhance the entire work experience.

Duties and Responsibilities

General Administration:

- Collect rents and maintain computer records according to the Authority's On-Site Procedures Handbook.
- Process requests for rent adjustments in accordance with established procedures, including obtaining verifications, entering information into computer, etc.
- Prepare and monitor site budget.
- Post charges associated with work order, late charges, etc. by entering them in computer and generating notices for residents.
- Follow-up delinquent accounts and pursue collections in accordance with established procedures
- Monitor expenses to ensure spending is within guidelines.
- Maintain tenant files and related documentation regarding continuing eligibility and adjustments.
- Show vacant apartments utilizing professional marketing procedures, and maintain a high level of continued occupancy by leasing property in a timely manner.
- Check references and other information on resident applications through Authority's approved credit and criminal investigative service.
- Complete Rental Agreements.
- Make daily bank deposits.
- Prepare reports in accordance with established procedures.
- Complete move-in and move-out reports, and send move in and move out packages to Property Accountant for permanent filing and disbursement of security deposits.
- Address resident concerns in a professional manner.

- Send/Post all notices regarding compliance to rules and regulations when a violation occurs.
- Hire, train, supervise and (sometimes) terminate site staff.
- Issue purchase order numbers and track purchases from order through invoice.
- Process invoices for correctness, accuracy, and proper coding.
- Purchase office supplies and other administrative supplies for the property.
- Maintain and reconcile the property's petty cash fund.
- Maintain and reconcile the property's declining budget.
- Write advertisements if needed, obtain prices and place advertisements (with Property Manager's approval) in the appropriate publications for best exposure for the community.
- Establish and maintain a waiting list per established procedures.
- Complete and submit incident reports for all events that may involve injury or damage.
- Maintain the property business office in a neat, orderly and business-like manner at all times with regularly scheduled office hours per established procedures.

General Repair and Maintenance Including Grounds Maintenance:

- Oversee maintenance of the grounds, trash container areas, and common areas not allowing any trash or debris to accumulate.
- Oversee all work associated with the upkeep and maintenance of the grounds.
- Be sure all vacant apartments are cleaned immediately and made ready for showing and occupancy within three days after move out.
- Log all resident complaints and dispatch maintenance personnel promptly. Items covered under warranties should be reported to the appropriate maintenance companies and followed up for prompt repairs.
- Generate work orders in response to requests for repairs from residents, coordinate completion of repairs, and close out work orders in accordance with established procedures.
- Conduct property inspections, including move-in, housekeeping, and grounds in order to assure adherence to established standards.
- Maintain records of the status of assigned units, e.g. filled, vacant, anticipated vacancy, etc.
- Assist with security activities by communicating with security personnel regarding specific problems, and participating in "knock and talk", as needed.
- Be available at all times either personally, or through other site personnel, for emergency calls.
- Maintain community-owned materials and tools in a neat and orderly manner at all times.
- Maintain a neat and organized workshop area free of clutter and debris for these tools. Upon completion of a maintenance task, all tools and excess supplies shall be cleaned up and stored properly.

Tenant Relations:

- Counsel residents who are not complying with the terms of the lease, and concerning delinquent payments.
- Refer residents with special problems, such as economic, social, legal, health, etc. to groups or agencies that provide assistance, or to resident services coordinator, as appropriate.
- Maintain liaison with resident services coordinator to assist with resident activities, address specific problems, plan meetings, or support activities as appropriate.

- Resolve conflict and complaints among residents, if possible, in order to avoid grievances.
- Recommend eviction if resident behavior warrants, and prepare related documentation to support recommendation.
- Schedule and complete customer surveys in order to identify resident needs, assess quality of services, etc.
- Participate in hearings and appeals as needed.

Supervising Personnel:

- Participate in pre-employment interviews and make hiring recommendations as needed.
- Interpret and apply personnel policies, departmental policies, and other relevant policies and procedures.
- Review time and leave reports for assigned staff.
- Train or assist in training other site personnel.
- Prepare and review performance appraisals and discuss with subordinates as appropriate.
- Counsel employees regarding job performance and document in accordance with established procedures.
- Recommend disciplinary action as needed.
- The Housing Manager is authorized to delegate authority to key employees. Any such delegation must be approved by the Property Manager. The Housing Manager's responsibility is always primary, even for activities delegated to subordinates.

Skill Requirements

- Knowledge of Authority policies and procedures, particularly as they pertain to property management.
- Knowledge of Department of Housing and Urban Development ("HUD") rules and regulations that apply to property management.
- Knowledge of laws and standards that apply to property management, such as Fair Housing Laws, Landlord-Tenant Law, OSHA Standards, local and state building codes.
- Basic knowledge of building maintenance, fire prevention and liability reduction principles.
- Knowledge of basic office practices, procedures, and equipment.
- Knowledge of the principles of management and supervision.
- Knowledge of the operation of the Authority's computer system and software.
- Knowledge of the agencies that provide assistance and services to residents, including some knowledge of eligibility requirements.
- Knowledge of basic English in order to communicate verbally and in writing.
- Knowledge of mathematics sufficient to perform calculations required for summarizing rent collections, making deposits, and for rent adjustments.
- Ability to maintain required records such as tenant files, vacancy reports, etc.
- Ability to procure goods and services in accordance with Authority procedures and in keeping with the assigned Operating Budget for the property.
- Ability to read and interpret policies and guidelines in order to make sound decisions.

- Ability to prepare clear concise reports and make appropriate recommendations within scope of responsibility.
- Ability to use basic office equipment such as telephone, fax, copier and computer.
- Ability to communicate verbally and in writing.
- Ability to generate records, receipts, and reports efficiently using a calculator and the computer system.
- Ability to establish and maintain effective working relationships with peers, superiors, residents, community service agencies, and the public.
- Ability to manage multiple priorities and multiple demands to accomplish tasks in accordance with established requirements.
- Skilled in analyzing situations in order to identify problems and offer possible solutions.
- Skilled in communicating with all types of people in a wide variety of situations.

Qualifications for this Position

- High school education or equivalent.
- Experience in property management and experience involving public contact preferred.
- Must obtain certification as a Public Housing Manager, or equivalent, within twelve (12) months of employment.
- Valid driver's license
- Use of personal automobile for local job-related travel and pick-up.
- Neat, clean and appropriate appearance.

NOTE: This job description should not be interpreted as all-inclusive. It is intended to identify the major responsibilities and requirements of this job classification.

ASSISTANT MANAGER

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To work with the Housing Manager in the general administration of the property and perform all related secretarial/clerical functions as requested by the Housing Manager.

Duties and Responsibilities

- Maintain a professional image and attitude in keeping the objectives of the Authority and residents' welfare.
- Prepare and maintain complete resident files.
- Maintain general office files.
- Assist in advertising preparation.
- Type letters and memos.
- Assist in showing units and screening applicants.
- Assist in scheduling vacant units for refurbishing and occupancy.
- Assist in maintenance work order system and in following purchase order procedures.
- Assist in certifying residents' income.
- Assist in maintaining the required computer postings.
- Prepare late notices and notices to pay rent.
- Order office supplies within established budgeted guidelines.
- Maintain tickler files for annual apartment inspections.
- Assist in keeping the apartment condition and status chart up-to-date.
- Assist in annual unit inspection process.
- Assist in typing and/or maintaining weekly and monthly reports.
- Assist in collection of rents and preparation of receipts.
- Assist in adherence to the Policy Handbook and Procedures Manual.
- Work with manager regarding legal proceedings.
- Assist in maintaining all required inventories for project supplies and equipment.
- Maintain records of rental levels of comparable units in surrounding areas.
- Answer the phone pleasantly and professionally.
- Maintain courteous communication with residents, applicants, and representatives of other companies.

Qualifications for this Position

- Strong organizational skills.
- High school education or its equivalent.
- Accurate typing.
- Accurate use of ten-key calculator, fax machine, computer and other office equipment.
- Full-time secretarial experience (in real estate field preferably).
- Well groomed.
- Ability to work well with and understand the problems of residents.
- Capable of assisting in the performance of the Housing Manager's duties on his/her days off.
- Ability to complete tenant certifications.

MAINTENANCE SUPERVISOR

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To be responsible, under the direction of the Housing Manager, for the overall maintenance of the physical plant. When applicable, the Maintenance Supervisor will oversee the performance of other maintenance personnel who are working alongside or in conjunction with the Maintenance Supervisor.

Duties and Responsibilities

General:

- Maintain a professional image and attitude in keeping with the objectives of the Authority and residents' welfare.
- Report to the Housing Manager each morning to communicate daily needs of the property and before and after breaks and lunch hour.
- Report any observed problems in units or on the property to the Housing Manager.
- Wear uniform shirt and identification as provided/directed by the Housing Manager and/or Regional Manager. Jeans or khaki pants may be worn that are in good condition and free of dirt, paint and holes. Work boots and/or tennis shoes may be worn; however, sandals are not allowed.
- Supervise any subordinate maintenance staff of the site.
- Recommend, when appropriate, the use of outside contractors for some projects and supervise their work.
- Maintain records and prepares reports in accordance with regulations.
- Participate in the hiring process by interviewing candidates and making hiring recommendations.
- Make recommendations for changes in policies and procedures in response to changing conditions, requirements, regulations or technology.
- Assist in preparations of maintenance budget for the site.
- Regularly conduct inventory of equipment, tools, parts and supply of materials.

In the event a property requires multiple maintenance personnel, the Maintenance Supervisor is responsible for overseeing the following work tasks, and may be involved in the actual labor to complete the same. In addition, the Maintenance Supervisor is responsible for coordinating the crew, assessing employee performance, hiring, reviewing time and leave reports, performing appraisals of staff, and ensuring that staff are properly trained.

Physical Requirements:

- Physical aspects of the job may require heavy lifting, bending, pushing, pulling, kneeling, stooping, climbing, balancing, and carrying.

Grounds:

- Keep or ensure that the grounds, garbage container areas, hallways, garages and/or parking lots, in a neat and orderly manner not allowing any trash or debris to accumulate. Patrol these areas every morning and continually throughout the day. Depending on the property, you may be required to vacuum and/or blow hallways, parking areas and/or breezeways as necessary. The direct supervisor will determine the frequency of these duties. Some properties may require these tasks daily.
- Oversee and assist all work associated with the upkeep of the grounds.

Curb Appeal:

- Assist management/leasing staff with curb appeal which may include detailing model units, putting out balloons, banners, a-boards, etc.

Work Orders:

- Work orders are to be recorded in the work order system. Permission to enter must be given by the resident. Work orders are to be properly completed within 24 hours unless parts or outside repair by a contractor must be secured. If a work order is not completed within 24 hours, the resident must be notified in writing as to the anticipated completion date. Leave the resident a copy of the completed work order in the unit and return one copy to the office for filing OR leave the resident copy of the incomplete work order with the estimated completion date. Once completed, the work order can be returned to the office for filing.
- Maintain and periodically analyze work orders for consistent patterns or long-term maintenance concerns.
- Always report questionable activity, unsanitary conditions, unauthorized occupants and/or pets to the Housing Manager.

Building & Common Area Maintenance:

- Regular maintenance of the building exteriors, building interiors and common areas are the responsibility of the Maintenance Supervisor and include but are not limited to pressure-washing as needed, painting and maintenance of all building systems such as gutters and downspouts, roof drainage systems, French drain systems, surface water management systems, fire alarm systems, fire extinguishers, fire sprinkler systems, signage, laundry centers, playgrounds, tennis courts, sports courts, and any other common areas, etc. The Maintenance Supervisor should conduct a monthly check of all property systems to determine the maintenance needs of any aspect of housing units, including major equipment.
- Assist in the procurement of outside contractors when necessary and help establish general guidelines and priorities in the contractor's projects.
- Participate in annual inspection of units to determine the need for preventative and restorative repairs.

- Perform a wide variety of electrical, plumbing, carpentry, and preventative maintenance tasks, as needed.
- Crawl spaces and venting areas are especially susceptible to stray cats, insects, birds and rodents. A monthly check that all areas are sealed should be conducted with supplemental pest control called should the need arise.
- Maintenance staff should take care of pest control such as for wasps, bees and fleas (unless the nest is too large and present a danger to the staff and/or resident). All other pest control needs such as for rodents, cockroaches, silverfish, ants; etc. should be assessed and taken care of by a professional pest control vendor.
- Empty lint filters in common area laundries at least once per week.

Parking Areas:

- Parking areas are to be maintained in a clean and safe manner. Speed bumps, fire lanes and parking stalls should always be crisply painted. Any potholes should be addressed immediately with cold patch, with larger jobs being bid by asphalt contractors.

Inventory, Tools & Supplies:

- The Maintenance staff should supply their own basic tools such as a hammer, screwdrivers, drill, etc. Specialty tools used for property purposes may be purchased with the approval of the Regional Manager only.
- Keep an inventory on all parts and tools belonging to the property. Maintain property-owned materials and tools in a neat and orderly manner at all times. Maintain a neat and organized workshop area free of clutter and debris. Upon completion of maintenance task, all tools and excess supplies shall be cleaned up and stored appropriately.

Bids & Vendors:

- Larger projects that will likely cost over \$500 such as re-paving, exterior paint, roof replacements and the like requires bid specifications be prepared and at least three bids for the same work/same product are obtained. Occasionally, bid specifications may require a consultant's expertise to prepare, which should be discussed with the Regional Manager prior to obtaining such services.
- The Authority takes great pride in the relationship developed with many vendors. The Authority expects each staff member to treat vendors with respect, fairness and honesty. The Authority does not allow 'kick-backs' or gifts from vendors.
- The Authority does not use any vendor 'exclusively'.
- The Authority does not ever allow vendors to charge materials or anything on property accounts.

Turnovers:

- Vacant units are to be turned and made market ready within 3 days of the prior resident's move-out. Maintenance staff schedules may be varied to accommodate the turnover schedule when the 1st day of the month falls on a weekend. Status of vacant units should be reported on a board in the management office.

- During the 3rd week of every month, pre-inspect any units on notice to vacate and assess what maintenance supplies will be necessary to return the units to market ready status. Prepare a supply order in writing and turn it in to the Housing Manager for order placement and approval.
- At the discretion of the Housing Manager and/or Regional Manager and depending on size of property and number of turnovers, maintenance personnel may be required to paint units.
- Vendor scheduling may be done by the Maintenance Supervisor at the discretion of the Housing Manager and/or Regional Manager to include painters, cleaners and carpet cleaners.
- Change the lock(s) on all vacant unit doors, once vacant, and make or have made any necessary keys. Occupied unit keys may require changing periodically depending upon the situation.

Vehicle use/Mileage/Supply transport

- A few properties may have either a maintenance vehicle or maintenance golf-cart. These vehicles are to be driven only by approved licensed drivers with a clean driving record. These vehicles are to be used on the property only for the transport of supplies. Residents are not allowed in or on the vehicles at any time. The vehicles are to be maintained in a neat and orderly manner at all times. Abuse or misuse of vehicles may cause the elimination of the vehicle and/or revocation of driving privileges.
- For those properties that do not have a vehicle provided to transport supplies, other carts, dollies or similar apparatus may be used. It is not recommended that personal vehicles be used and mileage for travel on the property is not reimbursed.
- Mileage is only reimbursed for those round-trips totaling 10 miles or more at one time. Mileage reimbursement is reserved for special trips, not for regular trips to pick up supplies. Should the need arise for mileage reimbursement, complete the provided form and turn in monthly. Mileage is paid through accounts payable, not through payroll.

On-call Emergencies:

- The Maintenance Supervisor and Maintenance Assistant must be available to take emergency calls on a 7-day rotating basis. The staff person on-call will be equipped with a digital pager and is required to return pager calls within 10 minutes of the page.
- Maintenance staff must never respond to an emergency page while intoxicated or after consuming alcohol.
- On call emergencies are considered anything involving life-safety issues, floods, fires, earthquakes, other natural disasters or major destruction or threat to the physical property.
- Maintenance staff are never allowed to carry weapons.

Safety:

- All staff must strictly adhere to safety policies and procedures to prevent on the job injuries and maintain a safe work and living environment. Additional safety training is available through the Authority office. Arrangements can be made through your Regional Manager.

Skill Requirements

- Knowledge of the principles of management and supervision.

- Knowledge of HUD regulations regarding housing quality standards and other maintenance related standards.
- Knowledge of the Authority's policies and procedures.
- Knowledge of the physical layout of the site.
- Knowledge of building and grounds maintenance, including standard practices, methods, tools, materials, electrical, plumbing, HVAC, painting, carpentry, and grounds keeping.
- Knowledge of safety rules, including accident causation and prevention.
- Knowledge of occupational hazards and appropriate safety precautions.
- Ability to supervise a comprehensive maintenance program for a public housing site.
- Ability to analyze information from inspections in order to determine the maintenance needs, and the quality of maintenance services provided.
- Ability to develop plans and procedures for efficient and timely completion of work.
- Ability to maintain records in an orderly fashion.
- Ability to communicate effectively orally and in writing.
- Ability to establish and maintain effective working relationships with supervisor, subordinates, co-workers, residents, contractors, and the general public.
- Ability to prepare recommendations and reports, as required.
- Ability to read, understand and work from sketches and blueprints.
- Ability to understand oral and written instructions.

Qualifications for this Position

- High school education or equivalent.
- Experience in multifamily maintenance and experience involving public contact preferred.
- Valid driver's license and current vehicle insurance.
- Use of personal automobile for local job-related travel and pick-up, or ability to drive pickup truck and van.
- Neat, clean and appropriate appearance.
- Maintenance personnel must provide tools needed to perform routine maintenance tasks.
- Some type of formal training or experience in the following areas: carpentry; light plumbing work; light electrical work; painting; refurbishing and Authority's "Maintenance Test".
- Willingness to pitch in and work in areas other than repairs and maintenance, i.e. janitorial, custodial, gardening, painting, etc.
- Physical aspects of the job may require heavy lifting, bending, kneeling, stooping, climbing, balancing, and carrying.

NOTE: This job description should not be interpreted as all-inclusive. It is intended to identify the major responsibilities and requirements of this job classification.

MAINTENANCE TECNICIAN/ASSISTANT

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To be responsible, under the direction of the Housing Manager and/or Maintenance Supervisor, for the overall maintenance of the physical plant. Because of the importance of assuring the successful management of the maintenance staff, the maintenance technician/assistant must be trained to perform the duties of the Maintenance Supervisor and provide support and cooperation in completing all work items. Above all else, the spirit of teamwork and cooperation with other team members will not only improve the job you do, but enhance the entire work experience.

Duties and Responsibilities

General:

- Maintain a professional image and attitude in keeping with the objectives of the Authority and residents' welfare.
- Report to the Housing Manager and/or Maintenance Supervisor each morning to communicate daily needs of the property and receive daily assignments.
- Report any observed problems in units or on the property to the Housing Manager.
- Wear uniform shirt and identification as provided/directed by the Housing Manager and/or Regional Manager. Jeans or khaki pants may be worn that are in good condition and free of dirt, paint and holes. Work boots and/or tennis shoes may be worn; however, sandals are not allowed.

Physical Requirements:

- Physical aspects of the job may require heavy lifting, pushing, pulling, bending, kneeling, stooping, climbing, balancing, and carrying.

Grounds and Curb Appeal:

- Keep or ensure grounds, garbage container areas, hallways, garages and/or parking lots in a neat and orderly manner, not allowing any trash or debris to accumulate. Patrol these areas every morning and continually throughout the day. Depending on the property, you may be required to vacuum and/or blow hallways, parking areas and/or breezeways as necessary. The direct supervisor will determine the frequency of these duties. Some properties may require these tasks daily.
- Assist management/leasing staff with curb appeal which may include detailing model units, putting out balloons, banners, a-boards, etc.
- Oversee and assist all work associated with the upkeep of the grounds.

Work Orders

- Work orders are to be recorded in the work order system. Permission to enter must be given by the resident. Work orders are to be properly completed within 24 hours unless parts or outside repair by a contractor must be secured. If a work order is not completed within 24 hours, the resident must be notified in writing as to the anticipated completion date. Leave the resident a copy of the completed work order in the unit and return one copy to the office for filing OR leave the resident copy of the incomplete work order with the estimated date of completion and return one copy to the office.
- Maintain and periodically analyze work orders for consistent patterns or long-term maintenance concerns.
- Always report questionable activity, unsanitary conditions, unauthorized occupants and/or pets to the Housing Manager.

Building & Common Area Maintenance:

- Regular maintenance of the building exteriors, building interiors and common areas directed by the Maintenance Supervisor and include but are not limited to pressure-washing as needed, painting and maintenance of all building systems such as gutters and downspouts, roof drainage systems, French drain systems, surface water management systems, fire alarm systems, fire extinguishers, fire sprinkler systems, signage, laundry centers, playgrounds, tennis courts, sports courts, and any other common areas, etc.
- When requested, participate in annual inspection of units to determine the need for preventative and restorative repairs.
- Perform a wide variety of electrical, plumbing, carpentry, and preventative maintenance tasks, as needed/requested.
- Maintenance staff should control for pests such as wasps, bees and fleas (unless the nest is too large and presents a danger to the staff and/or resident). All other pest control needs, e.g., rodents, cockroaches, silverfish, ants, etc., should be assessed and taken care of by a professional pest control vendor.
- Empty lint filters in common area laundries at least once per week.

Parking Areas:

- Parking areas are to be maintained in a clean and safe manner. Speed bumps, fire lanes and parking stalls should always be crisply painted. Any potholes should be addressed immediately with cold patch, with larger jobs being bid by asphalt contractors.

Inventory, Tools & Supplies:

- The Maintenance staff should supply their own basic tools such as a hammer, screwdrivers, drill, etc. Specialty tools used for property purposes may be purchased with the approval of the Regional Manager only.
- Maintain property-owned materials and tools in a neat and orderly manner at all times. Maintain a neat and organized workshop area free of clutter and debris. Upon completion of maintenance task, all tools and excess supplies shall be cleaned up and stored appropriately.

Vendors:

- The Authority takes great pride in the relationship developed with many vendors. The Authority expects each staff member to treat vendors with respect, fairness and honesty. The Authority does not allow 'kick-backs' or gifts from vendors.
- The Authority does not use any vendor 'exclusively'.
- The Authority does not ever allow vendors to charge materials or anything on property accounts.

Turnovers:

- Vacant units are to be turned and made market ready within 3 days of the prior resident's move-out. Maintenance staff schedules may be varied to accommodate the turnover schedule when the 1st day of the month falls on a weekend. Status of vacant units should be reported on a board in the management office.
- During the 3rd week of every month, pre-inspect any units on notice to vacate and assess what maintenance supplies will be necessary to return the units to market ready status. Prepare a supply order in writing and turn it in to the Housing Manager for order placement and approval.
- At the discretion of the Housing Manager and/or Maintenance Supervisor, and depending on size of property and number of turnovers, maintenance personnel may be required to paint units.
- Change the lock(s) on all vacant unit doors, once vacant, and make or have made any necessary keys. Occupied unit keys may require changing periodically depending upon the situation.

Vehicle use/Mileage/Supply transport

- A few properties may have either a maintenance vehicle or maintenance golf-cart. These vehicles are to be driven only by approved licensed drivers with a clean driving record. These vehicles are to be used on the property only for the transport of supplies. Residents are not allowed in or on the vehicles at any time. The vehicles are to be maintained in a neat and orderly manner at all times. Abuse or misuse of vehicles may cause the elimination of the vehicle and/or revocation of driving privileges.
- For those properties that do not have a vehicle provided to transport supplies, other carts, dollies or similar apparatus may be used. It is not recommended that personal vehicles be used and mileage for travel on the property is not reimbursed.
- Mileage is only reimbursed for those round-trips totaling 10 miles or more at one time. Mileage reimbursement is reserved for special trips, not for regular trips to pick up supplies. Should the need arise for mileage reimbursement, complete the provided form and turn in monthly. Mileage is paid through accounts payable, not through payroll.

On-call Emergencies:

- The Maintenance Supervisor and Maintenance Assistant must be available to take emergency calls on a 7-day rotating basis. The staff person on-call will be equipped with a digital pager and is required to return pager calls within 10 minutes of the page.
- Maintenance staff must never respond to an emergency page while intoxicated or after consuming alcohol.

- Physical aspects of the job may require heavy lifting, bending, kneeling, stooping, climbing, balancing, and carrying.

NOTE: This job description should not be interpreted as all-inclusive. It is intended to identify the major responsibilities and requirements of this job classification.

HOUSEKEEPER/GROUNDSKEEPER

Job Description

This job description is a basic outline and must be used in conjunction with the Authority's On-Site Procedures Manual.

Scope and Purpose

To be responsible, under the direction of the Housing Manager and/or Maintenance Supervisor, for the overall maintenance and care of the grounds, parking areas and common area facilities so they stay clean and orderly at all times. Because of the importance of assuring the successful management of the maintenance staff, the housekeeper may be cross-trained to complete some duties of the groundskeeper and/or maintenance technician/assistant to provide support and cooperation in completing all work items. Above all else, the spirit of teamwork and cooperation with other team members will not only improve the job you do, but enhance the entire work experience.

Duties and Responsibilities

General:

- Maintain a professional image and attitude in keeping the objectives of the Authority and residents' welfare.
- Report to the Housing Manager and/or Maintenance Supervisor each morning to communicate daily needs of the property and receive daily assignments.
- Report any observed problems in units or on the property to the Housing Manager.
- Wear uniform shirt and identification as provided/directed by the Housing Manager and/or Regional Manager. Jeans or khaki pants may be worn that are in good condition and free of dirt, paint and holes. Work boots and/or tennis shoes may be worn; however, sandals are not allowed.

Physical Requirements:

- Physical aspects of the job may require heavy lifting, bending, kneeling, stooping, climbing, balancing, and carrying.

Grounds:

- Keep the grounds, garbage container areas, hallways, garages and/or parking lots, in a neat and orderly manner not allowing any trash or debris to accumulate. Every morning and continually throughout the day these areas must be policed. Depending on the property, it may be required to vacuum and/or blow hallways, parking areas and/or breezeways two or three times a week or as necessary.
- Assist or perform all work associated with the upkeep of the grounds at the direction of the Housing Manager and/or Maintenance Supervisor.

Curb Appeal:

- Assist management/leasing staff with curb appeal which may include detailing model units, putting out balloons, banners, a-boards, etc.

Building & Common Area Maintenance:

- Daily cleaning of all common areas including but not limited to the community room, fitness area, elevators, elevator lobbies, laundry centers, hallways and model unit as designated by the Housing Manager.
- Sweep all assigned areas, stairways, halls, laundry centers, building entrances and common areas.
- Wet mop and vacuum all public areas stairways, hallways, laundry centers, building entrances and common areas. Always post 'Slippery When Wet' signs.
- Empty garbage containers in all common areas.
- Dust all furniture and fixtures in the common areas.
- Report all unusual circumstances such as vandalism, missing light bulbs or fixtures, missing smoke detectors or extinguishers in the common areas to the Maintenance Supervisor.
- Report supply needs to the Maintenance Supervisor.

Parking Areas:

- Parking areas are to be maintained in a clean and safe manner. Speed bumps, fire lanes and parking stalls should always be crisply painted. Any potholes should be reported immediately to the Maintenance Supervisor.

Inventory, Equipment & Supplies:

- Keep an inventory of all supplies and equipment belonging to the property. Maintain property-owned materials and equipment in a neat and orderly manner at all times. Maintain a neat and organized work area free of clutter and debris. Upon completion of cleaning tasks, all equipment and excess supplies shall be cleaned up and stored appropriately.
- Supply needs should be reported to the Maintenance Supervisor.

Vendors:

- The Authority takes great pride in the relationship developed with many vendors. Each staff member is expected to treat vendors with respect, fairness and honesty. The Authority does not allow 'kick-backs' or gifts from vendors.

Vehicle use/Mileage/Supply transport:

- A few properties have either a maintenance vehicle or maintenance golf-cart. These vehicles are to be driven only by licensed drivers with a clean driving record. These vehicles are to be used on the property only for the transport of supplies. Residents are not allowed in or on the vehicles at any time. The vehicles are to be maintained in a neat and orderly manner at all times. Abuse of vehicles may cause the elimination of the vehicle and/or revocation of driving privileges.

- For those properties that do not have a vehicle provided to transport supplies, other carts, dollies or similar apparatus may be used in lieu. It is not recommended that personal vehicles be used and mileage for travel on the property is not reimbursed.
- Mileage is only reimbursed for those round-trips totaling 10 miles or more at one time. Mileage reimbursement is reserved for special trips, not for regular trips to the bank or to pick up supplies. Should the need arise for mileage reimbursement, complete the provided form and turn in monthly. Mileage is paid through accounts payable, not through payroll.

Safety:

- All staff must strictly adhere to safety policies and procedures to prevent on the job injuries and maintain a safe work and living environment. Additional safety training is available through the central office. Arrangements can be made through your Regional Manager.

Qualifications for this Position

- High school education or equivalent (exceptions may be made).
- Full-time housekeeper/custodial experience, or gardening/grounds keeping experience, experience in related field or willingness to learn.
- Personable and trustworthy.
- Ability to work with and understand the problems of residents.
- Concern for work-safety program.
- Physical aspects of the job may require heavy lifting, bending, kneeling, stooping, climbing, balancing, and carrying.

List of Exhibits for Chapter 17

Exhibit 17.1 – Cash Sheets

Exhibit 17.2 – Notice of Returned Check

Exhibit 17.1 Cash Sheet

Property: Allied Gardens

Fax or e-mail to Accountant immediately after banking.

Month: January 2003

\$143,500.00

Budgeted Monthly Revenue

52%

% of Budgeted Cash Received

Monthly Totals

\$74,713.00

\$565.00

\$74,148.00

	Batch #	Date	Amount of Deposit	Returned Check	Accumulated Total	E-mail Date	Notes
1	1230001	12/31/02	\$1,500.00		\$1,500.00	12/31/02	
2	0102001	1/2/03	\$14,568.00		\$16,068.00	1/2/03	
3	0102NSF	1/2/03		\$565.00	\$15,503.00	1/2/03	
4	0103001	1/3/03	\$22,395.00		\$37,003.00	1/3/03	
5	0103ADJ1	1/3/03	-\$895.00		\$37,898.00	1/3/03	ADJ-Misapplication
6	0103ADJ2	1/3/03	\$895.00		\$74,148.00	1/3/03	ADJ-Misapplication
7	0103002	1/3/03	\$36,250.00		\$74,148.00	1/3/03	
8							
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Per Batch Computation = Amount of Deposit *minus* Returned Check Amount *equals* Total

Accumulated Computation = Prior Accumulated Total *plus* Amount of Deposit *minus* Returned Check *equals* Current Accumulated Total

Exhibit 17.2 Notice of Returned Check

Date: 07/13/2004

To: Melissa Jones and Gene Smith

Apt. # 234

Your check, No. 5689 in the amount of \$ 850.00 has been returned to us by the bank.

Please promptly remit the following:

Amount of original payment by check:	<u>\$850.00</u>
Returned check charge	<u>\$40.00</u>
Automatic late fee	<u>\$40.00</u>
Current daily late fee	<u>\$35.00</u>

\$5.00 will be assessed daily until payment is made in full.

Total Due as of 7/13/04 \$965.00

The total due must be paid immediately in the form of a cashier's check or money order **ONLY**.

Thank you for your prompt attention to this matter.

Martha Manager

Housing Manager
Forest Hill Woods Apartments