

SAMPLE MANAGEMENT PLAN

The foundation of any successful residential project is a sound Management Plan. In preparing the Management Plan, it is important for the owner to consider potential problems that may arise during the initial rent-up and throughout the continued operation of the project. The development of this plan should be a cooperative effort between the owner and/or property manager. The Management Plan must ensure compliance with applicable State and Federal laws.

The owner/property manager should retain a copy of the Management Plan, the initial rental development application, and any revisions. The plan should be updated whenever an important element changes. Use the following outline to write the Management Plan. Owners and agents must expand upon these guidelines to address the specific needs of an individual project. The Plan should include at a minimum:

I. Description of Project

- A. Name of owner.
- B. Name and location of project.
- C. Number of units by bedroom size.
- D. Schedule of rents and utility allowances used in project.
- E. Occupancy types:
 - 1. Number of market rate units.
 - 2. Number of units restricted to 60% or less of the area median income.
 - 3. Number of units restricted to 50% or less of the area median income.
 - 4. Number of units restricted at any other income levels.
 - 5. Number of special needs units:
 - a. Persons with disabilities.
 - b. Senior Citizens (including age limits).
 - c. Homeless Persons.
 - d. Persons/families at or below 30% of the area median income.

II. Management Company Organization

- A. An organizational chart should note lines of authority and responsibility including, but not limited to:
 - 1. Name, telephone and fax number of the management agent.
 - 2. Name, telephone and fax number of the contact person for the agent.
- B. Company hiring policies must be in conformance with applicable equal opportunity requirements of local, State and Federal laws. This will be monitored by AHFC staff.
- C. A general policy statement regarding the delegation of authority to the agent by the owner for managerial responsibilities for the project.

III. On-Site Staffing Requirements

The plan should describe on-site staffing requirements responsible for marketing, management and maintenance of the project. This description should include, at a minimum:

- A. The criteria used in selecting employees;
- B. Training for on-site employees;
- C. Methods of monitoring performance and accountability of on-site staff;
- D. Days/hours staff will be available for general tenant questions;

- E. Days/hours staff will be available for maintenance issues;

- F. A description of day to day management operations;
- G. Fulfillment of Affirmative Marketing Plan requirements, as described in Exhibit 3; and,
- H. HOME-funded projects: when an applicant or tenant requires an accessible feature or policy modification to accommodate a disability, the Management Plan must identify how such feature or policy modification will be accomplished, unless doing so would result in a fundamental alternation in the nature of its program or an undue financial and administrative burden.

IV. Resident Selection Criteria

- A. Description of the Target Population
- B. Marketing Procedures
 1. Describe all marketing tools to be used. If applicable, frequency of use - model apartment, newspaper advertising, signs, brochures, community contacts, etc.
 2. Indicate how the project will be marketed to attract a sufficient number of low-income residents.
 3. Describe marketing techniques that will be employed to inform the minority population of the availability of the housing.
 4. Explain how information and rental applications are to be made available to the public prior to the opening of the project.
 5. Describe procedures to maintain maximum occupancy beyond initial rent-up.
 6. Explain how, when an accessible unit becomes vacant, the unit will first be offered to any current occupant of the project requiring the accessibility feature, and second, be offered to any eligible qualified applicant on the waiting list requiring the accessibility features.
 7. If the lease includes a provision that requires a non-disabled family occupying an accessible unit to move if a family with a disability needing that size unit applies and there is an appropriately sized non-accessible unit available for the relocating family, explain how this process will be accomplished. (This is a recommended lease provision, but it is not required).
- C. Selection of Residents

The initial selection of residents is one of the most important activities that the owner will perform. The future stability and success of the project are dependent on this process. If the applicants are not properly screened at this stage and the owner offers apartments to those who are not qualified residents, the owner will encounter many problems during occupancy that will absorb far more time than initially spent in the resident selection process. The owner must be consistent in applying the resident selection criteria. An owner of rental housing must adopt written tenant selection policies and criteria that:

 1. Are consistent with the purpose of providing housing for very low-income and low-income families;
 2. Are reasonably related to program eligibility and the applicants' ability to perform the obligations of the lease, including;
 - a. Minimum and maximum income limits; and,
 - b. Ability to pay rent and comply with lease terms.
 3. Applications received should be date and time stamped.
 4. Preferences observed in the housing project, as well as the methodology utilized to implement such preferences, shall be clearly stated in the Management Plan.
 5. In accordance with Section 504, when an accessible unit becomes vacant, before offering the unit to an individual without a disability, offer the unit: first, to a current occupant of the project requiring the accessibility feature; and second, to an eligible qualified applicant on the waiting list requiring the accessibility features. For Low Income

Housing Tax Credit projects, restrictions may apply regarding re-verification of the tenant's income if the vacated unit is in a separate building, see Post-Development Compliance Procedures Manual for information on tenant moves.

6. Provide for the selection of tenants from a written waiting list in the chronological order of their application, insofar as is practicable, observing any preferences or exceptions that may be established in (4) or (5) above.
7. Give prompt written notification to any rejected applicant, including the reason for rejection.

D. Resident Application

The owner and agent must devise and follow a consistent method of accepting and processing applications for all applicants. (Include documentation of information required for assessing affirmative marketing requirements, per Exhibit 3, Part II).

The owner or agent may ask applicants for information that demonstrates that they can meet the obligations of tenancy including financial information, references, prior tenancy history, etc. However, housing providers may not inquire into the nature and severity of an applicant or tenant's disability, nor may they ask persons with disabilities questions not asked of all applicants, apply different types of screening criteria, or assess an applicant's ability to live independently.

The owner or agent may ask if the applicant qualifies for a housing program or unit designed for persons with a disability, when the housing program or unit is designed for such persons.

V. **Corrective and Preventive Maintenance Procedures**

- A. A description of the project's Maintenance and Repair Plan (i.e., maintenance/inspections schedules, budgeting, etc.).
- B. The frequency that staff will perform unit "housekeeping" or "safety" unit inspections. Current recommendation is at least twice a year.