

# Operations Manager's

WORKBOOK

*2nd Edition*  
*Bailey House, Inc.*

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# Workbook

## Operations Manager's

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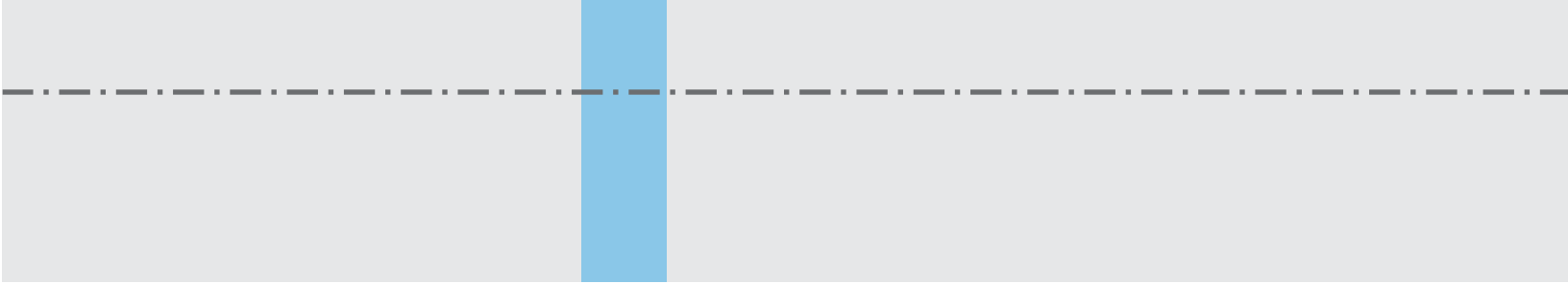
The *Operations Managers Workbook* is written for people who are interested in HIV/AIDS supportive housing and services and the people it serves. It describes an approach to the oversight and management of residential properties that stretches beyond simple rent collection and lease enforcement to incorporate a range of services aimed at supporting the growth and development of residents. The workbook maintains that these services not only help residents, but also reinforce the efforts of good property management. We believe that this process supports residents in developing their independence and achieving their goals. Because of this broad approach to property management, the *Operations Managers Workbook* will be useful to a wide range of groups and individuals in the HIV/AIDS supportive housing and services field.

This *Operations Manager's Workbook* is designed to provide information, ideas and a set of helpful worksheets and templates for operations staff of new and existing scatter-site programs that provide housing and services for people living with HIV/AIDS (herein after referred to as tenants).

Operations staff have the challenging task of delivering a range of housing, maintenance, and housekeeping services within the framework of an agency that also provides for many of the emotional and social needs of people with the disabilities associated with HIV/AIDS - all operating within the financial, legal, and procedural regulations of the governmental agencies that furnish funding.

Residence management in HIV/AIDS housing includes basic property management functions. These functions are complicated by the many and unusual needs of the agency clients who are tenants and by the program's role as tenant of record on the lease. In effect, the operations department has the roles of both tenant and landlord. This combination of roles and responsibilities can often lead to confusion and conflicts as the programs' role goes beyond case management and advocacy, and now includes financial and legal responsibilities. Rent collection, legal liabilities for tenant's actions, possible legal action relating to housing discrimination, and safeguarding the reputation of the agency are additional concerns. These issues are so complex that agencies are strongly advised to seek legal counsel on such matters as leases, policies, eviction, bill payment, and tenant's rights to ensure they are in compliance with local, state, and federal laws.

Close and frequent interactions between operations staff and tenants can sometimes result in situations where actions by tenants may pit operations staff against clinical staff. This concern can be addressed by a clear definition of responsibilities, roles, and relationships. Operations managers or other operations staff may use the worksheets, templates and forms included in this workbook. They may also serve as the basis for discussion and role clarification with other program management staff.



The specific services provided by operations staff and addressed by this workbook are designed to complement the services provided by the other service components of the agency: case management, health care coordination, recovery, vocational, educational, recreational, pastoral care, transportation and childcare. This workbook addresses such operations services and issues as:

- Locating apartments for clients
- Handling in-kind donations
- Maintaining updated records
- Developing policies for tenants
- Handling problems and emergencies
- Handling regular and preventive maintenance
- Turnover of units
- Moving assistance
- Furniture inventory
- Lease negotiation
- Staff selection, training and supervision

# Chapter 1

## MANAGING THE RESPONSIBILITIES OF THE RESIDENCE MANAGER AND STAFF

**Defining the roles and responsibilities of the residence manager and staff**

**Priority setting**

**Plans for the prevention and management of common problems and emergencies**

“Effective managers keep the big picture in mind. To do this, they know what’s essential to the organization, and what areas or issues are of a critical nature.”



Clear communication of expectations and a sound systematic approach to manage the various functions of the residence manager and the operations staff are not simply management principles, they are also a common sense way to improve the chances that the work at hand will be done right. They are examples of a key management function called "planning."

A first step is to define the manager's job, and the tasks and expectations for key subordinates to achieve the organization's mission and goals. Once that is done, then priorities can be set and work assignments made.

Following that, it becomes important to develop and implement systems for efficient operations, and to avoid making mistakes.

Identifying likely problems, or emergencies, is an important step in developing systems to prevent or to manage them.

Finally, the use of forms and checklists is a way to streamline procedures and to make sure that the job is done in a satisfactory manner by staff and new hires. Procedures and systems make the training of new personnel easier. Moreover, people who know what's expected in their jobs are more likely to produce the results the manager expects.

This chapter will illustrate how these key systems in residence management work:

- **Defining the roles and responsibilities of the residence manager and staff**
- **Priority setting**
- **Plans for the prevention and management of common problems and emergencies.**



*Defining the roles and responsibilities of the residence manager and staff*

The jobs and tasks assigned to the operations (property management) department are an outcome of the agency's mission and objectives. A good starting point is knowing which responsibilities are assigned to the operations department, and which belong to other departments. Frequently, certain responsibilities are shared or unclear. These "gray" areas should be identified and can often become less troublesome if the staff involved have regular opportunities for communication, clarification, and problem resolution.

Inter-departmental conflicts, as well as conflicts and confusion within departments can often be resolved by the application of simple common sense.

1. Individuals know, and address their specific responsibilities. This is aided by a job description.
2. Supervisors do not try to do their subordinate's job. The supervisor's role is to hire, train, and monitor subordinates to ensure good results.
3. Clear policies and procedures remove doubt as to how certain tasks are to be performed. Specific procedures and policies are especially needed for high risk or high cost tasks, and for new employees. In other areas, less detail is needed. Subordinates may welcome the opportunity to use their judgement on how to do the job. If in doubt, supervisors can provide guidelines or checklists.
4. There is a clear delineation of responsibilities between operations (property management) and the clinical staff. As mentioned earlier, residence management in HIV/AIDS housing includes a service relationship with tenants as well as a landlord/tenant relationship, and this can often lead to conflicts with clinical staff responsibilities. Any "gray" areas that are identified can often become less troublesome if the staff involved have regular opportunities for communication, clarification, and problem resolution.
5. Conflict and confusion at work are minimized when each party effectively addresses responsibilities first.

Breaking down each job or position into the various tasks and sub-tasks performed regularly, can lead to effective job descriptions. An immediate benefit is that people know what is expected of them. Over time, accurate job descriptions help select the right people when the job becomes vacant, and provide the criteria for training new people to accomplish the job correctly. The following job/task lists are offered as illustrations:

*Defining the role and responsibilities of the residence manager and staff*



**Residence Manager**  
Job/Task List  
(can be used to develop job description)

	TASK	COMMENTS
1	Develops and implements short and long term goals and objectives for the residential unit.	
2	Monitors operations budget to ensure compliance with fiscal guidelines and overall agency budget.	
3	Establishes and maintains working relationships with landlords and management companies.  Monitor landlord compliance with local landlord/tenant laws and lease. Report landlord non-compliance issues to agency director of supportive housing and appropriate governmental agencies.	
4	Negotiates leases and contractor service contracts.	
5	Coordinates in-kind donations.	
6	Establishes and maintains relationships with apartment services personnel, (e.g., superintendents, plumbers, glaziers), while protecting tenants' confidentiality.	
7	Supervises housekeeping/maintenance staff to ensure quality control and code standards, including scheduling and monitoring work assignments. Supervision (planning, organizing, training) Scheduling and follow-up (delegating, monitoring) Quality control/maintain above average hygienic standards.	
8	For selected programs: With case management staff, leads and facilitates (house and small group) meetings in residences to promote communication among tenants, mediate tenant grievances, and establish (House) rules.	
9	Shares emergency on-call services nights and weekends with other staff.	
10	Participates in weekly team meetings and case conferences.	

## Defining the roles and responsibilities of the residence manager and staff



**Residence Manager**  
 Job/Task List  
 (can be used to develop job description)

(cont'd)

	TASK	COMMENTS
11	Manages keys/locksmith program.	
12	Effectively handles grievances (staff, tenants, land lords, management, agencies).	
13	Completes reports in a timely and accurate manner.	
14	Observes and trains staff on universal precautions against infection.	
15	Maintains confidentiality of residents.	
16	Other:	



**Operations Supervisor**  
**Job/Task List**  
 (can be used to develop job description)

	<b>TASK</b>	<b>COMMENTS</b>
<b>1</b>	Supervises the daily tasks of the operations team, including supervision of operations associates, scheduling and distribution of work, and evaluation of associate's performance.	
<b>2</b>	Oversees and assists with the turnover and preparation of apartments and the moving in of clients.	
<b>3</b>	Coordinates and assists with donations of furniture.	
<b>4</b>	Provides maintenance and minor repairs and improvements to apartments when not otherwise provided by building management (e.g., installation of light fixtures, switches, grab bars, faucet repairs, plaster patching and painting).	
<b>5</b>	Follows up with landlords and management companies, as needed, regarding their responsibilities to the units and to ensure all needed repairs are made.	
<b>6</b>	Maintains inventory of operations materials.	
<b>7</b>	Collaborates with residence manager on setting and monitoring goals and objectives for the operations department.	
<b>8</b>	Assumes responsibility for the operations department when the residence manager is on vacation or absent.	
<b>9</b>	Is on-call on a 24-hour basis for emergencies in order to maintain hygiene and safety standards beyond the landlord's responsibility.	
<b>10</b>	Effectively handles grievances (staff, residents, landlords/management, agencies).	

## Defining the roles and responsibilities of the residence manager and staff



**Operations Supervisor**  
 Job/Task List  
 (can be used to develop job description)

*cont'd*

	<b>TASK</b>	<b>COMMENT</b>
<b>11</b>	Completes reports in a timely and accurate manner.	
<b>12</b>	Maintains confidentiality of tenants.	
<b>13</b>	Observes universal precautions against infection.	
<b>14</b>	Trains subordinates as required by department policy.	
<b>15</b>	Other:	



**Operations Associate**  
**Job/Task List**  
 (can be used to develop job description)

	<b>TASK</b>	<b>COMMENT</b>
<b>1</b>	Furnishes and stocks apartment in preparation for tenant's move-in.	
<b>2</b>	Cleans occupied apartments when assigned by the field supervisor and by appointment with individual residents.	
<b>3</b>	Cleans and disinfects all new apartments and all existing units prior to new occupancy.	
<b>4</b>	Provides maintenance and minor repairs and improvements to apartments when not otherwise provided by building management (e.g., installation of light fixtures, switches, grab bars, faucet repairs, plaster patching and painting).	
<b>5</b>	Assists residents with housekeeping on a temporary basis until more permanent support is available to resident.	
<b>6</b>	Reports to the field supervisor any conditions that might be hazardous to tenants who are at high risk of infection.	
<b>7</b>	Is on-call on a 24-hour basis for emergencies in order to maintain hygiene and safety standards beyond the landlord's responsibility.	
<b>8</b>	Observes universal precautions against infection.	
<b>9</b>	Maintains confidentiality of tenants.	
<b>10</b>	Other:	

**Priority setting**

Effective managers keep "the big picture" in mind. To do this, they know what's essential to the organization, and what areas or issues are of a critical nature. With this information in mind they compare the tasks before them using a priority setting system.

**Get the task done by setting priorities**

It is important to keep the organization's goals in mind when setting priorities. The importance, or "seriousness" of each task is determined by its impact on the organization's goals. Knowing what's important to the organization allows you to move certain tasks to the top of the list, while others can be safely postponed.

Each day, operations staff must balance that day's "crises" with routine paperwork, scheduled meetings, and special tasks. In addition, both subordinates and superiors need to know your thinking. Having a system to set priorities allows you to explain why certain tasks must be done now and why certain ones should be put off.

An effective priority setting system allows you to compare tasks, which are serious with those that are urgent.

A typical priority setting system, using a worksheet, is illustrated on the next page. Notice how it uses two key elements for setting priorities: seriousness and urgency.



### Priority setting system

**SERIOUSNESS:** What are the consequences? How serious are the impacts? Who is interested? How does this issue relate to the department's goals? Is this a "must do?"

**URGENCY:** Deadlines, time constraints. This issue is determined by actual time concern (This morning, today, tomorrow, next week, next month, etc.) Is this to be done quickly?

(1=High, 2=Medium, 3=Low)

TASKS	SERIOUSNESS	URGENCY	TOTAL	RANK*
Weekly staff meeting today (one hour from now)	2	1	3	3rd
Orientation training for a new employee (this person has been on the job for one week)	1	1	2	2nd
Monthly reports (due in two days)	2	3	5	5th
Six voice mail messages requiring response (some are two days old)	2	2	4	4th
Emergency move-out due to a fire in the resident's apartment early this morning	1	1	1	1st

\* Rank order, or use the A, B, and C priority setting system.

You can find this worksheet as a template for setting priorities for yourself or your work group in the appendix section of this workbook.



*Plans for the prevention and management of common problems and emergencies*

On a daily basis, the residence manager faces problems and crises: lost keys, broken appliances, health problems, conflicts, conflicting priorities (too many things to do in too little time), breakdowns in communication, delays, and grievances.

Managers who do not have a systematic approach have much in common with the crew of a fire station - they respond to problems as they occur. They may view much of their job as "fixing things as they get broken."

Managers who have a system for managing these problems have a different view of this part of their job. They believe in reducing the consequences of these crises. They have a system for trying to prevent problems before they develop or get out of hand. They do this by studying what has gone wrong before and developing approaches to the most critical issues. In this way, they are like a "fire prevention" program. They look for:

- **Patterns and trends** for example, if you installed identical appliances in twelve apartments at the same time a few years ago, and two or three have developed similar problems recently, you might note this pattern, and plan to inspect the others and/or change your budget to include repairs or replacements.
- **"Red flags"** are early warnings that something might go wrong, often based on past experience.
- **"Trigger points"** are those times or places where we decide intervention of some sort is necessary to prevent the contingency from getting out of hand.
- **Cycles** for example, you may plan ahead to address seasonal problems with heat or cold, or plan your billing cycles to work more effectively with residents' monthly "cash flows."
- **The "20-80" rule** is, simply put, the great majority of your problems come from just a few of your people or units; a wise manager knows where most of his/her problems are coming from, and takes steps to reduce them or to make sure they are managed appropriately.

You and your subordinates may not be able to prevent all - or even most - of your problems or crises, but you can be ready to deal with them effectively. The following sections in this workbook provide selected tools for systematically addressing emergencies.



### Preventing and managing problems or emergencies effectively includes three key steps

Since residence management involves dealing with problems or emergencies, the effective manager has a systematic plan in place to reduce the impact of the crises. The "three stage process" and techniques illustrated below may help you to prevent problems, reduce the frequency of common crises, and minimize the consequences of problems that do occur.

- 1. Prevention:** Identify potential emergencies before they occur and take steps to prevent them. Look for information such as **likelihood**, based on past experiences, for example. Use the "20-80" rule. Look for patterns and trends. Also look for high **threat** situations where problems are likely and there are serious outcomes.

Using the "red flag" and "trigger point" system, you can use available information to increase your alertness to potential emergencies. "Red flags" are early warnings that something could go wrong. By analyzing past experience, you can often identify missed warnings or signs of developing trouble. Those signs should be noted (and staff trained) so that future problems can be caught before they get out of hand.

An example of prevention is, your knowledge that clients in HIV/AIDS housing have specific concerns (medical needs, vision problems, mental decompensation) which can lead to crises (lost keys, emergency hospital stays, etc.). Knowing this, you can have an effective key management policy in place so that "on call" staff can take care of the problems without troubling you at night or on weekends.

- 2. Preparation:** Make sure staff is prepared to handle emergencies. In many cases, managers will not be "on-the-spot" when unforeseen events occur. Using the "fire drill" as a model, prepare your staff for the areas of greatest threat. These are the **most likely** emergencies, and those with the **most serious** consequences. The "trigger points" where staff must take action (intervention), should be part of your staff training.
- 3. Management:** Make sure emergencies are properly dealt with and, when necessary, intervene to prevent emergencies from getting out of hand. The manager should **monitor** the process to be sure that the problem is being resolved, and intervene if appropriate.



**“Red flags” and “trigger” points analysis  
techniques for reducing the cost and consequences  
of emergencies**

Successful managers know that past experience is a good indicator of what may happen in the future. They look for early warnings that history is about to repeat itself. These early warnings are often called "red flags". Careful analysis of past common problems, and serious ones, can be of great benefit. Clearly identifying "red flags" means that subordinates can watch for them.

Moreover, systematic approaches provide an easy way to monitor the entire operations function. "Data" is an easy way to keep watch for "red flags." The most important step to take when you notice a "red flag" is to look closely at the situation, and inform key staff of the potential for more problems.

"Trigger points" are those times or places where we have already decided we will act. Intervention of some sort is necessary to prevent the emergency from getting out of hand. If we have been monitoring carefully, we can move quickly to prevent breakdowns, injury, or other consequences.



**“Red flags” and “trigger” points analysis  
techniques for reducing the cost and consequences  
of emergencies**

Red flags and trigger points (example): Knowing that clients have medical emergencies, you check on them regularly. If a client does not answer his/her phone (red flag), you may alert a case manager (action). After a given number of attempts to contact by phone (trigger point), a staff member may go out to the unit (intervention).

**RED FLAGS:** Early warnings that something could go wrong (look at past experience for information).

**TRIGGER POINTS:** Where we (or subordinates we have trained) should intervene.

EMERGENCY	RED FLAG	ACTION	TRIGGER POINT	INTERVENTION

You can find this worksheet as a template for determining “red flags” and “trigger points” and the actions to take in the appendix section of this workbook.

**“Threat” analysis checklist and worksheet****PLAN TO MANAGE HIGHEST "THREAT" EMERGENCIES**

**"Threat" is a combination of probability (likelihood) and seriousness**

Certain emergencies have greater consequences. They combine both high probability and high seriousness and possess the greatest threat. These are the ones, which are the most serious or costly, or the ones that happen most often. They are also the ones, which demand a well-developed emergency management plan.

A good plan takes steps to prevent problems (to reduce probability) and to prepare using checklists, systems, and training (to reduce the seriousness). Fires, vermin, and lost keys are all examples of emergencies, which can be evaluated using the threat analysis technique.

To identify your highest threat emergencies, use the emergency management checklist on the next page.

You can find the following checklist as a template for identifying your highest threat emergencies in the appendix section of this workbook.



### Emergency management checklist

**"Threat" is a combination of probability (*likelihood*) and seriousness.** Use this checklist to identify the highest "threats".

(Examples of emergencies)

EMERGENCY	PROBABILITY	SERIOUSNESS	THREAT DEGREE	ACTION PLAN
Burned out light in refrigerator	Low	Low	Low	Check annually
Roaches and other vermin in kitchen	Very high in some urban areas	Can be medium to high	High	Regular pest control treatment; frequent inspection.
Resident locks self out of apartment	High	Medium	High	Develop organizational key management policy; inform residents to call the office for help; staff "on call" 24 hours a day; locksmith contact policy.
Fire	Low	High	Medium	Smoke detector, fire extinguisher and carbon monoxide detector in every apartment.
A resident discharged from the program reappears at his/her former apartment	Low	High	Medium	Walk through apartment with former resident and confirm that residents' belongings have been removed. Advise new resident to refer any problems to program director if old resident returns.
A landlord fails to make a non-emergency repair within a reasonable amount of time	Medium	Medium	Medium	Identify staff member who will ensure landlord compliance. Refer all complaints to that staff person. Consider options (including using program staff to make repair and deducting cost of repair from rent payments). Keep accurate records.

**Prevention** reduces the "probability"

**Preparation** reduces the "seriousness"

Both reduce the **"threat"**



## **Emergency preparedness evaluation**

### **EXAMINE YOUR PREPAREDNESS**

In addition to the priority setting, red flags/trigger points, and threat management worksheets, the following evaluation may be helpful in examining your workload and systematic approach to managing your job.

You can use this evaluation to give yourself feedback on how well you know the crisis areas in your job, and whether you could reduce the stress level of your job, and the time spent unnecessarily reacting to crises.

You may also find it helpful in preparation for your annual performance evaluation. If you have taken the steps noted in the following evaluation, it should be reflected in your job performance, and that of your department.

Should you find that you enjoy the "crisis management" part of your job, and the positive feelings that come from addressing emergencies, take time to look at the costs and consequences of any unnecessary crises. A good "crisis manager" is one who makes sure that the preventable ones don't happen, or get caught early, before the consequences are too severe.





### Emergency preparedness evaluation questionnaire

Do you have a plan to reduce the number of crises or emergencies that you manage each week?
Do unplanned emergencies take 2-3 hours to handle on a typical day?
How many of these emergencies could be handled by someone else, such as a subordinate or specialist?
How can you change things so you get fewer unnecessary interruptions?
Have you identified the cycles or patterns of these emergencies?
<p>Do you know which emergencies that :</p> <ul style="list-style-type: none"> <li>• seem to occur on a daily basis?</li> <li>• seem to occur at certain times of the day (first thing in the morning, noon, evenings, etc.)?</li> <li>• seem to occur on a weekly basis?</li> <li>• seem to occur on certain days of the week?</li> <li>• seem to occur on a monthly cycle?</li> <li>• seem to occur on a seasonal basis?</li> <li>• seem to follow a pattern (sequences of breakdowns or crises, related incidents, problems with similar equipment)?</li> </ul>
Have you identified who interrupts you most often during your workday? What impact do these interruptions have on your work efficiency? What can you do to reduce the impact of these interruptions? If they are subordinates, how can you train them to handle certain situations effectively and independently?
Have you applied the "20-80" rule (20% of your units will require the most attention, 20% of your residents will require 80% of your attention, 20% of your staff will cause you 80% of your staff problems, etc.)?
What are the 20% that affect you?
What can you do to address this issue?
Do you have a specific detailed plan to prevent, prepare for, or manage your most frequent or serious emergencies?



## Preparation for apartment emergencies

### PREPARE FOR APARTMENT EMERGENCIES

Apartment emergencies (fire, flood, building damage, broken doors, etc.) can be devastating to the resident, and stressful for the staff. Established procedures for handling these types of emergencies can help when training staff to move quickly to support the resident during such an emergency. A checklist like the one below may be helpful.



## Apartment emergency procedures checklist

	When informed of an emergency in one of your units, contact key program staff on your "emergency team" (the names, titles, and phone numbers of designated staff should be readily available).
	Selected staff members (identify titles) should report to the site.
	Designated staff (identify titles) should contact support personnel (landlord, insurance company, locksmith, contractor, etc.) as needed.
	Attend to residents' needs. If alternative housing is needed, follow agency policies concerning hotel or other short-term placement. Make sure resident has basic essentials (clothing, toiletries, food, etc.).
	Complete appropriate documentation for program records.
	Complete appropriate documentation for landlord.
	Complete appropriate documentation for insurance companies. Keep insurance company representatives informed.
	Make sure apartment unit and residents' property are secured from further damage.
	Coordinate clean up with landlord's representatives, when given permission to do so.

**The 20-80 rule: A technique for identifying problem areas**

**T**he 20-80 rule is a well-known management principle. Twenty percent of your units (people, pieces of equipment, staff, etc.) will cause 80% of your problems. That 20% will take up 80% of your time, cost you 80% of your repair budget, file 80% of the grievances, or have 80% of the lost work time accidents. You can use it to identify the areas, which need the closest monitoring.

The great majority of your problems are likely to come from just a few of your people or units. A wise manager knows where most of the problems are coming from, and takes steps to reduce them (through instituting systems or training) and makes sure those that happen are handled correctly.

While the 20-80 rule may not be perfectly accurate in your situation, it is a good starting point to analyze how you are spending your time. While this may seem unnecessary, you may be surprised to find out how much of your time is spent on a few people, issues, or apartment units. Once you know this, you may be able to analyze the options available to you and make most cost-effective choices.

The examples and worksheets on the following pages can help you apply this principle to your department.



**The 20-80 rule: A technique for identifying problem areas**

AREA	EXAMPLE	ACTION PLAN OPTIONS
Apartment unit	Unit has a high rate of problems	You may choose not to renew the lease
A staff member	Staff person has history of making many mistakes	Additional training, counseling, or discipline
Resident	Resident has a history of losing keys, it may be an indication of his/her capacity for independent living	Referral to mental health staff for evaluation
Resident	TV and other furnishings belonging to the program are missing from apartment	Clinical staff should evaluate explanations, including possibility they were sold to enable resident to buy drugs (possible referral to substance abuse treatment)
A staff member	Increasing loss of work time due to accidents	Look for underlying cause (may be physiological or psychological explanation)
Vehicle	An escalating number of expensive repairs	Consider replacement

## Plans for the prevention and management of common problems and emergencies

The 20-80 rule also applies to areas where things are going well. This means that 20% of your landlords may be providing you with 80% of your units, 20% of your donors contribute 80% of your in-kind or cash donations, and 20% of the program volunteers do 80% of the work. These are exactly the people you should not take for granted!

AREA	EXAMPLE	ACTION PLAN OPTIONS
Landlord	Rents significant number of units, friendly to program objectives	Personal expression of appreciation, routine checking to ensure satisfaction with program as client, having operations staff perform additional services in these units
Staff member	Exemplary job performance	Personal expression of appreciation for specific tasks (not waiting for annual evaluation)
Volunteers	Significant contributions	Expression of appreciation, taking their comments seriously
Building superintendent	Quick response to requests for service	Appropriate tips or gifts, having operations staff help with a specific project (painting, for example)
Donor	Significant donations	Telephone call to express appreciation

You can find this worksheet as a template for identifying where your problems come from and the actions to take in the appendix section of this workbook.



### **Preparation for handling “people problems” and complaints**

Managers should be prepared to handle a range of problems and complaints. A good rule is to know in advance which likely problems are your responsibilities, and which ones should be referred to others (if they cannot be resolved immediately).

Prior planning includes knowing appropriate regulations and policies. It also means that you should be thinking through your responses; which policies are truly unenforceable? Which policies or issues may develop into needless adversarial relationships with other program staff, with residents, or with landlords?

The information below and on the following page lists typical areas for complaints and people problems that will help you to identify the most common or most likely issues, and prepare possible responses in advance. Discuss these situations with your staff. When your subordinates are confronted with these situations, they will know your thinking or preferences and can act accordingly.

**Typical areas for complaints and "people problems"**

Likely complaints	
•	Complaints about their apartments
•	Complaints about the property (shared areas, elevator, stairwells, laundry)
•	Complaints about neighbors or other residents
•	Complaints about program clients by other residents
•	Complaints about building staff or program staff
•	Complaints about policies and procedures
•	Emergencies (both real and exaggerated)

Anticipate, and prepare appropriate responses for yourself and your staff.

**Typical areas for complaints and "people problems"**

Possible problems
• Non-payment of bills (utilities, rent, or other)
• Violation of program or building policies (pet policy, for example)
• "Manipulation" of program staff by clients
• Violation of "boundaries" by staff or volunteers
• Violation of confidentiality
• Substance abuse
• Criminal behavior
• Selling of program property by residents
• Sub-let of apartments or unauthorized long-term "visitors"
• Confrontations with program staff or other residents
• Mental health decompensation



# Chapter 2

## FINDING APARTMENTS: THE BASIC CONCERNS

**Choosing appropriate apartments**

**Recruiting landlords who are willing to work within the program's mandate**

**Maintaining clients' confidentiality throughout the process**

**Maintaining updated records**

**Handling in-kind donations**

“Discrimination against people living with HIV/AIDS as well as those who are homeless can still be an issue for those who are ignorant to the facts.”



As the agency contracts to accept new clients, a critical function is providing housing for them. This involves several important sub-functions:

- Choosing appropriate apartments, including evaluating safety, habitability and affordability.
- Recruiting landlords who are willing to work within the program's mandate.
- Maintaining clients' confidentiality throughout the process.
- Maintaining updated records (lease, apartment condition, resident furniture needs, apartment inventories, etc.).
- Handling in-kind donations.

The following pages will provide checklists and systems for handling each of these areas:

### ***Planning ahead***

A systematic approach starts by planning ahead to find apartments in appropriate neighborhoods in anticipation of new clients being assigned to the agency. This includes evaluating issues of safety, affordability, accessibility for people with disabilities, and avoidance of risks for people in recovery. It also involves establishing working relationships with landlords, explaining the advantages of having the program as a tenant, and discussing shared responsibility for maintenance. Planning ahead also includes establishing procedures to protect the confidentiality of the new resident, and seeking donations of in-kind goods to furnish apartments.

### ***Record keeping***

Effective managers maintain accurate records, both to protect the agency and to allow for efficient planning. A good record-keeping system can save both time and money.

## Choosing appropriate apartments

**Moving in**

Before the new resident can move in, the apartment should be prepared. Checklists are provided to help establish an efficient apartment inventory system, guide the move-in process, and help residents adjust to their new homes. Since this is a complicated process, careful planning can reduce the chance of error. The checklists below illustrate typical issues in finding apartments for agency clients.

**Choosing appropriate apartments**

<b>EVALUATING APARTMENT SAFETY, HABITABILITY AND AFFORDABILITY</b>	
Neighborhood and building site	<input type="checkbox"/> Have you made a site visit <input type="checkbox"/> Is this building in a safe neighborhood? (Have you researched community newspapers? Have you checked with local police?) <input type="checkbox"/> Have you checked for signs of drug trafficking--at the right times of the day or night? (Large numbers of people entering and leaving the building, lookouts, dealers and drug users loitering in the vicinity). <input type="checkbox"/> Good availability of resources (e.g., stores , laundry, schools, pharmacy) <input type="checkbox"/> Does the resident have the choice of living in own community (with natural support networks)
Transportation	<input type="checkbox"/> Bus/subway nearby <input type="checkbox"/> Ready access to health services, hospitals, etc. <input type="checkbox"/> Easy access to organizations, food pantries, day programs, etc.
Safety and accessibility	<input type="checkbox"/> Easy accessibility (elevator, limited stairs) <input type="checkbox"/> Building is physically sound, structurally safe <input type="checkbox"/> Wheelchair accessible <input type="checkbox"/> Building upkeep (trash collection, clean halls) <input type="checkbox"/> Does this building have outstanding code violations? <input type="checkbox"/> Have you checked with the local building code enforcement agency? <input type="checkbox"/> Have you discussed with the landlord how repairs will be made, who will be responsible for repairs to unit, if there is a superintendent in the building, and if there is 24 hour coverage of the building? <input type="checkbox"/> Are there fire department approved window gates and window locks on all windows easily accessed from outside? <input type="checkbox"/> Are there window guards and/or terrace guards in apartments housing young children or individuals at risk of falling? <input type="checkbox"/> Are smoke alarms and carbon monoxide detectors installed in the units (with working batteries)?
Habitability and affordability	<input type="checkbox"/> Is this unit a comfortable place to live in? <input type="checkbox"/> Are there conditions present, which are likely to cause the resident to experience stress, tension or emotional discomfort? <input type="checkbox"/> Is the rent within program budget limitations? <input type="checkbox"/> Are the utilities for this unit likely to be within program limitations?

*Recruiting landlords who are willing to work within the program's mandate*

Finding apartments for people with HIV/AIDS can be difficult at times. Discrimination against people living with HIV/AIDS as well as those who are homeless can still be an issue for those who are ignorant to the facts. That, along with the tight private rental market in New York City, makes finding safe, affordable units a daunting task for operations managers. In a few cities, HIV/AIDS housing providers facing similar situations have responded by creating a centralized information and referral system that maintains a database of available, appropriate, and affordable units.

In addition to working through realtors and reading newspapers, operations managers can network with other agencies and service organizations to find apartments. Consider the following options when looking to recruit landlords.

**Recruiting landlords**

- ☐ Post notices in church, synagogue, and mosque bulletins and in volunteer organization's newsletters.
- ☐ Send a letter explaining your need to people who have made financial contributions to the program.
- ☐ Ask members of the program's board of directors for referrals.
- ☐ Get to know members of community boards and groups developing housing through the local housing department.
- ☐ Ask landlords with whom you already are working to recommend colleagues who have apartments to rent.
- ☐ Answer ads in the real estate section of the newspaper.
- ☐ Contact real estate associations, boards, and companies.
- ☐ Obtain referrals from other HIV/AIDS scatter-site programs; HIV/AIDS housing networks or similar programs serving other special needs populations in the area.
- ☐ Search for postings on the Internet.
- ☐ Write a letter to prospective landlords (see sample letter in appendices section).
- ☐ Take time to carefully evaluate the prospective landlord.

*Maintaining clients' confidentiality throughout the process***Maintaining client's confidentiality throughout the process**

When contacting landlords, real estate agents, management companies or any other sources to find apartments you must remember that client confidentiality must be maintained throughout the process. Listed below are some ways this can be accomplished:

**Maintaining Confidentiality**

- ☐ Avoid calling attention to your agency as one that serves people living with HIV/AIDS.
- ☐ Have telephone numbers assigned to the apartment, not the resident.
- ☐ Train program staff in appropriate ways to protect residents' confidentiality.
- ☐ If possible, avoid situations in which a landlord lives on the premises.
- ☐ Also avoid a too distant landlord.
- ☐ Consider using "sponsor-based" subsidies (when the agency is the legal resident, not the client). Have the program's name on the lease.



## Maintaining updated records

**This section provides systems, checklists, and worksheets to address the following four areas:**

1. Systems for keeping records on apartment status
2. Lease renewal
3. Maintaining updated lease records
4. Division of maintenance tasks between program and landlord



### 1. Keeping records on apartment status

Record keeping makes it easy to identify changes and priorities, and to plan work for your department. An important ingredient in residence management is communication with the clinical staff as to the status of new tenants or those individuals in the process of moving in. This type of information can be compiled into one form that the residence manager maintains and submits to the clinical staff on a regular basis. The example below illustrates the type of information collected in an apartment status report.

## Maintaining updated records



## Apartment Status Report - (example)

## IN TRANSITION (Apartments)

UNIT #	ADDRESS	APT #	INTER-VIEWER	CITY OR BORO	SINGLE OR FAMILY	BED-ROOMS	STATUS	PROPOSED RESIDENT-CODE #	COM-MENTS

## SEARCHING (in search of specific apt. for resident)

UNIT #	ADDRESS	APT #	INTER-VIEWER	CITY OR BORO	SINGLE OR FAMILY	BED-ROOMS	STATUS	PROPOSED RESIDENT-CODE #	COM-MENTS
9	Searching				Single	0/1	Search		Need central location
40	Searching				Family	2			Near School
22	Searching				Single	0/1	Search		Need central location



## Apartment Status Report - (example)

## READY (for occupancy)

UNIT #	ADDRESS	APT #	INTERVIEWER	CITY OR BORO	SINGLE OR FAMILY	BED-ROOMS	STATUS	PROPOSED RESIDENT-CODE #	COMMENTS

## RECENT MOVES

UNIT #	ADDRESS	APT #	INTERVIEWER	CITY OR BORO	SINGLE OR FAMILY	BED-ROOMS	STATUS	PROPOSED RESIDENT-CODE #	COMMENTS
	333 Main St.	1F	LMN	Qns.	Single	0	Occup	#98-1	Moved in 1/13/03
	203 Broadway	5	ER	Manh.	Family	2	Occup.	#97-22	Moved in
	47 Grand St.	1B	JF	Manh.	Single	1	Occup.	#97-34	Moved in 1/13/03

## PENDING (pending search for new apt. to relocate resident)

UNIT #	ADDRESS	APT #	INTERVIEWER	CITY OR BORO	SINGLE OR FAMILY	BED-ROOMS	STATUS	PROPOSED RESIDENT-CODE #	COMMENTS
	45 Main St	A	JF	Qns.	Family	2		#97-4	Need more room
	22 Bank St.	2R	EDC	Bronx	Single	0	Occup	#96-20	During traffic area

You can find this apartment status report as a template for collecting information, in the appendix section of this workbook.





## 2. Lease renewal

### Lease Renewal and Pending Apartment Acquisition

Operations staff may find it helpful to summarize the data on a new apartment, or one for which the lease is to be renewed. A simple format like the one on the next page, allows for comparisons. In addition, any areas of concern such as habitability and safety can be readily identified and systematically addressed.

Clinical staff and operations staff can use the form to make timely decisions for new clients or when deciding on the costs and benefits of renewing specific leases.

You can find the following lease renewal and apartment acquisition form as a template for collecting information, in the appendix section of this workbook.



## Lease renewal and pending apartment acquisition form

	AREA	ISSUES
1	ADDRESS	Apartment #: Street address: City, State, Zip:
2	TRANSPORTATION	Bus/Subway Line(s) # Of blocks from bus/subway _____
3	DESCRIPTION	Floor # _____ Elevator <input type="checkbox"/> yes <input type="checkbox"/> no # Of rooms _____ # Of bathrooms _____ # Of bedrooms _____
4	LEASE	Attached <input type="checkbox"/> yes <input type="checkbox"/> no Verbal offer <input type="checkbox"/> yes <input type="checkbox"/> no Proposed new lease start date: _____ End date: _____ Proposed new lease for: <input type="checkbox"/> 1 year <input type="checkbox"/> 2 years <input type="checkbox"/> month-to-month <input type="checkbox"/> other: _____
5	RENT	Prior rent: _____ Proposed rent: _____ Increase/decrease amount: _____ Increase/decrease % _____ Free market <input type="checkbox"/> yes <input type="checkbox"/> no Regular rent amounts: _____ Preferential rent <input type="checkbox"/> yes <input type="checkbox"/> no Rent stabilized <input type="checkbox"/> yes <input type="checkbox"/> no
6	DISCLOSURES ATTACHED	Lead paint <input type="checkbox"/> yes <input type="checkbox"/> no Window guard <input type="checkbox"/> yes <input type="checkbox"/> no
7	LEASE RIDERS	<input type="checkbox"/> yes <input type="checkbox"/> no
8	RESTRICTIONS	<input type="checkbox"/> yes <input type="checkbox"/> no
9	PETS ALLOWED	<input type="checkbox"/> yes <input type="checkbox"/> no Specify what type: _____

## Maintaining updated records



## Lease renewal and pending apartment acquisition form

	AREA	ISSUES
10	APARTMENT CONCERNS AND SAFETY	Easy accessibility (elevator, limited stairs)      ___yes    ___no Building is physically sound, structurally safe      ___yes    ___no Wheelchair accessible      ___yes    ___no Building upkeep (trash collection, clean halls)      ___yes    ___no Absence of evidence of rodents and insects      ___yes    ___no Absence of inappropriate activity in building      ___yes    ___no
11	NEIGHBORHOOD CONCERNS	Good availability of resources (stores, laundry, schools)      ___yes    ___no Safe neighborhood      ___yes    ___no Absence of illegal activity (drug sales, etc.)      ___yes    ___no
12	PROPOSED RESIDENT	
13	CASE MANAGER	
14	STAFF COMMENTS	
15	OTHER	



### 3. Maintaining updated lease records

Periodically, it is important to update lease records. Need for updated information on leased apartments occurs when there is a long-standing staff vacancy, staff turnover, or incomplete information on leased apartments. For these situations, the operations manager can send out a general form letter to all current landlords or property management companies asking for the required information. The form letter on the following page may serve as a helpful model. You can also find it as a template in the appendix section of this workbook.

## Maintaining updated records



## Form letter for updating lease records

Date:

Dear Landlord or Managing Agent:

I am in the process of updating our lease records for (name of agency). I would like to confirm information listed below. In addition, I would like you to assist me in updating information that we are missing.

Please update the information listed below:

Apartment Address:

\_\_\_\_\_

Apartment Number: \_\_\_\_\_

Rent Stabilized Apartment: \_\_\_\_\_yes \_\_\_\_\_no

Rent Controlled Apartment: \_\_\_\_\_yes \_\_\_\_\_no

Free Market Rent: \$ \_\_\_\_\_ Preferential Rent: \$ \_\_\_\_\_

Current Rent Amount: \$ \_\_\_\_\_ Lease Starts: \_\_\_\_\_

Lease Expires: \_\_\_\_\_

**Please confirm the information listed below:**

Amount of security deposit held: \$ \_\_\_\_\_

Name of bank holding security deposit:

\_\_\_\_\_

Address of bank holding security deposit: \_\_\_\_\_

Account # \_\_\_\_\_

If you have any questions please contact me. You can mail or fax the response back to me. Thank you for your cooperation.

Sincerely,

(Name of agency staff member)



#### 4. Division of maintenance tasks between program and landlord

Agency maintenance task policy should include identification of those tasks that your staff will perform, and those, which will normally be brought to the attention of the landlord or building superintendent. During the lease negotiation period, these issues can be clarified (and detailed in writing). It should also be clearly spelled out, whether this agreement is part of the lease agreement (a legal contract), or simply an understanding between the two parties concerning how certain tasks will normally be performed. In some localities tenant-landlord law sets forth the landlord's responsibilities. If in doubt, consult an attorney beforehand.

The worksheet that follows can be used by the residence manager as a reference or as a maintenance agreement form, as spaces for the signatures of agency staff and landlord are provided. Following the worksheet is a summary of landlord responsibilities that apply to apartment living under New York City laws. This summary is obtained from the **2005 New York City Apartment Management Checklist** (Brownstone Publishers, Inc.). This book is a comprehensive resource guide covering all New York City apartment laws, including sections on who is affected by each law, what the law requires, how to comply, deadlines, penalties for failure to comply, forms required, and the text of the law. The textbook also includes a directory of all building and apartment agencies in New York State.

## Maintaining updated records



## Maintenance task agreement

ADDRESS		APT#	
AREA	TASKS	AGENCY WILL NORMALLY HANDLE	AGENCY WILL CONTACT LANDLORD
Plumbing	Faucet repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Clearing clogged drains	<input type="checkbox"/>	<input type="checkbox"/>
	Fix leaking plumbing	<input type="checkbox"/>	<input type="checkbox"/>
	Toilet clogged	<input type="checkbox"/>	<input type="checkbox"/>
	Toilet water won't stop running	<input type="checkbox"/>	<input type="checkbox"/>
	Water leaks from floor above	<input type="checkbox"/>	<input type="checkbox"/>
	No hot water	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Electrical	Replacement and/or repairs to electrical switches, wall outlets, light fixtures, Intercom/doorbell	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
Heating, ventilation, air conditioning	Window glass repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Air conditioner (replace filter)	<input type="checkbox"/>	<input type="checkbox"/>
	Radiator (bleeding/drainage)	<input type="checkbox"/>	<input type="checkbox"/>
	No heat/low heat	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Appliances	Minor stove repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Refrigerator maintenance	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Painting/plastering/flooring/carpet cleaning	Painting (prior to move-in)	<input type="checkbox"/>	<input type="checkbox"/>
	Painting (during lease term)	<input type="checkbox"/>	<input type="checkbox"/>
	Plastering (during lease term)	<input type="checkbox"/>	<input type="checkbox"/>
	Flooring	<input type="checkbox"/>	<input type="checkbox"/>
	Carpet cleaning	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Exterminator	Scheduled exterminator visits	<input type="checkbox"/>	<input type="checkbox"/>
	Occasional problems with vermin, insects	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning	Keeping apartment clean	<input type="checkbox"/>	<input type="checkbox"/>
	Keeping stove area clean	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Safety	Inspect smoke alarms, carbon monoxide detectors and fire extinguishers	<input type="checkbox"/>	<input type="checkbox"/>
	Install and maintain accident prevention devices (grab bars, window guards)	<input type="checkbox"/>	<input type="checkbox"/>
	Snow removal	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
<b>Landlord Signature:</b>		<b>Date:</b>	
<b>Program Staff Signature:</b>		<b>Date:</b>	



### New York City apartment laws

<b>Elevators</b>	All passenger elevators must be inspected five times every two years, under go periodic safety tests conducted by a city-approved contractor or private inspection agency. Owner must keep an active maintenance contract with a private elevator repair company.
<b>Garbage</b>	Landlord must provide garbage containers for the use of residents; must place garbage out for collection at scheduled times; and must post visible notice informing residents of scheduled collection times.
<b>Heat</b>	Landlords must provide heat from October 1 through May 1 each year. Devices that cut off heat at set times (i.e. during the night) are illegal.
<b>Hot water</b>	Two laws cover the provision of hot water. Landlords affected by the state law must provide hot water 24 hours a day. Landlords affected by the city law must provide hot water between the hours of 6:00am to midnight.
<b>Pest control</b>	Landlords are required to maintain apartments free from rodents and infestation from insects. Landlords do not have to provide regular extermination service (i.e., 8no set schedule).
<b>Window guards</b>	In multiple-dwelling units with three or more apartments, landlord must install window guards in apartments where there is a child under 10 years of age or where the tenant requests the window guards. Residents do not have to give a reason for their request.
<b>Smoke detectors and carbon monoxide detectors</b>	Landlords must install one or more approved smoke detectors and carbon monoxide detectors in each apartment. In addition, landlords must check the smoke detectors and carbon monoxide detectors in an apartment each time a new resident moves in and, if necessary, replace the batteries or install a new detector.
<b>State law</b>	Covers all owners of buildings with three or more apartments built after April 18, 1929 and before January 1, 1955, which are more than three stories high; all owners of buildings with three or more apartments built after January 1, 1955.
<b>City law</b>	Covers all owners of buildings with three or more apartments built before April 18, 1929, owners of buildings less than three stories tall built between April 18, 1929 and January 1, 1955 and all owners of tenant-occupied one or two family units in New York City.



**Handling in-kind donations**

Donations can help meet resident needs in a cost-effective manner if handled properly. The types of donations received can vary from clothing, to furniture, to appliances. Consider the following guidelines for accepting and storing the various types of donations.

**Guidelines for handling in-kind donations**

1. Maintain a list of both current inventory and what is needed.
2. Consider using a computer to help keep track of the quantity and different types of donations with brief descriptions that detail sizes, colors, styles and condition.
3. Maintain a list of donors (individual and corporate). Certain donors are likely to contribute a great percentage of your total. Make sure that their contributions are recognized, and do so in a personal way.
4. Keep donors informed of your program's activities, plans, and anticipated needs (both for cash and in-kind contributions).
5. Screen donations in advance. That way you avoid the storing and disposal of inappropriate or unusable items.
6. Create a system for storing items. An efficient inventory management system will save time and duplication.
7. Network with other programs. Keep track of what other programs need. Your programs can help each other, and the clients.
8. Show the program's appreciation to donors by sending them a written acknowledgement and thank you. (See sample on next page)
9. Provide a list of operations department needs to your foundations manager or director of development.

**Acknowledgement of donation**

Date:

Company Address:

Dear \_\_\_\_\_:

Thank you so very much for your donation of \_\_\_\_\_ to (name of agency). Our agency has been working hard since (year) to develop and operate the highest quality housing and support services for people with HIV/AIDS. Since government funding does not cover a significant number of expenses, we rely heavily on private support from generous individuals like yourself to aid us in providing these valuable services. Attached is a copy of the donation receipt listing the items you donated.

This letter gratefully acknowledges your donation of goods to (name of agency). The Internal Revenue Service requires that you assess the value of goods donated. Also we are required to state that no goods and/or services were given to you in consideration of your gift.

Thank you,

(Signature of agency staff member)

You can find the above sample acknowledgement of donation letter as a template in the appendix section of this workbook.

# Chapter 3

## THE MOVE-IN PROCESS

**Overview of the move-in process**

**Apartment inspections**

**Preparing for the move-in**

**Moving agreement**

**Maintaining a furnishings inventory**

“Before the move-in, it may be helpful to obtain from the client a list of his/her specific needs, for assistance with the move.”



The move-in is a key service area, since there is a lot of work to be done prior to the arrival of the new resident. Clinical staff and operations staff both have important responsibilities and functions to perform during each phase of the move-in process. This chapter will provide support in the following areas of the move-in process:

1. Overview of the move-in process
2. Apartment inspections
3. Preparing for the move-in
4. Moving agreement
5. Maintaining a furnishings inventory

**Systematic process for the move-in process**

When conducting an orientation for new tenants, care should be taken to ensure that the tenant has indeed understood everything covered during the orientation process and that they are comfortable with the move and the changes that will be taking place.

**Note:** New tenants may experience stress during this time. It should not be forgotten that moving and change could place additional risk upon people with impaired immune systems, and people in recovery.

Since the move-in process is complicated, both for the new resident and staff, a checklist like the one on the next page can reduce the likelihood of overlooking critical steps. The following checklist can also be found as a template in the appendix section of this workbook.

**The move-in checklist****KEY STEPS**

- ☐ Intake interview and program contract; set up resident files
- ☐ Assign apartment and schedule move-in date
- ☐ Complete resident move-in report
- ☐ Complete moving agreement
- ☐ Complete agency move-in and inventory reports
- ☐ Conduct final inspection:
  - ☐ Smoke detector and carbon monoxide detector working
  - ☐ Fire extinguisher charged
  - ☐ New lock working, new keys ready and on hand
- ☐ Inventory supply of household items provided to each new resident:
  - ☐ Sheets and towels
  - ☐ Toiletries
  - ☐ Cleaning supplies
  - ☐ Television
  - ☐ Telephone (and answering machine, if mandated)
  - ☐ Clothes (if indicated in program contract)
- ☐ Move-in (arrange for pick-up of resident's belongings, and transfer to new apartment).
- ☐ Verify, with new resident present:
  - ☐ Apartment inventory
  - ☐ Arrival of resident's belongings
  - ☐ Documentation of any damage that may have occurred during the moving process.

**The move-in checklist****KEY STEPS****Orientation:**

- ☐ Telephone, pet, and visitor policies (signed)
- ☐ Need for confidentiality with neighbors
- ☐ Review of resident's manual, regulations (both landlord and program)
- ☐ Local recycling regulations
- ☐ Use of answering machine and appliances
- ☐ Care and cleaning of apartment; pest control/request for exterminator
- ☐ Maintenance request procedures (failure of appliance, gas odor, etc.)
- ☐ Review use of fire extinguisher, testing smoke and carbon monoxide alarm
- ☐ Fire emergency procedures (calling 911, emergency exits, etc.)
- ☐ Review security problem procedures (door won't close, broken lock/window, etc.)
- ☐ Emergency contact procedures (office, beeper numbers, 24 hour "on-call")
- ☐ Check for physical, mental state of new resident (illiteracy, language barrier, dementia, loss of vision, etc.). Observations of any of these conditions should be reported to the clients' case manager immediately.
- ☐ Give keys to resident; obtain key receipt; review key policy, lost key procedures
- ☐ Review all lease provisions (if applicable) and give signed copy to resident
- ☐ Collect first month's rent (if applicable)

**Inspections at move-in and move-out**

Apartment inspections should be conducted both at move-in to document the condition of the apartment prior to the new resident's move and to document conditions immediately after moving out for purposes of safeguarding against any invalid damage claims by the landlord.

Another benefit of conducting an inspection prior to the resident moving in is the verification for the new resident that all is in order and that he/she is being given a fully functional home with all the required furnishings and household items. The resident may also take note that the program is fully aware of the furnishings and condition of the unit, a step that may act as a deterrent to vandalism during occupancy. A copy of the initial inspection should be given to the resident.

The following pages contain a sample apartment inspection report that details what the inspection team should be looking at during an apartment inspection. You can find the same report as a template in the appendix section of this workbook.





## Apartment inspection report

<b>UNIT #</b>	<b>ADDRESS:</b>
<b>APT#</b>	<b>CITY/BORO:</b>
<b>RESIDENT ID#</b>	<b>RESIDENT:</b>
<b>INSPECTED BY:</b>	

AREA	ITEMS	CONDITIONS NOTED	
		Move-in Date:	Move-out Date:
Living Room and Halls	Front door, keys, locks		
	Walls, ceiling, floor		
	Closets, carpets, rugs		
	Electrical		
	Windows, coverings		
	Furniture		
	Television		
	Other		
Kitchen	Walls, ceiling, floor		
	Counters		
	Refrigerator		
	Stove, oven		
	Sink		
	Fan (if available)		
	Electrical		
	Other		



### Apartment inspection report

AREA	ITEMS	CONDITIONS NOTED	
		Move-in Date:	Move-out Date:
Bedroom #1	Walls, ceiling, floor		
	Closets		
	Carpets, rugs		
	Electrical		
	Doors, locks		
	Windows, coverings		
	Furniture		
	Other		
Bedroom #2	Walls, ceiling, floor		
	Closets		
	Carpets, rugs		
	Electrical		
	Doors, locks		
	Windows, coverings		
	Furniture		
	Other		
Bathroom	Walls, ceiling, floor		
	Mirrors, cabinets		
	Sink		
	Toilet		
	Tub/shower		
	Electrical		
	Doors, locks		
	Windows, coverings		
	Accessories, racks		
	Other		
Safety	Smoke alarm(s) and Carbon monoxide detector(s) properly located, fresh battery		
	Fire extinguisher		
	Emergency exits		
	Window security (bars or gates)		
	Other		

Resident should receive a copy of this form

<b>Resident Signature:</b>	<b>Date:</b>
<b>Program Staff Signature:</b>	<b>Date:</b>

---

*Preparing for the move-in*

**B** Before the move-in, it may be helpful to obtain from the client a list of his/her specific need, for assistance with the move.

Areas of particular importance include the amount of furniture and boxes the new resident has and how many people he/she may have available to assist with the move. The new resident may have certain items of furniture to bring with them, and may choose other items to complete the furnishings of the apartment.

A helpful resource for people preparing to move is the ***Mover's Guide*** pamphlet provided free at most U.S. Post Offices. You may choose to have a few available for your clients.

The "Resident Move-in Report" on the next page is designed to help manage this stage of the move-in process.



## Resident move-in report

<b>PROSPECTIVE RESIDENT'S NAME</b>		<b>DATE:</b>
<input type="checkbox"/> <b>SINGLE</b>	<input type="checkbox"/> <b>FAMILY</b>	<input type="checkbox"/> <b>RESIDENT CODE #</b>
<input type="checkbox"/> <b>STUDIO</b> <input type="checkbox"/> <b>1 BEDROOM</b> <input type="checkbox"/> <b>2 BEDROOM</b> <input type="checkbox"/> <b>3 BEDROOM</b> <input type="checkbox"/> <b>4 BEDROOM</b>		
<b>OCCUPANT(S) NAME</b>	<b>AGE</b>	<b>RELATIONSHIP</b>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
<b>KITCHEN</b>	<input type="checkbox"/> <b>Plates</b> <input type="checkbox"/> <b>Glasses</b> <input type="checkbox"/> <b>Pans</b> <input type="checkbox"/> <b>Chairs</b>	
	<input type="checkbox"/> <b>Flatware</b> <input type="checkbox"/> <b>Pots</b> <input type="checkbox"/> <b>Table</b>	
<b>LIVING ROOM</b>	<input type="checkbox"/> <b>Television</b> <input type="checkbox"/> <b>Couch, sofa or armchair</b>	
<b>BEDROOM # 1</b>	<input type="checkbox"/> <b>Closet</b> <input type="checkbox"/> <b>Chair</b> <input type="checkbox"/> <b>Dresser</b>	
	<input type="checkbox"/> <b>Bed-twin, full or queen</b> <input type="checkbox"/> <b>Table Lamp</b>	
<b>BEDROOM # 2</b>	<input type="checkbox"/> <b>Closet</b> <input type="checkbox"/> <b>Chair</b> <input type="checkbox"/> <b>Dresser</b>	
	<input type="checkbox"/> <b>Bed-twin, full or queen</b> <input type="checkbox"/> <b>Table Lamp</b>	
<b>BEDROOM # 3</b>	<input type="checkbox"/> <b>Closet</b> <input type="checkbox"/> <b>Chair</b> <input type="checkbox"/> <b>Dresser</b>	
	<input type="checkbox"/> <b>Bed-twin, full or queen</b> <input type="checkbox"/> <b>Table lamp</b>	
<b>Packing boxes needed?</b>	<input type="checkbox"/> <b>yes</b> <input type="checkbox"/> <b>no</b>	<b>How many?</b> _____
<b>Program contract signed?</b> <input type="checkbox"/> <b>yes</b> <input type="checkbox"/> <b>no</b>		
<b>Name of program interviewer:</b>		
<b>Questions or concerns?</b>		
<b>Anticipated move-in date:</b>		
<b>#1</b>	<b>#2</b>	<b>#3</b>
<b>Resident Signature:</b>		<b>Date:</b>
<b>Case Manager Signature:</b>		<b>Date:</b>

You can find this sample resident move-in report as a template in the appendix section of this workbook.

**Moving agreement**

Prior to the move, the new resident should sign an acknowledgement concerning the moving of his/her own furnishings. A sample "Moving Agreement" is provided below. If the program is concerned about liability for goods damaged in moving, the program is strongly encouraged to consult an attorney concerning applicable state and local laws.

***Sample Moving Agreement*****Moving agreement**

This agreement is between \_\_\_\_\_ and (name of agency). (Name of agency) will make every effort to assist you in moving your furnishings. (Name of agency) will take every precaution possible to ensure that you are not inconvenienced in the move and none of your personal items are damaged.

(Name of agency) suggests that any items you own that are valued over \$50.00 be given special consideration by you or your representative(s). You are advised to take special care and precaution with these items. You are advised that you or your representative(s) pack these items and transport them separately.



## Moving agreement

*cont'd*

If you have any items that are in this category please inform us and list them below:

- 
- 
- 
- 

- ☐ I have packed my own furnishings and (name of agency) will help me move.
- ☐ (Name of agency) will assist me in packing my own furnishings and help me move.
- ☐ (Name of agency) will pack and move my furnishings.
- ☐ (Name of agency) will provide a professional mover to move my furnishings.
- ☐ I have read this agreement/policy and understand the contents and meaning of this agreement/policy. I have received a signed copy for my records.

Resident Signature \_\_\_\_\_ Date \_\_\_\_\_

Agency Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

You can find this sample moving agreement as a template in the appendix section of this workbook.

### *Maintaining a furnishings inventory*

In preparation for move-in, and occupancy, it is important to know what furnishings have been placed in the apartment. It is also important to maintain a furnishings inventory of apartments that are in transition or have been recently vacated. The form on the next page serves these purposes. You can find this sample furnishings inventory form as a template in the appendix section of this workbook.



## Furnishings inventory

<b>UNIT #</b>	<b>APT#</b>	<b>ADDRESS:</b>
<b>RESIDENCE CODE #</b>		<b>RESIDENT NAME:</b>
<b>DATE:</b>		<b>STAFF PERSON:</b>

ITEM	COUNT	DESCRIPTION/CONDITION	GIFT	BUY	REPLACE
Bed					
Bedding (2 sets per bed)					
Bedside/end table					
Mirror					
Lamp (1 per room)					
Alarm clock					
Telephone-touch tone					
Answering machine					
Television					
Fan/air conditioner					
Heater					
Smoke alarm					
Carbon monoxide detector					
Fire extinguisher					
Sofa					
Arm chair					
Coffee table					
End table					
Dining table/chairs					
Pots/ pans					
Cooking utensils					
Dishes/glasses					
Flatware					
Towels (2 per person)					
Shower curtain/mat					
Window shades					
Broom/dustpan/mop					
Light bulbs					

Resident Signature:

Date:

Program Staff Signature:

Date:



# Chapter 4

## POLICIES FOR RESIDENTS

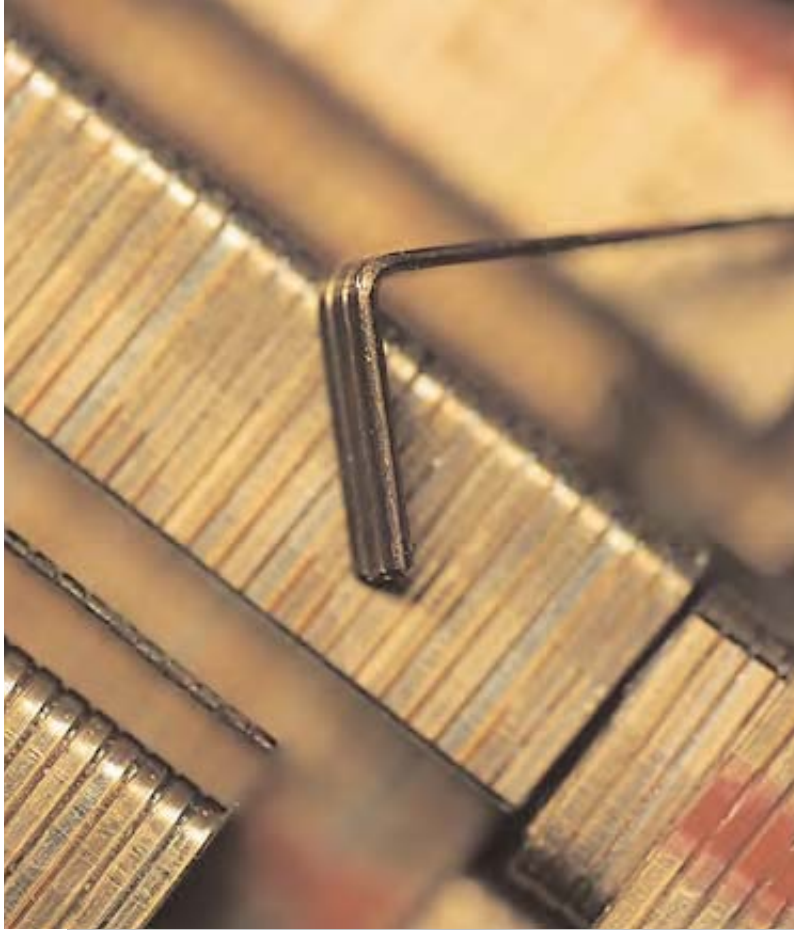
**Pet policy**

**Telephone policy**

**Visitor policy**

**Key policy**

“When developing policies, it is also useful to research applicable tenant/landlord laws and regulations to ensure that the program is not going against residents basic rights.”



Certain issues (pets, telephone, visitors, and key management, for example) are potentially troublesome areas for operations managers. It may be helpful to provide verbal orientation as well as written policies regarding these issues to residents and to request that they acknowledge receipt of this information by signing them.

Program staff should also receive regular orientation regarding the house rules or resident policies so that they can effectively ensure that the residents are following them properly and that issues of enforcement can be dealt with appropriately.

When developing policies, it may be helpful to keep in mind what aspects of the policy are enforceable. Unenforceable policies not only lead to confusion and

mistrust, but also ultimately may cause adversarial relationships with residents and staff. It may help to ask if a specific issue really matters programmatically or financially. Policies should normally address important issues. Less important areas or agency preferences can often be handled informally, or through discussion and education.

When developing policies, it is also useful to research applicable tenant/landlord laws and regulations to ensure that the program is not going against residents basic rights. A good reference source for programs with Internet access is the website, **Tenant.Net** (<http://tenant.net>). This site contains information on all applicable tenant/landlord issues, information on tenancy regulations, and the eviction process, and links to other advocacy sites in New York. This information can also be obtained from Bailey House's Technical Assistance And Program Evaluation Services at 212-633-2500 ext. 289.

Bailey House's publication entitled, *House Rules That Work: A Guide To Help HIV/AIDS Supportive Housing Providers Develop Sound and Effective House Rules* is another good resource and can also be obtained by calling 212-633-2500 ext. 289. As mentioned in the above publication, some programs attach house rules to leases as a rider (stipulation) or an addendum. Other programs treat house rules as terms separate from, but still in conformance with many of the terms in the lease document. In either case, well-written house rules generally complement, improve upon and affirm in clear language some of the legal terminology used in leases.

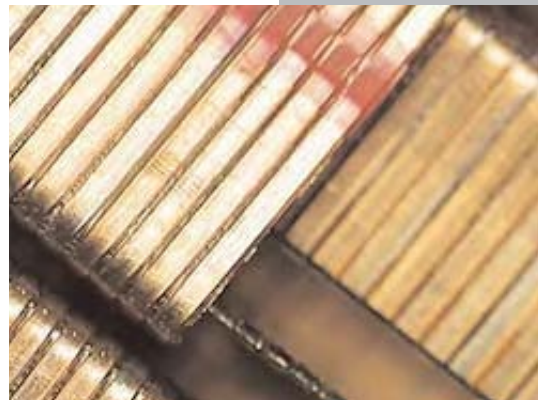
House rules, unlike leases, should be treated as "living documents" so that changes can be made to them. This allows for flexibility if tenants are following the spirit of the house rules or if new rules need to be added to address a certain issue. Leases on the other hand, are signed legal contracts between a landlord and tenant that contain the terms and conditions of the rental. A lease cannot be changed while it is in effect unless both parties agree.

Like leases however, house rules form an integral part of operating and managing supportive housing. For many supportive housing programs, the idea of house rules is reflected in their statement of purpose. One agency's statement of purpose reads as follows:

*"The House Rules are designed for the benefit of "X" residents. They have been developed to maintain the health and safety of the residents; to provide a pleasant, comfortable living environment for residents and a comfortable, safe, and productive work environment for staff; and to preserve the structural integrity and beauty of the building."*

Well-developed and written house rules should augment the leases given to residents, and they should also clearly convey to residents and staff, management's expectations.

The policies that follow may serve as helpful starting points. However, since local, state and federal laws on these issues are complex, consulting and retaining legal counsel on these matters may avoid legal difficulties. You are strongly encouraged to do so.



**Pet policy**

Effective date of pet policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff. However, each situation will be reviewed on a case-by-case basis by the following program staff [insert titles here].
2. It is the general policy of our program to prohibit pets in leased apartments.
3. Pets are defined as living, breathing animals, caged, tanked, or free roaming within the apartment.
4. If a resident in the program currently has a pet, or obtains a pet after admission to the program, he/she may be at risk of losing his/her apartment. If the landlord enforces the pet prohibition clause in the lease, the program will not challenge the landlord's right to enforce the prohibition and will support the landlord's right to have the animal removed.
5. Program staff and volunteers are prohibited from caring for, or attending to the needs of any resident's pets under any circumstances.
6. For the leases that allow for pets, only the pet(s) described below is/are authorized under this pet agreement. Additional or other pets must be approved by the following program staff [insert titles here]. Landlord approval must also be required.
7. The resident agrees to comply with the following regulations:
  - A. Pet(s) will not cause damage, danger, nuisance, noise, health hazard, or soil the apartment unit or landlord's grounds. The resident agrees to clean up after the pet and agrees to accept full responsibility and liability for any damage, injury, or action arising from or caused by his/her pet(s).
  - B. Resident agrees to register the pet(s) in accordance with local laws and requirements.
  - C. Resident warrants that the pet(s) are housebroken. Resident warrants that the pet(s) have no history of causing physical harm to persons or destruction of property through the action of biting, scratching, chewing, etc. and further warrants that the pet(s) have no history or tendencies of vicious behavior.

## Pet policy



## Pet policy

- D. Dogs, cats, and any other free roaming or caged pets must be under the control of the resident at all times; must be kept on a short leash while in common areas or on the grounds. Barking and other loud noises emitted by the pet will not be tolerated in that it is considered to be a nuisance to other tenants. Proper disposal of pet litter, such as, cat litter (securely bagged) will be done on a frequent basis. Odors arising from any pet litter not disposed of properly or frequently from apartment will not be tolerated.
- E. Birds will be properly caged. Seeds and droppings will be shielded or caught to prevent accumulation and/or damage to carpeting/floors.
- F. Aquariums will be properly sealed so as to prevent any type of leaking and will be cleaned regularly to prevent them from emitting foul water and odors.
8. Residents are entirely responsible for back-up plans for pet care while in the program.
9. Pet description:

<b>Type or breed:</b>	<b>Color:</b>
<b>Male or Female:</b>	<b>Age:</b>
<b>Name:</b>	<b>Weight:</b>
<b>Other:</b>	

10. Pet fee deposit (if applicable)

Resident agrees to pay the following non-refundable pet fee to the landlord

\$ \_\_\_\_\_

Other Fee: \$ \_\_\_\_\_

Note that any fee or deposit shall not limit the resident's obligation or responsibility regarding control and liability for actions caused by his/her pet(s).

Resident Signature: \_\_\_\_\_ Date \_\_\_\_\_

Program Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

**Note:** You are strongly encouraged to consult an attorney concerning policies and laws in this area.



### Telephone policy

Effective date of telephone policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff.
2. The program funders (i.e., state and local governmental entities) policy concerning telephone installation and use for our agency and residents:

*[Insert your local governmental agency policy concerning telephone installation and charges for each apartment unit, including responsibility for long distance charges]. Note: Many agencies require that copies of the telephone bill be provided to residents.*

3. As required by [insert local governmental agency name] policy, each apartment will be furnished with one telephone set with the following features: the ability to call "0", 911, 411, and the ability to call the following exchanges, 212/718/917/800/888. Touch-tone service is allowed.
4. The following features are not required by [insert local governmental agency name] policy: custom calling service, call waiting, three-way calling, speed-dialing, call forwarding, repeat dialing, call return, call trace, caller ID, caller ID with name, call manager, call manager with name, call waiting ID, call waiting ID with name, anonymous call rejection, call answering, multiple/personal mailbox option, regional calls, long distance, number and telemarketing calls (540, 900, 976, 970, 550 exchanges, etc).
5. This agency will adhere to and reinforce the policy set forth by [insert local governmental agency name].
6. Residents may obtain regional and long distance services. However, the resident is responsible for establishing and maintaining the service, and the bill must be in the resident's own name. The resident must assume these expenses. Billing will be sent directly to the resident.

Resident Signature \_\_\_\_\_ Date \_\_\_\_\_

Program Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

## Visitor policy



## Visitor policy

Effective date of visitor policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff. However, each situation will be reviewed on a case-by-case basis by the following staff [insert titles here].
2. Since apartment size is generally limited, and since the program incurs certain responsibilities as the apartment lessee, it is the policy of this program to limit residence in these apartments to agency clients and family members specifically identified on the program contract.
3. "Day visitors" are any individuals, not agency staff or volunteers, who visit the resident in his/her apartment, but do not stay overnight. Except as noted below, there are no restrictions on day visitors.
4. "Overnight visitors" are defined as other individuals who remain in the apartment overnight. They may include family members or friends. Agency policy is that if a guest is expected to stay for more than one week, the case manager must have prior notice. In the event that the status of visitor changes from guest to permanent resident, permission must be sought by notifying the case manager. In such cases, agency staff [provide specific titles] will review the case, and may grant permission that will be formally provided in writing.
5. Agency policy mandates that all visitors act in accordance with local laws and building requirements and that they not cause damage, danger, nuisance, noise, or health hazard in the unit they are visiting or anywhere in the premises or on the landlord's grounds. Resident agrees to ask visitors to observe these requirements and to ask them to leave the premises if they do not act accordingly. If the visitor's behavior warrants contacting local police authorities, the resident agrees to take that action to protect individuals and property. Specific behaviors include (but are not limited to) the following: the sale and use of illegal substances, prostitution, subletting, selling of property owned by the program, and storing of stolen property anywhere in the premises. Whether carried out by program resident, family members, or guests, these behaviors can result in eviction from the apartment and termination of client relationship with the program.
6. Residents are prohibited from subleasing their apartments or otherwise receiving income from the use and rental of the apartment at any time.
7. Program clients who violate this policy may be asked to leave the program following due process.
8. Residents are entirely responsible for any damages, injury, or action arising from or caused by their visitors.

**Note:** You are strongly encouraged to consult an attorney concerning policies in this area.



**Key policy**

Effective date of key policy: \_\_\_\_\_.

1. In the event of lost keys, keys locked in the apartment, or problems with the operation of doors, door locks or doorknobs, residents must immediately contact [designated staff member] at [phone #] or in person and report the condition.
2. Residents must not attempt to make repairs to keys, doors, door locks or doorknobs on their own. These types of repairs should only be made by the building superintendent or the agency maintenance staff. Any professional locksmithing services called in to repair damages made by the resident will be at resident's expense.
3. Once notified, designated staff will assist the resident in securing new keys from a locksmith or in opening the door to their apartment in the event that they locked the door with the keys inside.
4. Residents are not allowed to change their locks or to install additional locks on their doors unless approved by management.
5. Resident should not make copies of their apartment keys for distribution to others.
6. Please be advised that maintenance staff may have to enter the apartment for emergency repairs and that management reserves the right to enter the apartment at reasonable times to conduct inspections. Management will make all attempts possible to contact the resident and/or to give advance notice. Under these circumstances however, designated staff will sign out keys to the apartment and keep a record of the personnel entering the apartment and all actions taken while inside.
7. Residents are responsible for the cost of replacing lost keys and/or associated locksmithing services.



# Chapter 5

## OPERATIONS DURING TENANCY

**Key management**

**Managing maintenance**

**Documentation of the service process**  
*(requesting service from the landlord, and asking the resident for feedback)*

**Handling program fees**

**Confronting arrears challenges**

“The issue of collecting arrears creates a major ethical challenge for non-profit organizations that provide supportive housing.”



**T** This chapter addresses some of the typical tasks of the operations department during a resident's tenancy. Included in this chapter are:

- Key management
- Managing maintenance
- Documentation of the service process (requesting service from the landlord, and asking the resident for feedback).
- Handling program fees
- Confronting arrears challenges

Management of scatter-site housing for people with HIV/AIDS requires special policies and procedures. In addition to the standard key management issues (replacing locks and keys when new residents move in, for example), the nature of the disease process may lead to greater forgetfulness on the part of the resident and greater responsibilities for the program staff regarding management and security of resident's keys.

Lost keys and being locked out are so frequent that a formal key policy and system for operations staff is needed. If the residence manager is to avoid continual interruptions to his/her work schedule, the system will probably include a "lock box" access for the "on-call" staff member, and a good working relationship with local locksmiths.

The following policy lists some of the important issues in key management for operations staff and also points out essential resident responsibilities regarding keys to their apartment and building.

**Key management policy**

1. Prior to moving in to their new residence, clients should receive detailed instructions on what steps they need to take in the event that they encounter problems with their keys or door locks. These instructions should also be included in the "house rules" manual that residents receive. The instructions should include: the name and phone number of the designated staff person they should contact, cautions against trying to make their own repairs on doors, door locks, doorknobs and keys that are not working properly.
2. A duplicate copy of each key will be kept in a "lock box" in the program office. Access to the "lock box" will be limited to specific staff members, and to "on call" staff. When keys are removed, for any reason, a key "sign-out" procedure will be followed.
3. When field staffs need access to apartments for maintenance work during turnover, they will sign for the entire set of keys.
4. Maintenance staff may have to enter the apartment for emergency repairs and management reserves the right to enter the apartment at reasonable times to conduct inspections. Under these circumstances, designated staff will sign out keys and keep a record of the personnel entering the apartment and the actions taken.
5. If the resident's keys are accidentally locked inside the apartment, a staff member will follow the key "sign-out" procedure, accompany the resident to his/her apartment and let the resident in.
6. If a resident loses his/her keys, the designated staff member will go with the resident to an approved locksmith, where a new set of keys will be made (residents are responsible for the cost of replacing lost keys and /or associated locksmithing services).
7. If the program uses a "master key" system for apartment locks or deadbolts, the program will implement additional safeguards.
8. For additional security, keys should not be labeled with property location, unit numbers, or names. A coding system should be used and kept in a secure file area.
9. When a resident dies or leaves the program for any reason, apartment locks should be changed immediately.
10. Residents must be informed that they should not make copies of their apartment or building entrance keys for distribution to others.
11. Residents are not allowed to change their locks or to install additional locks on their doors unless approved by management.
12. Residents must acknowledge receipt of all keys issued upon moving in (a sample key receipt form is attached).



## Key receipt form

KEY RECEIPT FORM		
Location:	Apt. #	Unit #
Resident:	Code #	Phone #
I acknowledge receipt of the following keys:		# of keys given
1	Apartment: Serial Number:	
2	Deadbolt: Serial Number:	
3	Mailbox: Serial Number:	
4	Exterior Entrance Door: Serial Number:	
5	Other: Serial Number:	
Resident Signature:		Date:
Program Staff Signature:		Date:

You can find this form as a template in the appendix section of this workbook.

### Managing the Maintenance Function

An effective maintenance system includes plans for preventive, corrective, custodial, cosmetic, deferred, and emergency maintenance.

Although emergencies require immediate action, preventive and custodial maintenance issues should be attended to and given sufficient priority.

Effective management of the above maintenance functions requires the following:

1. Planning for the various types of maintenance
2. Tracking the work

The table on the next page illustrates the various types of maintenance. It may be helpful to track the amount of time your organization allocates to each area.



### 1. Planning for the various types of maintenance

TYPE	EXAMPLES
<b>Preventive Maintenance</b> (anticipating problems and addressing those that do arise to prevent them from becoming worse)	Conduct regular or scheduled inspections.
<b>Preventive Maintenance</b> Monthly	<input type="checkbox"/> Check forced-air heating and cooling filters; clean or replace filters as necessary. <input type="checkbox"/> Clean kitchen range hood; check filter; clean or replace as necessary. Clean grease from inside hood to prevent cooking fires. <input type="checkbox"/> Inspect fire extinguishers. Make sure pressure gauge is not low. <input type="checkbox"/> Test smoke alarms and carbon monoxide detectors. Replace batteries as needed.
<b>Preventive Maintenance</b> Bi-monthly	<input type="checkbox"/> Clean heating and cooling system thermostat. <input type="checkbox"/> Check weather-stripping. Check for poorly sealed cracks around windows and doors.
<b>Preventive Maintenance</b> Seasonally	<input type="checkbox"/> Test batteries used for emergencies. Replace if necessary. <input type="checkbox"/> Pest control. <input type="checkbox"/> Cleaning and defrosting refrigerators. <input type="checkbox"/> Cleaning and inspecting fans.
<b>Preventive Maintenance</b> Annually	<input type="checkbox"/> Inspect chimney <input type="checkbox"/> Check tile caulking in kitchen and bathrooms. <input type="checkbox"/> Wash windows
<b>Corrective Maintenance</b>	<input type="checkbox"/> Answering requests for repairs <input type="checkbox"/> Fixing leaking plumbing, broken appliances, electrical problems.
<b>Routine or Custodial Maintenance</b>	<input type="checkbox"/> Routine janitorial work <input type="checkbox"/> Washing window (as needed) <input type="checkbox"/> Removing trash <input type="checkbox"/> Apartment housekeeping
<b>Emergency Maintenance</b>	<input type="checkbox"/> Gas leaks <input type="checkbox"/> Broken windows or doors <input type="checkbox"/> Fire or smoke damage
<b>Cosmetic Maintenance</b>	<input type="checkbox"/> Minor painting or plastering
<b>Deferred Maintenance</b>	<input type="checkbox"/> Seasonal activities (working fans for summer, additional window insulation in winter)



## 2. Tracking the work

### WORK TRACKING SYSTEM

It is important to institute a simple system for tracking work orders and requests for service by residents. Consider using a system of sequentially numbered work orders, keeping one copy of the form in the office, and sending one into the field with the job. Your system should readily track completions (when the field copy is returned), and quickly respond to inquiries and complaints. The log form can be kept in a three ring binder or a commercially prepared record-keeping system (computerized or manual).

A record of work orders will provide you with information of a number of other crucial issues:

- Tracking indicates which units need exceptional amounts of repairs, an important piece of information at lease renewal time.
- Tracking costs associated with work orders helps plan next year's budget.
- Tracking provides data on resident's capacity for independent living. A history of documented problems may be important information to clinical staff.
- Damage and repair records may also indicate behavior problems, and may support billing a resident for some of the damage.

**Note:** Any forms taken out of the office should not refer to the resident by name, or to the program as one that serves HIV/AIDS clients. Client confidentiality must be maintained at all times.

The following sample work order form will give you an idea of the type of information gathered that will provide the crucial data mentioned above.



## Managing maintenance



## Sample work order -- maintenance request

<b>WORK ORDER #</b>	<b>WORK REQUEST (Source)</b> <input type="checkbox"/> Tenant <input type="checkbox"/> Maintenance <input type="checkbox"/> Management
<b>WORK ORDER</b> <b>Date:</b> <b>Taken by:</b> <b>Time:</b>	<b>PRIORITY</b> <input type="checkbox"/> Routine <input type="checkbox"/> Emergency
<b>RESIDENCE INFORMATION</b>	<b>JOB STATUS</b>
Apartment # _____ Unit # _____  Location:  Phone # _____  Permission to enter unit: ____yes    ____ no  Work Authorized by: _____  Work Assigned to: _____	<input type="checkbox"/> Completed <input type="checkbox"/> Wait for parts <input type="checkbox"/> Returned to office for reassignment <input type="checkbox"/> Other: <b>Cancelled due to:</b> <input type="checkbox"/> Resident not home <input type="checkbox"/> Resident refused <input type="checkbox"/> Other <div style="text-align: right;"> <u>Date</u>                      <u>Time</u> </div> Assigned: _____ Started: _____ Completed: _____ Reassigned for: _____
<b>DESCRIPTION OF COMPLAINT OR REPAIRS NEEDED</b>	
<b>DESCRIPTION OF WORK DONE/MATERIALS USED</b>	
Cost of materials used: _____	

Resident Initials \_\_\_\_\_ Date \_\_\_\_\_

Program Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

You can find this form as a template in the appendix section of this workbook.

**Asking the landlord to provide service**

**T** Two aspects of the service process are asking the landlord to provide agreed upon services, and requesting feedback from residents on work performed at their residence.

Many requests for service require only a phone call to the building superintendent. When this informal communication does not lead to the appropriate action, a more formal approach may be helpful.

Prior to sending a formal request for service, it may be helpful to review any agreements made at the time of the lease negotiations concerning repairs to the apartment to make sure that the service requested is not one that the program agreed to perform.

The "Service Request Form" on the next page illustrates a systematic way of communicating your concern. Not only does it specifically indicate problem areas, it can serve as documentation for future reference. This form can also be found as a template in the appendix section of this workbook.

## Documentation of the service process



## Service request form

Service Request Date: \_\_\_\_\_ : Apartment # \_\_\_\_\_

Location: \_\_\_\_\_ Telephone \_\_\_\_\_

To: \_\_\_\_\_ From: \_\_\_\_\_

Dear Sir/Madam:

We are requesting your attention to the problem(s) listed below. As you may know, our clients have special needs and it is important to have these matters attended to promptly. We would appreciate it if you would arrange to have this service request brought to the attention of the appropriate personnel.

	AREA	ISSUE
1	Heat/hot water	<input type="checkbox"/> No heat <input type="checkbox"/> Low heat <input type="checkbox"/> No hot water <input type="checkbox"/> Other
2	Sink/tub drains	<input type="checkbox"/> Kitchen sink <input type="checkbox"/> Bathroom sink <input type="checkbox"/> Tub/Shower <input type="checkbox"/> Water won't stop running <input type="checkbox"/> Leaking <input type="checkbox"/> Clogged
3	Toilet	<input type="checkbox"/> Broken <input type="checkbox"/> Water won't stop running <input type="checkbox"/> Leaking <input type="checkbox"/> Clogged
4	Leaks	<input type="checkbox"/> Water leaking from upstairs <input type="checkbox"/> Other
5	Kitchen appliances	<input type="checkbox"/> Refrigerator <input type="checkbox"/> Stove <input type="checkbox"/> Other (specify below) <input type="checkbox"/> Not cooling <input type="checkbox"/> No flame <input type="checkbox"/> Broken part
6	Doors/locks	<input type="checkbox"/> Door lock broken <input type="checkbox"/> Door won't close/open properly (Room _____)
7	Walls/floors	(Specific Repair Requested)
8	Intercom/doorbell	<input type="checkbox"/> Intercom not working <input type="checkbox"/> Doorbell not working
9	Noise	(Specific noise Complaint)
10	Trash	(Specific Trash Complaint)
11	Exterminator	<input type="checkbox"/> Rodents <input type="checkbox"/> Insects <input type="checkbox"/> Repair and plug holes made by vermin.
12	Other	

- ☐ Please call our office to arrange for apartment access
- ☐ Please call our office if you have any problems related to the above issues
- ☐ Please call our office after completion of service request(s)

Thank you for your cooperation.



### Asking residents for feedback on services

One of the most important aspects of operations management in HIV/AIDS housing is the maintenance function. Managers can check to see that the work is being done properly by visiting the site to observe, or by asking residents for feedback. Both are important. Since the manager has a variety of responsibilities, a written response (perhaps with a return mail envelope) can be helpful.

It is important to ask for feedback at once, rather than waiting for a resident satisfaction survey some time in the future. This way any problems can be specifically identified and quickly addressed.

The following questionnaire illustrates the type of questions that would provide the most useful feedback from residents. You can find this questionnaire as a template in the appendix section of this workbook.



### Feedback on work performed

Dear \_\_\_\_\_:

In the interest of offering the highest standards of service to you, we would appreciate your comments on whether this request for maintenance and service was performed to your satisfaction. Positive or negative, we want your comments. Please take a few moments to complete this questionnaire. When you are finished, please mail this form back to [*include name and address of appropriate staff person*]. We have enclosed a postage pre-paid envelope for your use.

Work Order #	Work Order Date:
<b>Request:</b>	
1.	Was your request for service performed in a timely manner? <input type="checkbox"/> yes <input type="checkbox"/> no
2.	Was the staff person who performed the work polite? <input type="checkbox"/> yes <input type="checkbox"/> no
3.	Was the service person helpful? <input type="checkbox"/> yes <input type="checkbox"/> no
4.	How long did you wait for service to be completed from the time you first call in the service request? _____
5.	Did the staff person arrive at your apartment at the scheduled time? <input type="checkbox"/> yes <input type="checkbox"/> no
6.	Did the person that performed the service appear to be knowledgeable in the areas of service performed? <input type="checkbox"/> yes <input type="checkbox"/> no
7.	In your opinion, is the job complete? <input type="checkbox"/> yes <input type="checkbox"/> no
8.	Overall, how satisfied are you with the service you received on the request? <input type="checkbox"/> very satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> neither satisfied nor dissatisfied <input type="checkbox"/> dissatisfied <input type="checkbox"/> very dissatisfied
9.	Comments:
<b>Resident's Signature:</b> _____ <b>Date:</b> _____	

**Thank You!**

Normally, the program accounting staff handles billing and bookkeeping. There are commercially available computerized and manual billing systems including coupon books, pre-addressed return envelopes, rent journals and receipt systems, and ledgers for recording monthly entries. In addition to rental amounts, programs may bill for utilities, such as basic phone service (long distance charges and additional phone services should be billed directly to the resident).

If the program is using a commercial accounting and information system, the following basic systems should be included:

- ☐ Tenant rent rolls
- ☐ Third-party payment
- ☐ Security deposit reporting
- ☐ Lease administration and profiles
- ☐ Payment histories
- ☐ Third-party billing
- ☐ Delinquent/late charge/violations/notifications
- ☐ Cash disbursement reporting
- ☐ Regular financial statements
- ☐ General ledger reporting
- ☐ Initial training and on-going, unlimited staff support

*Confronting arrears challenges*

The issue of collecting arrears creates a major ethical challenge for non-profit organizations that provide supportive housing. Most organizations' mission is to provide social services, with the prevention of homelessness as a main goal.

Organizations that are confronted with the issue of rent or program fee arrears are also confronted with the fact that as they act as landlord and pursue rent collection methods available to them, the possibility of a negative impact in the dynamics of the client/organizational relationship can occur. The provider must always consider the effects of such measures on their client's mental, emotional, and physical health.

Programmatic challenges arise when arrears evolve into large financial losses and/or expensive legal concerns for the organization resulting in reductions of program services because of the need for money to operate their programs. One of the most difficult decisions for operations managers is how to deal with residents who refuse to pay their rent/program fees. Although there are no easy answers for dealing with this problem, the majority of programs depend on the income generated by program fees to meet some of their operating budget expenses. Responses to resident arrears can vary from ignoring the issue to pursuing eviction procedures against the resident.

Due to the fact that rent/program fee arrears has become such an extensive problem and a financial burden for many HIV/AIDS housing providers, it is of great importance that the issue be addressed in a substantial manner in this publication, and that some direction be given to the operations managers on how to deal with this problem with some measure of success.

The arrears challenge has been broken down to encompass two key areas that have been identified as sources of conflict as well as sources of remedy. These two areas are:

1. Internal processes of housing placement providers
2. External governmental funders



### 1. Internal processes of housing placement providers

One of the most difficult decisions for operations managers is how to deal with residents who do not pay their rent/program fees and for whatever the reason may be, have fallen into arrears. Within programs, there may be differences of opinion between clinical and operations staff on the importance of arrears. Clinical staff may concentrate on psychosocial causes that may be contributing to the person's non-payment of rent/program fees; operations staff may be concerned with following lease or program's contract clauses dealing with rent collection.

Some programs have internal processes that clearly divide the responsibility for dealing with arrears. They feel that it is not advisable for clinical staff to be involved in the process of collecting arrears and that the clinical staff's responsibility should be limited to addressing the issue of why the arrears problem exists. In either case, it is an issue that must be dealt with in a consistent, yet supportive manner.

While some agencies allow clinical staff/case managers to get involved in the rent/program fee collection process, generally, most agencies classify rent collection as administrative in nature and have a particular administrator who is assigned the task of collecting rent/program fees and handling arrears. An organization needs to establish an internal system for rent collection that will clearly identify the person(s) responsible for this task, whether they are clinical/case managers, administrative, or a combination of the two.

One of the primary internal processes that should be undertaken by the operations or administrative staff early in the client/organization relationship is to orient the new residents immediately regarding the organization's expectations for consistent rental/program fee payment. Enrollment in workshops that deal with budgeting and bill paying should be mandatory for the first three to six months and regular monitoring of their finances may head off or expose any problems that the resident may be facing; problems that can lead to non-payment of rent/program fees.

Case managers and operations staff should ensure that this aspect of the client's responsibility has been explained in detail and that the client fully understands the repercussions that are involved if they fall into arrears.





### 1. Internal processes of housing placement providers

#### Other internal processes that can be developed are:

- Establishing a direct vendor payment from the local governmental HIV/AIDS services administration that provides the funds for supportive housing rent payments. The program can request that during the intake process every new resident agree to have his or her rent payment sent directly to the program.
- Establishing a relationship with a local bank that will be willing to open no-fee checking for clients, thus enabling the tenant to pay their rent/program fee by check versus cash and at the same time re-affirming to them the importance of maintaining a sound budgeting and bill payment routine.
- In the event that a resident falls into rent/program fee arrears, document all communication regarding arrears with the resident. Send letters by registered or certified mail. Follow-up any related case conferences with memos detailing the events of those conferences and the actions taken by all parties concerned.
- Take immediate action on any rent/program fee that is past due. Clients are more willing to work with the housing provider when their back rent is not completely out of control. Request a case conference with the local governmental HIV/AIDS services administration that provides the funds for supportive housing rent payments on the first non-payment of rent/program fees. Housing providers should not expect for the governmental HIV/AIDS services administration to agree for a client to be discharged from the program immediately. Operations staff should remain open to working with the client towards a payment plan and also to involve clinical staff when the reason for the client's arrears problem stems from clinical issues.
- It should be noted that when a client enters into arrears, it is usually a symptom of other clinical or personal problems. Given a program's commitment to working with a client and addressing those personal issues first, it often adds to the arrears challenge for the administrative or operations staff that are responsible for the collection of rent. However, social workers and legal advocates alike recommend addressing the clinical issues associated with arrears as soon as the problem first occurs.



### 1. Internal processes of housing placement providers

- The housing provider must be consistent with the policy on rent/program fee collection. If the program specifies that there will be consequences for being in arrears, apply these consequences as stipulated in the policy. If the program's policy states that eviction will be the consequence of last resort, follow-up on an uncooperative resident with eviction procedures. Consistently enforce the process among all clients that fall into arrears. Do not apply policies arbitrarily.
- Explore alternative means of collecting rent/program fee arrears. Some programs have developed incentive based methods that, if applied with the sincere hope of helping a resident to get current on their rent and as a means of teaching them how to manage their finances better, will have a more positive outcome than resorting to the eviction process. Some of those methods are as follows:
  - Every month that the tenant pays their rent/program fee in full, deduct a pre-determined amount off the total arrears.
  - A reduction in rent arrears for any specific tasks undertaken by the resident at the request of program staff. These tasks would be performed at the residence location and would only pertain to program activities and would not involve any type of strenuous physical work.
  - Provide "incentives" (e.g., metro cards) with specific amounts at the end of each month for those tenants that pay their rent/program fees in full.



## 2. External government funders

Working with their local governmental HIV/AIDS services administration is crucial for all HIV/AIDS housing providers. Any housing provider that encounters arrears challenges must be able to use the resources that these HIV/AIDS services administrations have at their disposal in order to address the issues properly and in accordance with their policies and procedures. It is therefore imperative that the housing providers develop a relationship with their HIV/AIDS services administrations' housing specialist. A helpful housing specialist should be able to guide the housing provider through the complicated steps that are involved in the legal process of getting arrears paid up. An HIV/AIDS services administrations' housing specialist should be included at every step of the process including eviction.

**Note:** If the program decides to remove a resident from the program for non-payment of rent/program fees, it is advisable to contact the program's legal resources before moving to break a lease.

In addition to basic billing, residence managers should have a plan for reminding residents of past due bills. Consider using reminders like the ones illustrated on the following page.



## Past due rent notices

PAST DUE RENT NOTICE				
To:		Apartment #		
Date of Notice	Payment Due	Late Charges	Other Charges	Total Amount Due
<p align="center"><b>Pay This Amount \$</b>_____</p>				
<p><b>IMPORTANT:</b> We have not received your rent (and/or utilities) payments for the month of: _____. Please send us your payment immediately in accordance with your program contract.</p> <p>Thank you.</p>				

PAST DUE RENT -- SECOND NOTICE				
To:		Apartment #		
Date of Notice	Payment Due	Late Charges	Other Charges	Total Amount Due
<p align="center"><b>Pay This Amount \$</b>_____</p>				
<p><b>IMPORTANT:</b> We have not received your rent (and/or utilities) payments for the month of: _____. Please send us your payment immediately in accordance with your program contract. <b>This is your second notice.</b></p> <p>Thank you.</p>				

You can find these documents as a template in the appendix section of this workbook.

# Chapter 6

## THE MOVE-OUT PROCESS

**Turnaround**  
*(when a resident dies or leaves the program)*

**Emergency move-outs**

“Most emergency move-outs result from unsafe conditions (e.g., smoke or water damage).”



**T** The worksheets and checklists in this chapter address two aspects of the move-out process:

- Turnaround (when a resident dies or leaves the program)
- Emergency move-outs



### Managing the turn around process

Turnaround occurs when a resident dies or leaves the program. In addition to moving in a new resident, it involves moving out old furniture, disinfecting, repainting, repairing, refurnishing, and making a new inventory of furnishings and supplies. Turnaround usually takes one or two weeks.

The turnaround process is slightly different between when a resident moves to another location and when a resident dies. The checklists which follow address both situations.



### The move-out checklist

Use the move-out checklist below when a resident moves to another apartment or leaves the program.

MOVE-OUT CHECKLIST	
	Schedule move-out date
	Pre-inspect apartment
	Complete furnishings inventory (with resident present, if possible)
	Collect keys from former resident
	Verify status of resident's accounts with agency finance office and take appropriate steps according to agency policy regarding rent arrears, if any, payment for damages to furnishings, appliances, other.
	Supervise move-out (pick-up of resident's belongings, and transfer to new location)
	Change entrance door locks immediately after move-out of all resident's belongings (unknown to staff, other individuals may have keys to apartment). The apartment and any contents (appliances, and furniture belonging to the program) should be secured.
	Complete apartment inspection report and identify work needed
	Schedule needed repairs and other turnaround work (disinfecting, repainting, repairing, etc.)
	If lease is ending, make necessary repairs indicated in lease terms
	Remove old furniture and move in new items needed by new resident (as indicated in pre-move forms)
	Return canned and unopened imperishable goods to storage. Restock the apartment with fresh goods and supplies
	Move-in of new resident

You can find this move-out checklist as a template in the appendix section of this workbook.





### The move-out checklist

Consider using the checklist below if the vacancy is the result of death.

MOVE-OUT CHECKLIST (Due to client death)	
	Be sure to conform to all local laws and regulations concerning access to the apartment
	Change entrance door locks immediately unknown to staff, other individuals may have keys to the apartment). The contents of the apartment (personal belongings and program furnishings) should be secured.
	All of the residents' personal belongings must be turned over to the resident's next of kin. Program staff should work with family or friends to separate the resident's personal belongings from program owned items. Allow the next of kin two weeks to pack the belongings they would like to keep.
	Complete the furnishings inventory
	Complete apartment inspection report and identify work needed
	Schedule needed repairs and other turnaround work (disinfecting, repainting, repairing, etc.)
	Remove old furniture and move in new items needed by new resident (as indicated in pre-move forms)
	Return canned and unopened imperishable goods to storage. Restock the apartment with fresh goods and supplies.
	Move-in of new resident

You can find this move-out checklist as a template in the appendix section of this workbook.



### Handling the emergency move-out process

Most emergency move-outs result from unsafe conditions (e.g., smoke or water damage). When staff members become aware of these conditions, appropriate steps can be taken to move the resident to other housing on a temporary or permanent basis. Operations staff can use the following procedures and move-out request form to manage the process.

#### Emergency Move-Out Procedures

- ☐ Staff members may request an emergency move-out on behalf of a resident.
- ☐ An emergency move-out request form will be completed, and appropriate staff will approve the move.
- ☐ [Specify designated staff members or department] will review the grounds for the emergency move-out and investigate the pertinent facts. [The designated staffs/department] will jointly make a decision to approve or disapprove the emergency move-out. The basis for an emergency move is determined by, but not limited to, the criteria below:
  - Fire damage
  - Smoke damage
  - Water damage
  - Physical health hazard as documented by a health care professional
  - Unsafe conditions
- ☐ If the decision is made to grant the emergency move, the resident will be notified immediately. [The designated department] will determine where the resident is to be placed: another permanent housing apartment, if available, or temporary emergency housing that meets local governmental agency standards.
- ☐ Operations/maintenance staff and the resident will pack whatever items are needed on an emergency basis, and transport the items to the resident's new housing.



### Emergency move-out request form

<b>Resident's name:</b>	
<b>Address:</b>	<b>Apartment #</b>
<b>Name of person making the request:</b> (if other than the resident)	
<b>Department:</b>	<b>Phone #</b>
<b>Date of request:</b>	<b>Time:</b>
<b>Conditions necessitating the emergency move (describe below):</b>	
<b>Finding: (Resident Services Director)</b>	
<b>Finding: (Operations Director)</b>	
<b>Finding: (Program Director)</b>	

You can find the emergency move-out checklist and procedures as templates in the appendix section of this workbook.

# Chapter 7

## MANAGING OPERATIONS STAFF FUNCTIONS

**Staff selection and training**

**Handling employee discipline**

**Staff leadership and motivation**

**Training**

**Managing staff meetings**

“From time to time, it may be helpful to evaluate your management style. How would you like to have yourself for a boss? Many managers overlook the very factors that are important to them.”



**T**his chapter provides suggestions in five areas of managing operations staff:

- Staff selection and training
- Handling employee discipline
- Staff leadership and motivation
- Training
- Managing staff meetings



### System for staff selection and training

Your agency policy may not allow operations managers to be involved in the hiring or staff selection process. No matter what the agency policy, operations staff can reduce the risk of inappropriate selection. Using an accurate job description, you can identify those tasks, which are so essential to job performance, that new hires must be able to perform them well, immediately. These are the critical criteria for staff selection. If you are involved in the selection process, you can evaluate candidates against these concerns. If someone else is doing the selection, make these needs known, and explain why they are so critical.

Staff training should also be based on the job description. For new employees, conducting training as soon as possible can reduce the common contingency of having the job done incorrectly. For the supervisor, this may be inconvenient, but training new staff, and verifying their ability to perform the job correctly, is among the most important tasks of management.

For the most critical or "high threat" areas, annual refresher trainings should be conducted (e.g., universal precautions and confidentiality trainings). Certain types of training may be mandated in your state; it is your responsibility to remain aware of training requirements and changes.

**Providing competent work directives**

Since new staffs, or those in new positions, are more likely to make mistakes, successful supervisors address this contingency by using systems or checklists (like the ones in this workbook) to reduce the risk that jobs will be done incorrectly.

For those jobs that are not covered by a checklist, taking notes on the task is a good idea. When work directions are given orally, it is imperative that:

- The supervisor describes what is to be done, and in certain cases, how it should be done.
- The supervisor asks if everything is clear and has the subordinate verbally re-state the task.
- The supervisor asks for input.

Handling work directives in this manner allows the supervisor to verify that the work assignment has been clearly understood by both parties. It is especially important that we check for mutual understanding in such situations as:

- New employee; inexperienced employee
- New manager or supervisor
- New task, unfamiliar task, new procedures or specifications
- New equipment
- Safety-related concerns
- Potential for high cost if error occurs
- Too many contingencies recently in similar areas
- The manager/supervisor and subordinate have a "track record" of miscommunication



### Suggestions for handling employee discipline

A good disciplinary policy includes the following features:

- Advance warning (let everyone know what is appropriate, and what cannot be tolerated)
- Immediacy (discipline is timely)
- Consistency (the policy is applied every time)
- Impartiality (no playing favorites or making exceptions)

When employees make mistakes, and the situation requires discipline, follow the steps in your organization's policy manual. In general, progressive discipline reflects the following steps:

1. Oral warning
2. Written warning, documentation placed in personnel file (at least for a specified period of time)
3. Probation for a specific time
4. Suspension or dismissal

The "progressive discipline" checklist and examples on the next page may be helpful. This checklist can also be found in the appendix section of this workbook.

**Note:** The suggestions offered here are generally accepted standards. In dealing with actual discipline situations, program staff should check with their human resources department and/or policies and procedures manual.





### Progressive discipline checklist

STEPS	DESCRIPTION
<b>1. Oral warning</b>	<p>In a private office setting, calmly and firmly identify the inappropriate behavior. Explain why it was wrong, and what you expect in the future. Let the person know that you have confidence that he/she can do the job appropriately. Do this as soon as you can after noticing the behavior. Discipline must be timely.</p> <p>If you cannot do this calmly, wait until your self-control has returned. Remember that the issue is not the individual, but the specific problem behavior.</p> <p>Explain that this is an oral warning and that further steps may be taken if the behavior re-occurs.</p> <p>Oral warnings can be made more formal by including witnesses (union representative, another manager, etc.). In general, however, the first warning should be informal and private.</p>
<b>2. Written warning, documentation placed in personnel file (at least for a specified period of time)</b>	<p>If the problem behavior re-occurs, the next step in progressive discipline may be another oral warning, or moving to a written warning. Again, it should be done in a timely manner.</p> <p>Written warnings are documentation that a rule or procedure has been violated, and that the employee has been warned. A signed and dated copy of the warning should be provided to the employee. In some organizations, the written document may be removed from the employee's personnel file after an established period of time.</p> <p>Again, witnesses may or may not be present, according to your organization's policy and/or union agreement.</p>



### Progressive discipline checklist


STEPS	DESCRIPTION
<b>3. Probation for a specified time</b>	<p>If the problem behaviors continue, the next step is a written warning that suspension or dismissal will result for subsequent violations.</p> <p>Probation is a formal procedure, preceding the step of suspension or dismissal. An employee can be asked to participate in behavioral health or substance abuse treatment during the probationary period. Satisfactory completion of a specific period of time and/or treatment may be necessary for the probation to be lifted.</p>
<b>4. Suspension or dismissal</b>	<p>If the behavior continues, the next step is suspension or dismissal (as indicated in the probation period).</p> <p>One exception for skipping certain steps in progressive discipline occurs when the employment contract identifies specific behaviors or situations where suspension or dismissal can be made immediately. If you are not absolutely sure, contact your human resources department and/or consult an attorney concerning policies in this area.</p> <p>A second area of exception is suspension when the employee should be removed from the work situation for the safety of him/herself or other people (fighting, suspected substance abuse, etc.). The employee can be told to leave the area, and wait to be contacted by management before returning to work. If the employee is suspected to be under the influence of alcohol or drugs, he/she should not be allowed to drive. It may be advisable to pay for a taxi, or arrange for a ride.</p>

#### *Mistakes to avoid:*

- Losing your temper
- No clear-cut breach of a rule (clear rules and hard evidence are needed)
- Inadequate warning
- Inconsistent application of disciplinary action (allowing behavior to continue for a period of time and then suddenly cracking down)
- Prejudicial actions (showing or allowing favoritism)
- Poor record keeping (documentation of actions taken is necessary)
- Punishment too severe for the offense
- Not considering employee's past good work history

From time to time, it may be helpful to evaluate your management style. How would you like to have yourself for a boss? Many managers overlook the very factors that are important to them.

The checklist below indicates areas of supervisory behavior that encourage and motivate subordinates. You can find this checklist in the appendix section of this workbook. It may be helpful to examine the areas, which matter most to you, as well as those that may matter to your staff. Use the following checklist to evaluate how you stand on factors, which are important to employees.



### Leadership and motivation checklist

"As a manager, I..."	Check One <input checked="" type="checkbox"/>
1. listen to employee ideas and suggestions	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
2. solicit employee input when possible, when solving problems or making decisions	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
3. give feedback in a timely fashion for work done-and for needed corrections	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
4. give full appreciation for work done	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
5. help my subordinates achieve their goals	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
6. emphasize the sharing of team goals	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
7. encourage teamwork, and develop an atmosphere of personal warmth	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
8. give clear work directions, and delegate appropriately	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
9. am consistent and fair	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
10. discourage defensiveness	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
11. explain the reason behind policies and procedures, when it's important or with new employees	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely



### **Important health and safety factors that call for regular staff training**

Although your agency may have a medical office that gives treatment to staff that are in need of medical attention while on the job, managers and supervisors are responsible for ensuring that their staff is adequately trained in dealing with health and safety risks on the job. Annual health and safety training may not be sufficient. Reminders can be given at meetings of operations staff and when you notice any lack of attention to appropriate procedures, but nothing takes the place of providing frequent high quality, professionally developed trainings to your staff.

In addition, new staff should be given a careful and very thorough orientation. Since starting a new job and being in a new work environment can be confusing and stressful, it is important to take time to review important information, and checking to ensure that the new employee understands the information he/she is being given. Asking specific questions can do this. For example, in training concerning universal precautions, you might ask about the risks associated with specific body fluids.

By understanding the risks in your workplace and by following safety guidelines, you and your employer can prevent dangerous accidents. The payoff is invaluable, continued health and safety for you, your co-workers, and your clients.



### Operations staff training: on-site checklist

Operations staff should be trained to look for and report on conditions and client behaviors, which may be signs of problems. It may be helpful to explain to your staff the agency's policy concerning when to take direct action (especially where there is a clear danger to life or property). In addition, you may identify certain maintenance steps, which can be taken at once (cleaning, minor repairs, etc.). Otherwise, operations staff should be instructed to make a timely report to their supervisor of the conditions or behaviors noted. The following checklist may be used to help identify possible problem areas. You can find this checklist in the appendix section of this workbook.



### Checklist of signs or symptoms of possible problems on-site

Broken furniture
Light bulbs out
Water dripping from sinks
Toilet running
Damage to apartment
Clogged sink or tub
Signs of rodents/roach infestation
No heat
No water
Foul odors or smells from interior of apartment
Missing furniture
Appliances not working
No food in refrigerator or on shelves
Lack of supervision for children
Signs of abuse (bruises, dirty clothes)
Signs indicating depression or mental health issues (no housekeeping, lack of fresh air, "stuffiness" in apartment, personal hygiene lacking)
Client reports of crime in environment
Client under the influence of drugs/alcohol
Visible signs of drug use paraphernalia (needles, cooker)
Weapons
Large quantity of personal items missing or reported stolen from apartment
Excessive people traffic in and out of apartment with no logical rationale for it
Inadequate clothing for indoors or outdoors, including shoes
Stacks of unanswered mail
Obvious safety hazards (broken windows, broken glass, chemicals, fumes)
Piles of trash, garbage or dirty laundry throughout the apartment
Client reports confusion about prescribed medicines (many unopened prescription bottles visible in apartment)
Unkempt, uncared for pets in apartment
Other:
Other:



## Confidentiality training

Program staffs have a serious responsibility for protecting the confidentiality of residents. Not only is their HIV status a matter of privacy, but their status as clients of a special needs program should be limited, as well.

Managers should regularly remind subordinates about this issue. Annual training should be mandated, as well as a thorough initial orientation. New staff may not understand the important reasons behind the need for confidentiality.

The list on the following pages may serve as a reminder of various confidentiality issues and may be helpful in training your staff. You can find this list in the appendix section of this workbook.



## Handling Resident Confidentiality

### SUGGESTIONS FOR PROTECTING CONFIDENTIALITY

#### ***FILING SYSTEMS***

Maintenance staff should not have access to social service files, medical or clinical information. Maintenance files should be kept in a separate location. Sensitive information should be shredded, and not left for custodial staff to read. Do not allow the list of apartment addresses to leave your office.

#### ***USE "IDENTIFIERS", NOT NAMES***

Identify residents by "identifiers", not name. Use a code number or other system. As a policy, refer to units by number, not name of resident. With the phone company (and other utilities) consider using the agency's apartment identification number on the basic telephone service bill as the account number.

#### ***TRAIN RESIDENTS***

Ask agency clients not to tell neighbors or other residents that they are from the program. Explain why this is important. Inform residents of their rights concerning confidentiality. Provide residents with a copy of their "Resident's Rights and Responsibilities" and a list of advocacy agencies (compiled by your agency) that provide assistance in these matters.

#### ***PROTECT RESIDENT AGAINST INQUIRIES BY NEIGHBORS***

Place resident's name on mailbox or building directory. Do not use the name of the program. Do not confirm knowing the resident on the phone or in conversation with neighbors. Direct any complaints to the landlord.

#### ***DO NOT IDENTIFY THE AGENCY AS SERVING HIV/AIDS RESIDENTS***

If possible, place the program's name on the lease, not the resident's name. Do not identify agency as an HIV/AIDS service agency. Agency correspondence with landlords, utilities, and others should use a letterhead or business name that protects the confidentiality of residents. Telephone answering procedures, business cards, checks, and other services should likewise protect residents. Consider identifying the residence management function as a "management company."

#### ***TRAIN STAFF***

Staff should be trained not to disclose any information that implies that the resident is a person with HIV/AIDS. New staff should immediately receive confidentiality training. Periodic refresher training should be provided. A copy of the agency confidentiality policy should be signed by the new employee and kept in their personnel file. Staffs who visit the apartments should be trained to do so discreetly. Do not speak with anyone outside the agency without a signed "release of information" form. Even in the case of family or close friends, make sure the resident has given consent. Staff should never talk about residents by name in a public place. If in doubt, check with a supervisor.



**Other staff issues*****GRIEF AND LOSS***

Prepare for staff members to be upset at the death of a resident. In some cases, they may have worked closely with the deceased, and it is important to allow them the opportunity to deal with their grief. Most agencies have provisions for this, through memorial services, counseling, a pastoral care or bereavement coordinator, or a support group. It is the responsibility of the resident manager, as well, to help staff bring closure to this issue, and to be supportive, perhaps reminding them of the importance of their work in the resident's life. Staff training can address some of these issues on a regular basis.

***BOUNDARY ISSUES***

The nature of the work of compassionate helping tends to attract caring people. While these traits are critical to the welfare of the residents, they can also lead to problems. Some concerns would be an over-involvement in the personal life of the resident, lending money, running personal errands, or performance of clinical staff functions by operations staff. Normally when these behaviors take place, it is a matter of having crossed the "boundary" of professionalism.

Establishing agency policies in this area may be difficult, for what may be appropriate assistance and compassion at a crucial moment, may be inappropriate in another setting. Common sense should apply since the absence of compassion would tend to defeat the purpose or mission of this work. Knowing your staff and monitoring their work will alert you to potential problems. Careful orientation of new staff, occasional reminders, and both formal and informal training can also help.

### Managing staff meetings

Meetings cost time and money, both of which are valuable. Operations department managers should schedule meetings only when necessary, and ensure that they are to the point and productive. The most effective meetings are usually small, with only vital people attending. When preparing for a meeting, operations managers should ask themselves four key questions:

- What is the meeting for?
- Why is it being called?
- Who should attend?
- How will I know if it has been successful?

These questions will determine whether the meeting is necessary. Remember to always be clear about the purpose of a meeting from the outset. Once you have decided what the main purpose of a meeting should be, you can begin to consider other details such as, how long should the meeting last, which issues need to be discussed and the amount of time that should be allocated to each, will the relevant people be attending the meeting, is the purpose of the meeting clear to everyone attending. When it comes to regularly held meetings, check every so often to ensure that they continue to serve a useful purpose and do not waste time.

The purpose of most meetings will fall into one of the following categories:

- Resolving problems
- Making or implementing decisions
- Issuing instructions or training
- Imparting information or advice
- Generating creative ideas

There are many types of meetings, formal and informal, and each type suits a particular purpose. For this reason, the operations manager must decide which type is most likely to achieve its purpose prior to making any arrangements and notifying participants.

The pages that follow provide suggestions for holding effective meetings and a "meeting planner" that may be used as an aid in the planning process.



### Suggestions for managing effective meetings

- Some organizations do not mix information sharing with problem solving, decision-making or action planning when they plan meetings. They hold separate meetings, and invite the appropriate people to each. Although this type of planning for meetings may work for some, the reality is that most meetings encompass some aspect of each of the above and if managed efficiently, the meetings can accomplish much and save valuable time. Ask all those invited to a meeting to come well prepared and make sure to circulate all relevant papers together with the agenda before the start of a meeting. Circulating important information prior to the meeting facilitates problem solving and information sharing. Key issues or questions should be identified so participants are alerted to your expectations. If a meeting is mainly for making decisions, be sure they are made. Use a meeting planner, such as the one on the next page to help you identify key issues related to the meeting you are planning and to assist you in putting together a well prepared and planned meeting.
- Rarely does an item deserve more than 15 minutes. Most topics can be addressed in 2-3 minutes. If in doubt about the value of an item or issue, calculate the cost or have someone monitor the amount of time spent by all the attendees on a particular issue being discussed. Speak for 20-45 minutes maximum. This is the length of the average person's attention span.
- Start on time. Let people know that you respect their time and expect that they will respect yours. If someone arrives late, do not review what has already been addressed. It will be their responsibility to find out what they missed, after the meeting. Moreover, keeping the agenda moving shows respect for those who arrived on time. Remind people of the agenda whenever they stray from it. Follow the agenda scrupulously. Remember to involve others as much as possible in questions and answers. Make sure that participants are fully aware of any and all decisions that have been reached.
- End on time. Let attendees know in advance how much time they will spend at the meeting. This is important, since most of them have many other responsibilities or demands on their time. To do this, estimate how much time you expect to spend on each item. If there is too much for one meeting, postpone some items for the next time. If you have difficulty controlling the length of meetings, make sure key items are scheduled earlier in the meeting, and move the meeting to a time in the work day when there will be a natural break (prior to quitting time or lunch time, for example).

## Managing Staff Meetings



## Meeting planner

**Objective** (what should be achieved by the end of the meeting):

**Participants** (who should attend):

**Background information** (if this is a problem-solving meeting, what information is known, what is needed, what dates are important, what are the constraints, and what resources are available)

**Participant preparation** (what information is to be provided, and what should participants prepare before they come to meeting)

# Conclusion

The goal of this *Operations Manager's Workbook* is to provide operations managers, residence managers and property management staff of HIV/AIDS supportive housing with the essential tools to help them deliver services to their clients that are of the highest quality and priority. The goal should be the same whether the clients live in scatter-site apartments, SRO's, congregate or transitional facilities or even emergency shelters.

In putting together this *Operations Manager's Workbook*, we were guided by a set of principles on which a wide range of property managers and supportive housing providers agree:

- The great majority of our residents should be able to live together comfortably a great majority of the time.
- Supportive housing providers and their operations staff must give the highest priority to making their housing resources safe, functional, attractive and pleasant for their residents.
- It is in the long range interest of everyone concerned (operations staff, case managers, social service providers, neighbors, landlords and the individual clients themselves) to provide the highest quality service and assistance to residents of supportive housing programs who are having a difficult time meeting the standards for good community living.
- The location and quality of peoples' homes shapes their lives in important ways. Property management is critical to the quality of peoples' homes.

Comprehensive property management is appropriate for all residential complexes regardless of the population they serve. This type of property management should be a constant in our commitment to our clients who are living with HIV/AIDS. The specific activities and procedures may vary, but the levels of services provided should always lead to empowering people to live and operate at their fullest potential, with dignity.

# A p p e n d i c e s

## Priority Setting Worksheet

(1=High, 2=Medium, 3=Low)

TASKS	SERIOUSNESS	URGENCY	TOTAL	RANK*

\* Rank order, or use the A, B, and C priority setting system.

**SERIOUSNESS:** What are the consequences? How serious are the impacts? Who is interested? How does this issue relate to the department's goals? Is this a "must do?"

**URGENCY:** Deadlines, time constraints. This issue is determined by actual time concern (This morning, today, tomorrow, next week, next month, etc.) Is this to be done quickly?

## *“Red flags” & “Trigger points” Worksheet*

**Red flags and trigger points (example):** Knowing that clients have medical emergencies, you check on them regularly. If a client does not answer his/her phone (red flag), you may alert a case manager (action). After a given number of attempts to contact by phone (trigger point), a staff member may go out to the unit (intervention).

**RED FLAGS:** Early warnings that something could go wrong (look at past experience for information).

**TRIGGER POINTS:** Where we (or subordinates we have trained) should intervene.

[illegible]



## *“Emergency Management” Worksheet*

**"Threat" is a combination of probability (*likelihood*) and seriousness.** Use this checklist to identify the highest "threats".

(Examples of emergencies)

[illegible]

## 20-80 Rule Worksheet

[illegible]

## *Sample Letter to Prospective Landlord or Managing Agent*

(Date)

RE: Unfurnished Apartment Rentals

Dear Building Owner or Owner's Representative:

(Insert the name of your organization) is a not-for-profit organization that provides a range of supportive services for individuals and families who have special needs. One of our services is locating apartments for them. On their behalf, I find the apartments and negotiate the leases with the building owners or their representatives. The great news for you is that (your organization's name) enters into the lease agreement and we pay the rent directly to you on the first of each and every month. We also make minor repairs to the apartment when necessary.

Currently we rent studios and one-bedroom apartments on the first floor of buildings, or in buildings with a working elevator. Our main office is in (location), so we are looking for rentals in (list) neighborhoods.

In some cases, owners have donated apartments rent free to us. For their generosity, we provided them a letter stating the amount of their contribution. This became a tax deduction for them. We can offer you the same opportunity, if you want to donate an apartment.

Please place my name on your daily or weekly "available apartment" list and fax it to me. If you wish to speak with me about current listings or have questions, I may be reached at (your phone, fax number and e-mail address.)

Sincerely,

(Name of agency staff member)

## *Apartment Status Report*

## IN TRANSITION (Apartments)

[illegible]

SEARCHING (in search of specific apt. for resident)

[illegible]

READY (for occupancy)

[illegible]

### *Apartment Status Report (cont'd)*

## RECENT MOVES

[illegible]

PENDING (pending search for new apt. to relocate resident)

[illegible]

## *Lease Renewal and Pending Apartment Acquisition Form*

	AREA	ISSUES
1	ADDRESS	Apartment #: Street address: City, State, Zip:
2	TRANSPORTATION	Bus/Subway Line(s) # Of blocks from bus/subway _____
3	DESCRIPTION	Floor # _____ Elevator <input type="checkbox"/> yes <input type="checkbox"/> no # Of rooms _____ # Of bathrooms _____ # Of bedrooms _____
4	LEASE	Attached <input type="checkbox"/> yes <input type="checkbox"/> no Verbal offer <input type="checkbox"/> yes <input type="checkbox"/> no Proposed new lease start date: _____ End date: _____ Proposed new lease for: <input type="checkbox"/> 1 year <input type="checkbox"/> 2 years <input type="checkbox"/> month-to-month <input type="checkbox"/> other: _____
5	RENT	Prior rent: _____ Proposed rent: _____ Increase/decrease amount: _____ Increase/decrease % _____ Free market <input type="checkbox"/> yes <input type="checkbox"/> no Regular rent amounts: _____ Preferential rent <input type="checkbox"/> yes <input type="checkbox"/> no Rent stabilized <input type="checkbox"/> yes <input type="checkbox"/> no
6	DISCLOSURES ATTACHED	Lead paint <input type="checkbox"/> yes <input type="checkbox"/> no Window guard <input type="checkbox"/> yes <input type="checkbox"/> no
7	LEASE RIDERS	<input type="checkbox"/> yes <input type="checkbox"/> no
8	RESTRICTIONS	<input type="checkbox"/> yes <input type="checkbox"/> no
9	PETS ALLOWED	<input type="checkbox"/> yes <input type="checkbox"/> no  Specify what type: _____

***Lease Renewal and Pending Apartment Acquisition Form  
(cont'd)***

	AREA	ISSUES
10	APARTMENT CONCERNS AND SAFETY	Easy accessibility (elevator, limited stairs)      ___yes    ___no Building is physically sound, structurally safe      ___yes    ___no Wheelchair accessible      ___yes    ___no Building upkeep (trash collection, clean halls)      ___yes    ___no Absence of evidence of rodents and insects      ___yes    ___no Absence of inappropriate activity in building      ___yes    ___no
11	NEIGHBORHOOD CONCERNS	Good availability of resources (stores, laundry, schools)      ___yes    ___no Safe neighborhood      ___yes    ___no Absence of illegal activity (drug sales, etc.)      ___yes    ___no
12	PROPOSED RESIDENT	
13	CASE MANAGER	
14	STAFF COMMENTS	
15	OTHER	

## *Sample Form Letter for Updating Lease Records*

Date:

Dear Landlord or Managing Agent:

I am in the process of updating our lease records for (name of agency). I would like to confirm information listed below. In addition, I would like you to assist me in updating information that we are missing.

Please update the information listed below:

Apartment Address:

\_\_\_\_\_

Apartment Number: \_\_\_\_\_

Rent Stabilized Apartment: \_\_\_\_\_yes \_\_\_\_\_no

Rent Controlled Apartment: \_\_\_\_\_yes \_\_\_\_\_no

Free Market Rent: \$ \_\_\_\_\_ Preferential Rent: \$ \_\_\_\_\_

Current Rent Amount: \$ \_\_\_\_\_ Lease Starts: \_\_\_\_\_

Lease Expires: \_\_\_\_\_

**Please confirm the information listed below:**

Amount of security deposit held: \$ \_\_\_\_\_

Name of bank holding security deposit: \_\_\_\_\_

Address of bank holding security deposit: \_\_\_\_\_

Account # \_\_\_\_\_

If you have any questions please contact me. You can mail or fax the response back to me.  
Thank you for your cooperation.

Sincerely,

(Name of agency staff member)



# Maintenance Task Agreement

ADDRESS		APT#	
AREA	TASKS	AGENCY WILL NORMALLY HANDLE	AGENCY WILL CONTACT LANDLORD
Plumbing	Faucet repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Clearing clogged drains	<input type="checkbox"/>	<input type="checkbox"/>
	Fix leaking plumbing	<input type="checkbox"/>	<input type="checkbox"/>
	Toilet clogged	<input type="checkbox"/>	<input type="checkbox"/>
	Toilet water won't stop running	<input type="checkbox"/>	<input type="checkbox"/>
	Water leaks from floor above	<input type="checkbox"/>	<input type="checkbox"/>
	No hot water	<input type="checkbox"/>	<input type="checkbox"/>
	Other (Specify):	<input type="checkbox"/>	<input type="checkbox"/>
Electrical	Replacement and/or repairs to electrical switches, wall outlets, light fixtures, Intercom/doorbell	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
Heating, ventilation, air conditioning	Window glass repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Air conditioner (replace filter)	<input type="checkbox"/>	<input type="checkbox"/>
	Radiator (bleeding/drainage)	<input type="checkbox"/>	<input type="checkbox"/>
	No heat/low heat	<input type="checkbox"/>	<input type="checkbox"/>
	Other (Specify):	<input type="checkbox"/>	<input type="checkbox"/>
Appliances	Minor stove repairs	<input type="checkbox"/>	<input type="checkbox"/>
	Refrigerator maintenance	<input type="checkbox"/>	<input type="checkbox"/>
	Other (Specify):	<input type="checkbox"/>	<input type="checkbox"/>
Painting/plastering/flooring/carpet cleaning	Painting (prior to move-in)	<input type="checkbox"/>	<input type="checkbox"/>
	Painting (during lease term)	<input type="checkbox"/>	<input type="checkbox"/>
	Plastering (during lease term)	<input type="checkbox"/>	<input type="checkbox"/>
	Flooring	<input type="checkbox"/>	<input type="checkbox"/>
	Carpet cleaning	<input type="checkbox"/>	<input type="checkbox"/>
	Other (Specify):	<input type="checkbox"/>	<input type="checkbox"/>
Exterminator	Scheduled exterminator visits	<input type="checkbox"/>	<input type="checkbox"/>
	Occasional problems with vermin, insects	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning	Keeping apartment clean	<input type="checkbox"/>	<input type="checkbox"/>
	Keeping stove area clean	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
Safety	Inspect smoke alarms, carbon monoxide detectors and fire extinguishers	<input type="checkbox"/>	<input type="checkbox"/>
	Install and maintain accident prevention devices (grab bars, window guards)	<input type="checkbox"/>	<input type="checkbox"/>
	Snow removal	<input type="checkbox"/>	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>
<b>Landlord Signature:</b>		<b>Date:</b>	
<b>Program Staff Signature:</b>		<b>Date:</b>	

## *Sample Acknowledgement of Donation Letter*

Date:

Company Address:

Dear \_\_\_\_\_:

Thank you so very much for your donation of \_\_\_\_\_ to (name of agency). Our agency has been working hard since (year) to develop and operate the highest quality housing and support services for people with HIV/AIDS. Since government funding does not cover a significant number of expenses, we rely heavily on private support from generous individuals like yourself to aid us in providing these valuable services. Attached is a copy of the donation receipt listing the items you donated.

This letter gratefully acknowledges your donation of goods to (name of agency). The Internal Revenue Service requires that you assess the value of goods donated. Also we are required to state that no goods and/or services were given to you in consideration of your gift.

Thank You,

(Signature of agency staff member)

## ***Move-in Checklist***

- ☐ Intake interview and program contract; set up resident files
- ☐ Assign apartment and schedule move-in date
- ☐ Complete resident move-in report
- ☐ Complete moving agreement
- ☐ Complete agency move-in and inventory reports
- ☐ Conduct final inspection:
  - ☐ Smoke detector and carbon monoxide detector working
  - ☐ Fire extinguisher charged
  - ☐ New lock working, new keys ready and on hand
- Inventory supply of household items provided each new resident:
  - ☐ Sheets and towels
  - ☐ Toiletries
  - ☐ Cleaning supplies
  - ☐ Television
  - ☐ Telephone (and answering machine, if mandated)
  - ☐ Clothes (if indicated in program contract)
- ☐ Move-in (arrange for pick-up of resident's belongings, and transfer to new apartment).
- ☐ Verify, with new resident present:
  - ☐ Apartment inventory
  - ☐ Arrival of resident's belongings
  - ☐ Documentation of any damage that may have occurred during the moving process.
- ☐ Orientation:
  - ☐ Telephone, pet, and visitor policies (signed)
  - ☐ Need for confidentiality with neighbors
  - ☐ Review of resident's manual, regulations (both landlord and program)
  - ☐ Local recycling regulations
  - ☐ Use of answering machine and appliances
  - ☐ Care and cleaning of apartment; pest control/request for exterminator
  - ☐ Maintenance request procedures (failure of appliance, gas odor, etc.)
  - ☐ Review use of fire extinguisher, testing smoke and carbon monoxide alarm
  - ☐ Fire emergency procedures (calling 911, emergency exits, etc.)
  - ☐ Review security problem procedures (door won't close, broken lock/window, etc.)
  - ☐ Emergency contact procedures (office, beeper numbers, 24 hour "on-call")
  - ☐ Check for physical, mental state of new resident (illiteracy, language barrier, dementia, loss of vision, etc.). Observations of any of these conditions should be reported to the clients' case manager immediately.
- ☐ Give keys to resident; obtain key receipt; review key policy, lost key procedures
- ☐ Review all lease provisions (if applicable) and give signed copy to resident
- ☐ Collect first month's rent (if applicable)

Apartment Inspection Report

UNIT #	ADDRESS:
APT#	CITY/BORO:
RESIDENT ID#	RESIDENT:
INSPECTED BY:	

AREA	ITEMS	CONDITIONS NOTED	
		Move-in Date:	Move-out Date:
Living Room and Halls	Front door, keys, locks		
	Walls, ceiling, floor		
	Closets, carpets, rugs		
	Electrical		
	Windows, coverings		
	Furniture		
	Television		
	Other		
Kitchen	Walls, ceiling, floor		
	Counters		
	Refrigerator		
	Stove, oven		
	Sink		
	Fan (if available)		
	Electrical		
	Other		

## *Apartment Inspection Report (cont'd)*

AREA	ITEMS	CONDITIONS NOTED	
		Move-in Date:	Move-out Date:
Bedroom #1	Walls, ceiling, floor		
	Closets		
	Carpets, rugs		
	Electrical		
	Doors, locks		
	Windows, coverings		
	Furniture		
	Other		
	Bedroom #2	Walls, ceiling, floor	
Closets			
Carpets, rugs			
Electrical			
Doors, locks			
Windows, coverings			
Furniture			
Other			
Bathroom		Walls, ceiling, floor	
	Mirrors, cabinets		
	Sink		
	Toilet		
	Tub/shower		
	Electrical		
	Doors, locks		
	Windows, coverings		
	Accessories, racks		
	Other		
Safety	Smoke alarm(s) and Carbon monoxide Detector(s) Properly located, fresh battery		
	Fire extinguisher		
	Emergency exits		
	Window security (bars or gates)		
	Other		

<b>Resident Signature:</b>	<b>Date:</b>
<b>Program Staff Signature:</b>	<b>Date:</b>

## *Resident Move-in Report*

<b>PROSPECTIVE RESIDENT'S NAME</b>		<b>DATE:</b>
<input type="checkbox"/> SINGLE	<input type="checkbox"/> FAMILY	<input type="checkbox"/> RESIDENT CODE #
<input type="checkbox"/> STUDIO <input type="checkbox"/> 1 BEDROOM <input type="checkbox"/> 2 BEDROOM <input type="checkbox"/> 3 BEDROOM <input type="checkbox"/> 4 BEDROOM		
<b>OCCUPANT(S) NAME</b>	<b>AGE</b>	<b>RELATIONSHIP</b>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
<b>KITCHEN</b> <input type="checkbox"/> Plates <input type="checkbox"/> Glasses <input type="checkbox"/> Pans <input type="checkbox"/> Chairs <input type="checkbox"/> Flatware <input type="checkbox"/> Pots <input type="checkbox"/> Table		
<b>LIVING ROOM</b> <input type="checkbox"/> Television <input type="checkbox"/> Couch, sofa or armchair		
<b>BEDROOM # 1</b> <input type="checkbox"/> Closet <input type="checkbox"/> Chair <input type="checkbox"/> Dresser <input type="checkbox"/> Bed-twin, full or queen <input type="checkbox"/> Table lamp		
<b>BEDROOM # 2</b> <input type="checkbox"/> Closet <input type="checkbox"/> Chair <input type="checkbox"/> Dresser <input type="checkbox"/> Bed-twin, full or queen <input type="checkbox"/> Table lamp		
<b>BEDROOM # 3</b> <input type="checkbox"/> Closet <input type="checkbox"/> Chair <input type="checkbox"/> Dresser <input type="checkbox"/> Bed-twin, full or queen <input type="checkbox"/> Table lamp		
<b>Packing boxes needed?</b> <input type="checkbox"/> yes <input type="checkbox"/> no <b>How many?</b> _____		
<b>Program contract signed?</b> <input type="checkbox"/> yes <input type="checkbox"/> no		
<b>Name of program interviewer:</b>		
<b>Questions or concerns?</b>		
<b>Anticipated move-in date:</b>		
<b>#1</b>	<b>#2</b>	<b>#3</b>
<b>Resident Signature:</b>		<b>Date:</b>
<b>Case Manager Signature:</b>		<b>Date:</b>

## ***Moving Agreement***

This agreement is between\_\_\_\_\_ and (name of agency). (Name of agency) will make every effort to assist you in moving your furnishings. (Name of agency) will take every precaution possible to ensure that you are not inconvenienced in the move and none of your personal items are damaged.

(Name of agency) suggests that any items you own that are valued over \$50.00 be given special consideration by you or your representative(s). You are advised to take special care and precaution with these items. You are advised that you or your representative(s) pack these items and transport them separately.

If you have any items that are in this category please inform us and list them below:

- 
- 
- 
- 

- ☐ I have packed my own furnishings and (name of agency) will help me move.
- ☐ (Name of agency) will assist me in packing my own furnishings and help me move.
- ☐ (Name of agency) will pack and move my furnishings.
- ☐ (Name of agency) will provide a professional mover to move my furnishings.
- ☐ I have read this agreement/policy and understand the contents and meaning of this agreement/policy. I have received a signed copy for my records.

Resident Signature\_\_\_\_\_Date\_\_\_\_\_

Agency Staff Signature\_\_\_\_\_Date\_\_\_\_\_

## ***Furnishings Inventory Form***

<b>UNIT #</b>	<b>APT#</b>	<b>ADDRESS:</b>
<b>RESIDENCE CODE #</b>		<b>RESIDENT NAME:</b>
<b>DATE:</b>		<b>STAFF PERSON:</b>

ITEM	COUNT	DESCRIPTION/CONDITION	GIFT	BUY	REPLACE
Bed					
Bedding (2 sets per bed)					
Bedside/end table					
Mirror					
Lamp (1 per room)					
Alarm clock					
Telephone-touch tone					
Answering machine					
Television					
Fan/Air Conditioner					
Heater					
Smoke Alarm					
Carbon Monoxide Detector					
Fire Extinguisher					
Sofa					
Arm chair					
Coffee table					
End table					
Dining table/chairs					
Pots/Pans					
Cooking utensils					
Dishes/glasses					
Flatware					
Towels (2 per person)					
Shower curtain/mat					
Window shades					
Broom/dustpan/mop					
Light bulbs					

<b>Resident Signature:</b>	<b>Date:</b>
<b>Program Staff Signature:</b>	<b>Date:</b>



## *Sample Pet Policy*

Effective date of pet policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff. However, each situation will be reviewed on a case-by-case basis by the following program staff (insert titles here).
2. It is the general policy of our program to prohibit pets in leased apartments.
3. Pets are defined as living, breathing animals, caged, tanked, or free roaming within the apartment.
4. If a resident in the program currently has a pet, or obtains a pet after admission to the program, he/she may be at risk of losing his/her apartment. If the landlord enforces the pet prohibition clause in the lease, the program will not challenge the landlord's right to enforce the prohibition and will support the landlord's right to have the animal removed.
5. Program staff and volunteers are prohibited from caring for, or attending to the needs of any resident's pets under any circumstances.
6. For the leases that allow for pets, only the pet(s) described below is/are authorized under this pet agreement. Additional or other pets must be approved by the following program staff (insert titles here). Landlord approval must also be required.
7. The resident agrees to comply with the following regulations:
  - A. Pet(s) will not cause damage, danger, nuisance, noise, health hazard, or soil the apartment unit or landlord's grounds. The resident agrees to clean up after the pet and agrees to accept full responsibility and liability for any damage, injury, or action arising from or caused by his/her pet(s).
  - B. Resident agrees to register the pet(s) in accordance with local laws and requirements.
  - C. Resident warrants that the pet(s) are housebroken. Resident warrants that the pet(s) have no history of causing physical harm to persons or destruction of property through the action of biting, scratching, chewing, etc. and further warrants that the pet(s) have no history or tendencies of vicious behavior.

## *Sample Pet Policy (cont'd)*

- D. Dogs, cats, and any other free roaming or caged pets must be under the control of the resident at all times; must be kept on a short leash while in common areas or on the grounds. Barking and other loud noises emitted by the pet will not be tolerated in that it is considered to be a nuisance to other tenants. Proper disposal of pet litter, such as, cat litter (securely bagged) will be done on a frequent basis. Odors arising from any pet litter not disposed of properly or frequently from apartment will not be tolerated.
  - E. Birds will be properly caged. Seeds and droppings will be shielded or caught to prevent accumulation and/or damage to carpeting/floors.
  - F. Aquariums will be properly sealed so as to prevent any type of leaking and will be cleaned regularly to prevent them from emitting foul water and odors.
8. Residents are entirely responsible for back-up plans for pet care while in the program.
9. Pet description:

<b>Type or breed:</b>	<b>Color:</b>
<b>Male or Female:</b>	<b>Age:</b>
<b>Name:</b>	<b>Weight:</b>
<b>Other:</b>	

10. Pet fee deposit (if applicable)

Resident agrees to pay the following non-refundable pet fee to landlord

\$ \_\_\_\_\_

Other Fee: \$ \_\_\_\_\_

Note that any fee or deposit shall not limit the resident's obligation or responsibility regarding control and liability for actions caused by his/her pet(s).

Resident Signature: \_\_\_\_\_ Date \_\_\_\_\_

Program Staff Signature \_\_\_\_\_ Date \_\_\_\_\_

**Note:** You are strongly encouraged to consult an attorney concerning policies and laws in this area.

# Sample Telephone Policy

Effective date of telephone policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff.
2. The program funders (i.e., state and local governmental entities) policy concerning telephone installation and use for our agency and residents:

*[Insert your local governmental agency policy concerning telephone installation and charges for each apartment unit, including responsibility for long distance charges]. Note: Many agencies require that copies of the telephone bill be provided to residents.*

3. As required by [insert local government agency name] policy, each apartment will be furnished with one telephone set with the following features: the ability to call "0", 911, 411, and the ability to call the following exchanges, 212/718/917/800/888. Touch-tone service is allowed.
4. The following features are not required by [insert local governmental agency name] policy: custom calling service, call waiting, three-way calling, speed-dialing, call forwarding, repeat dialing, call return, call trace, caller ID, caller ID with name, call manager, call manager with name, call waiting ID, call waiting ID with name, anonymous call rejection, call answering, multiple/personal mailbox option, regional calls, long distance, number and telemarketing calls (540, 900, 976, 970, 550 exchanges, etc).
5. This agency will adhere to and reinforce the policy set forth by [insert local governmental agency name].
6. Residents may obtain regional and long distance services. However, the resident is responsible for establishing and maintaining the service, and the bill must be in the resident's own name. The resident must assume these expenses. Billing will be sent directly to the resident.

Resident signature\_\_\_\_\_Date\_\_\_\_\_

Program Staff Signature\_\_\_\_\_Date\_\_\_\_\_

# *Sample Visitor Policy*

Effective date of visitor policy: \_\_\_\_\_.

1. The purpose of this policy is to give guidance to residents and staff. However, each situation will be reviewed on a case-by-case basis by the following staff [insert titles here].
2. Since apartment size is generally limited, and since the program incurs certain responsibilities as the apartment lessee, it is the policy of this program to limit residence in these apartments to agency clients and family members specifically identified on the program contract.
3. "Day visitors" are any individuals, not agency staff or volunteers, who visit the resident in his/her apartment, but do not stay overnight. Except as noted below, there are no restrictions on day visitors.
4. "Overnight visitors" are defined as other individuals who remain in the apartment overnight. They may include family members or friends. Agency policy is that if a guest is expected to stay for more than one week, the case manager must have prior notice. In the event that the status of visitor changes from guest to permanent resident, permission must be sought by notifying the case manager. In such cases, agency staff [provide specific titles] will review the case, and may grant permission that will be formally provided in writing.
5. Agency policy mandates that all visitors act in accordance with local laws and building requirements and that they not cause damage, danger, nuisance, noise, or health hazard in the unit they are visiting or anywhere in the premises or on the landlord's grounds. Resident agrees to ask visitors to observe these requirements and to ask them to leave the premises if they do not act accordingly. If the visitor's behavior warrants contacting local police authorities, the resident agrees to take that action to protect individuals and property. Specific behaviors include (but are not limited to) the following: the sale and use of illegal substances, prostitution, subletting, selling of property owned by the program, and storing of stolen property anywhere in the premises. Whether carried out by program resident, family members, or guests, these behaviors can result in eviction from the apartment and termination of client relationship with the program.
6. Residents are prohibited from subleasing their apartments or otherwise receiving income from the use and rental of the apartment at any time.
7. Program clients who violate this policy may be asked to leave the program following due process.
8. Residents are entirely responsible for any damages, injury, or action arising from or caused by their visitors.

**Note:** You are strongly encouraged to consult an attorney concerning policies in this area.

## *Sample Key Policy*

Effective date of key policy: \_\_\_\_\_.

1. In the event of lost keys, keys locked in the apartment, or problems with the operation of doors, door locks or doorknobs, residents must immediately contact [designated staff member] at [phone #] or in person and report the condition.
2. Residents must not attempt to make repairs to keys, doors, door locks or doorknobs on their own. These types of repairs should only be made by the building superintendent or the agency maintenance staff. Any professional locksmithing services called in to repair damages made by the resident will be at resident's expense.
3. Once notified, designated staff will assist the resident in securing new keys from a locksmith or in opening the door to their apartment in the event that they locked the door with the keys inside.
4. Residents are not allowed to change their locks or to install additional locks on their doors unless approved by management.
5. Resident should not make copies of their apartment keys for distribution to others.
6. Please be advised that maintenance staff may have to enter the apartment for emergency repairs and that management reserves the right to enter the apartment at reasonable times to conduct inspections. Management will make all attempts possible to contact the resident and/or to give advance notice. Under these circumstances however, designated staff will sign out keys to the apartment and keep a record of the personnel entering the apartment and all actions taken while inside.
7. Residents are responsible for the cost of replacing lost keys and/or associated locksmithing services.

## ***Key Receipt Form***

<b>KEY RECEIPT FORM</b>		
Location:	Apt. #	Unit #
Resident:	Code #	Phone #
<b>I acknowledge receipt of the following keys:</b>		<b># of keys given</b>
1	Apartment:	Serial Number:
2	Deadbolt:	Serial Number:
3	Mailbox:	Serial Number:
4	Exterior Entrance Door:	Serial Number:
5	Other:	Serial Number:
<b>Resident Signature:</b>		<b>Date:</b>
<b>Program Staff Signature:</b>		<b>Date:</b>

## Work Order - Maintenance Request

<b>WORK ORDER #</b>	<b>WORK REQUEST (Source)</b> <input type="checkbox"/> Tenant <input type="checkbox"/> Maintenance <input type="checkbox"/> Management
<b>WORK ORDER</b> <b>Date:</b> <b>Taken by:</b> <b>Time:</b>	<b>PRIORITY</b> <input type="checkbox"/> Routine <input type="checkbox"/> Emergency
<b>RESIDENCE INFORMATION</b>	<b>JOB STATUS</b>
Apartment # _____ Unit # _____  Location:   Phone # _____  Permission to enter unit:    ___yes      ___ no  Work Authorized by: _____  Work Assigned to: _____	<input type="checkbox"/> Completed <input type="checkbox"/> Wait for parts <input type="checkbox"/> Returned to office for reassignment <input type="checkbox"/> Other: <b>Cancelled due to:</b> <input type="checkbox"/> Resident not home <input type="checkbox"/> Resident refused <input type="checkbox"/> Other <div style="text-align: right;"> <u>Date</u>                      <u>Time</u> </div> Assigned: _____ Started: _____ Completed: _____ Reassigned for: _____
<b>DESCRIPTION OF COMPLAINT OR REPAIRS NEEDED</b>	
<b>DESCRIPTION OF WORK DONE/MATERIALS USED</b>	
Cost of materials used: _____	

**Resident Initials** \_\_\_\_\_ **Date** \_\_\_\_\_

**Program Staff Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## *Service Request Form*

**Service Request Date:** \_\_\_\_\_ **: Apartment #** \_\_\_\_\_

**Location:** \_\_\_\_\_ **Telephone** \_\_\_\_\_

**To:** \_\_\_\_\_ **From:** \_\_\_\_\_

Dear Sir/Madam:

We are requesting your attention to the problem(s) listed below. As you may know, our clients have special needs and it is important to have these matters attended to promptly. We would appreciate it if you would arrange to have this service request brought to the attention of the appropriate personnel.

	AREA	ISSUE
1	Heat/hot water	<input type="checkbox"/> No heat <input type="checkbox"/> Low heat <input type="checkbox"/> No hot water <input type="checkbox"/> Other
2	Sink/tub drains	<input type="checkbox"/> Kitchen sink <input type="checkbox"/> Bathroom sink <input type="checkbox"/> Tub/Shower <input type="checkbox"/> Water won't stop running <input type="checkbox"/> Leaking <input type="checkbox"/> Clogged
3	Toilet	<input type="checkbox"/> Broken <input type="checkbox"/> Water won't stop running <input type="checkbox"/> Leaking <input type="checkbox"/> Clogged
4	Leaks	<input type="checkbox"/> Water leaking from upstairs <input type="checkbox"/> Other
5	Kitchen appliances	<input type="checkbox"/> Refrigerator <input type="checkbox"/> Stove <input type="checkbox"/> Other (specify below) <input type="checkbox"/> Not cooling <input type="checkbox"/> No flame <input type="checkbox"/> Broken part
6	Doors/locks	<input type="checkbox"/> Door lock broken <input type="checkbox"/> Door won't close/open properly (Room _____)
7	Walls/floors	(Specific Repair Requested)
8	Intercom/doorbell	<input type="checkbox"/> Intercom not working <input type="checkbox"/> Doorbell not working
9	Noise	(Specific noise Complaint)
10	Trash	(Specific Trash Complaint)
11	Exterminator	<input type="checkbox"/> Rodents <input type="checkbox"/> Insects <input type="checkbox"/> Repair and plug holes made by vermin.
12	Other	

- ☐ Please call our office to arrange for apartment access
- ☐ Please call our office if you have any problems related to the above issues
- ☐ Please call our office after completion of service request(s)

Thank you for your cooperation.



## *Sample Letter on Feedback on Work Performed*

Dear \_\_\_\_\_:

In the interest of offering the highest standards of service to you, we would appreciate your comments on whether this request for maintenance and service was performed to your satisfaction. Positive or negative, we want your comments. Please take a few moments to complete this questionnaire. When you are finished, please mail this form back to *(include name and address of appropriate staff person)*. We have enclosed a postage pre-paid envelope for your use.

Work Order #	Work Order Date:
<b>Request:</b>	
1.	Was your request for service performed in a timely manner? <input type="checkbox"/> yes <input type="checkbox"/> no
2.	Was the staff person who performed the work polite? <input type="checkbox"/> yes <input type="checkbox"/> no
3.	Was the service person helpful? <input type="checkbox"/> yes <input type="checkbox"/> no
4.	How long did you wait for service to be completed from the time you first called in the service request? _____
5.	Did the staff person arrive at your apartment at the scheduled time? <input type="checkbox"/> yes <input type="checkbox"/> no
6.	Did the person that performed the service appear to be knowledgeable in the areas of service performed? <input type="checkbox"/> yes <input type="checkbox"/> no
7.	In your opinion, is the job complete? <input type="checkbox"/> yes <input type="checkbox"/> no
8.	Overall, how satisfied are you with the service you received on the request? <input type="checkbox"/> very satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> neither satisfied nor dissatisfied <input type="checkbox"/> dissatisfied <input type="checkbox"/> very dissatisfied
9.	Comments:
<b>Resident's Signature:</b>	<b>Date:</b>

**Thank You!**

## *Past Due Rent Notices*

PAST DUE RENT NOTICE				
To:	Apartment #			
Date of Notice	Payment Due	Late Charges	Other Charges	Total Amount Due
          <b>Pay This Amount \$</b> _____				
<b>IMPORTANT:</b> We have not received your rent (and/or utilities) payments for the month of: _____. Please send us your payment immediately in accordance with your program contract.  Thank you.				

PAST DUE RENT -- SECOND NOTICE				
To:	Apartment #			
Date of Notice	Payment Due	Late Charges	Other Charges	Total Amount Due
          <b>Pay This Amount \$</b> _____				
<b>IMPORTANT:</b> We have not received your rent (and/or utilities) payments for the month of: _____. Please send us your payment immediately in accordance with your program contract. <b>This is your second notice.</b>  Thank you.				

## *The Move-out Checklist*

MOVE-OUT CHECKLIST	
	Schedule move-out date
	Pre-inspect apartment
	Complete furnishings inventory (with resident present, if possible)
	Collect keys from former resident
	Verify status of resident's accounts with agency finance office and take appropriate steps according to agency policy regarding rent arrears, if any, payment for damages to furnishings, appliances, other.
	Supervise move-out (pick-up of resident's belongings, and transfer to new location)
	Change entrance door locks immediately after move-out of all resident's belongings (unknown to staff, other individuals may have keys to apartment). The apartment and any contents (appliances, and furniture belonging to the program) should be secured.
	Complete apartment inspection report and identify work needed
	Schedule needed repairs and other turnaround work (disinfecting, repainting, repairing, etc.)
	If lease is ending, make necessary repairs indicated in lease terms
	Remove old furniture and move in new items needed by new resident (as indicated in pre-move forms)
	Return canned and unopened imperishable goods to storage. Restock the apartment with fresh goods and supplies
	Move-in of new resident

## *The Move-out Checklist*

	<b>MOVE-OUT CHECKLIST (Due to client death)</b>
	Be sure to conform to all local laws and regulations concerning access to the apartment
	Change entrance door locks immediately unknown to staff, other individuals may have keys to the apartment). The contents of the apartment (personal belongings and program furnishings) should be secured.
	All of the residents' personal belongings must be turned over to the resident's next of kin. Program staff should work with family or friends to separate the resident's personal belongings from program owned items. Allow the next of kin two weeks to pack the belongings they would like to keep.
	Complete the furnishings inventory
	Complete apartment inspection report and identify work needed
	Schedule needed repairs and other turnaround work (disinfecting, repainting, repairing, etc.)
	Remove old furniture and move in new items needed by new resident (as indicated in pre-move forms)
	Return canned and unopened imperishable goods to storage. Restock the apartment with fresh goods and supplies.
	Move-in of new resident

## ***Emergency Move-out Request Form***

<b>Resident's name:</b>	
<b>Address:</b>	<b>Apartment #</b>
<b>Name of person making the request:</b> (if other than the resident)	
<b>Department:</b>	<b>Phone #</b>
<b>Date of request:</b>	<b>Time:</b>
<b>Conditions necessitating the emergency move (describe below):</b>          	
<b>Finding: (Resident Services Director)</b>          	
<b>Finding: (Operations Director)</b>          	
<b>Finding: (Program Director)</b>          	

## *Sample Progressive Discipline Checklist*

STEPS	DESCRIPTION
<b>1. Oral warning</b>	<p>In a private office setting, calmly and firmly identify the inappropriate behavior. Explain why it was wrong, and what you expect in the future. Let the person know that you have confidence that he/she can do the job appropriately. Do this as soon as you can after noticing the behavior. Discipline must be timely.</p> <p>If you cannot do this calmly, wait until your self-control has returned. Remember that the issue is not the individual, but the specific problem behavior.</p> <p>Explain that this is an oral warning and that further steps may be taken if the behavior re-occurs.</p> <p>Oral warnings can be made more formal by including witnesses (union representative, another manager, etc.). In general, however, the first warning should be informal and private.</p>
<b>2. Written warning, documentation placed in personnel file (at least for a specified period of time)</b>	<p>If the problem behavior re-occurs, the next step in progressive discipline may be another oral warning, or moving to a written warning. Again, it should be done in a timely manner.</p> <p>Written warnings are documentation that a rule or procedure has been violated, and that the employee has been warned. A signed and dated copy of the warning should be provided to the employee. In some organizations, the written document may be removed from the employee's personnel file after an established period of time.</p> <p>Again, witnesses may or may not be present, according to your organization's policy and/or union agreement.</p>

## ***Sample Progressive Discipline Checklist (cont'd)***

<b>STEPS</b>	<b>DESCRIPTION</b>
<b>3. Probation for a specified time</b>	<p>If the problem behaviors continue, the next step is a written warning that suspension or dismissal will result for subsequent violations.</p> <p>Probation is a formal procedure, preceding the step of suspension or dismissal. An employee can be asked to participate in behavioral health or substance abuse treatment during the probationary period. Satisfactory completion of a specific period of time and/or treatment may be necessary for the probation to be lifted.</p>
<b>4. Suspension or dismissal</b>	<p>If the behavior continues, the next step is suspension or dismissal (as indicated in the probation period).</p> <p>One exception for skipping certain steps in progressive discipline occurs when the employment contract identifies specific behaviors or situations where suspension or dismissal can be made immediately. If you are not absolutely sure, contact your human resources department and/or consult an attorney concerning policies in this area.</p> <p>A second area of exception is suspension when the employee should be removed from the work situation for the safety of him/herself or other people (fighting, suspected substance abuse, etc.). The employee can be told to leave the area, and wait to be contacted by management before returning to work. If the employee is suspected to be under the influence of alcohol or drugs, he/she should not be allowed to drive. It may be advisable to pay for a taxi, or arrange for a ride.</p>

### ***Mistakes to avoid:***

- Losing your temper
- No clear-cut breach of a rule (clear rules and hard evidence are needed)
- Inadequate warning
- Inconsistent application of disciplinary action (allowing behavior to continue for a period of time and then suddenly cracking down)
- Prejudicial actions (showing or allowing favoritism)
- Poor record keeping (documentation of actions taken is necessary)
- Punishment too severe for the offense
- Not considering employee's past good work history

## ***Sample Leadership and Motivation Checklist***

*Use the following checklist to evaluate how you stand on factors, which are important to employees.*

"As a manager, I..."	Check One <input checked="" type="checkbox"/>
1. listen to employee ideas and suggestions	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
2. solicit employee input when possible, when solving problems or making decisions	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
3. give feedback in a timely fashion for work done-and for needed corrections	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
4. give full appreciation for work done	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
5. help my subordinates achieve their goals	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
6. emphasize the sharing of team goals	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
7. encourage teamwork, and develop an atmosphere of personal warmth	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
8. give clear work directions, and delegate appropriately	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
9. am consistent and fair	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
10. discourage defensiveness	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely
11. explain the reason behind policies and procedures, when it's important or with new employees	<input type="checkbox"/> usually <input type="checkbox"/> sometimes <input type="checkbox"/> rarely



## ***Sample Checklist of Signs or Symptoms of Possible Problems On-site***

	Broken furniture
	Light bulbs out
	Water dripping from sinks
	Toilet running
	Damage to apartment
	Clogged sink or tub
	Signs of rodents/roach infestation
	No heat
	No water
	Foul odors or smells from interior of apartment
	Missing furniture
	Appliances not working
	No food in refrigerator or on shelves
	Lack of supervision for children
	Signs of abuse (bruises, dirty clothes)
	Signs indicating depression or mental health issues (no housekeeping, lack of fresh air, "stuffiness" in apartment, personal hygiene lacking)
	Client reports of crime in environment
	Client under the influence of drugs/alcohol
	Visible signs of drug use paraphernalia (needles, cooker)
	Weapons
	Large quantity of personal items missing or reported stolen from apartment
	Excessive people traffic in and out of apartment with no logical rationale for it
	Inadequate clothing for indoors or outdoors, including shoes
	Stacks of unanswered mail
	Obvious safety hazards (broken windows, broken glass, chemicals, fumes)
	Piles of trash, garbage or dirty laundry throughout the apartment
	Client reports confusion about prescribed medicines (many unopened prescription bottles visible in apartment)
	Unkempt, uncared for pets in apartment
	Other:
	Other:

## *Suggestions for Protecting Confidentiality*

### **SUGGESTIONS FOR PROTECTING CONFIDENTIALITY**

#### ***FILING SYSTEMS***

Maintenance staff should not have access to social service files, medical or clinical information. Maintenance files should be kept in a separate location. Sensitive information should be shredded, and not left for custodial staff to read. Do not allow the list of apartment addresses to leave your office.

#### ***USE "IDENTIFIERS", NOT NAMES***

Identify residents by "identifiers", not name. Use a code number or other system. As a policy, refer to units by number, not name of resident. With the phone company (and other utilities) consider using the agency's apartment identification number on the basic telephone service bill as the account number.

#### ***TRAIN RESIDENTS***

Ask agency clients not to tell neighbors or other residents that they are from the program. Explain why this is important. Inform residents of their rights concerning confidentiality. Provide residents with a copy of their "Resident's Rights and Responsibilities" and a list of advocacy agencies (compiled by your agency) that provide assistance in these matters.

#### ***PROTECT RESIDENT AGAINST INQUIRIES BY NEIGHBORS***

Place resident's name on mailbox or building directory. Do not use the name of the program. Do not confirm knowing the resident on the phone or in conversation with neighbors. Direct any complaints to the landlord.

#### ***DO NOT IDENTIFY THE AGENCY AS SERVING HIV/AIDS RESIDENTS***

If possible, place the program's name on the lease, not the resident's name. Do not identify agency as an HIV/AIDS service agency. Agency correspondence with landlords, utilities, and others should use a letterhead or business name that protects the confidentiality of residents. Telephone answering procedures, business cards, checks, and other services should likewise protect residents. Consider identifying the residence management function as a "Management Company".

#### ***TRAIN STAFF***

Staff should be trained not to disclose any information that implies that the resident is a person with HIV/AIDS. New staff should immediately receive confidentiality training. Periodic refresher training should be provided. A copy of the agency confidentiality policy should be signed by the new employee and kept in their personnel file. Staffs who visit the apartments should be trained to do so discreetly. Do not speak with anyone outside the agency without a signed "release of information" form. Even in the case of family or close friends, make sure the resident has given consent. Staff should never talk about residents by name in a public place. If in doubt, check with a supervisor.

## *Sample Meeting Planner Form*

**Objective** (What should be achieved by the end of the meeting)

**Participants** (Who should attend)

**Background Information** (If this is a problem solving meeting, what information is known, what is needed, what dates are important, what are the constraints, and what resources are available)

**Participant Preparation** (What information is to be provided, and what should participants prepare before they come to meeting)



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