PARTNERS FOR HOME

Rapid Housing Initiative Site Manager and Supportive Services Provider Outcomes and Duties Guide

Site Manager

Requesting an experienced, supportive housing site manager to provide general oversight of the property, including property management and facility maintenance.

Primary Duties:

Tenant Management:
- Serve as a dedicated property manager to handle all aspects of property management, including creating a safe and trauma-informed environment for all residents to thrive.
- Receive and review tenant applications from the CoC coordinated entry process, drafting, executing, and renewing leases, lease renewals, and collecting rents.
- Contracting with an appropriate level of security for the property and managing the relationship
- Maintain a low-barrier tenant selection process aligned with CoC PSH prioritization.
- Utilize the CoC Homeless Management Information System for vacancy management and tenant referrals.
- Hiring of tenant site manager(s) and a tenant council to help inform the management of the property.
- Tenant screening and background checks that are the lowest barrier required by funding source.
- Lease administration and enforcement
- Rent collection and deposit
- Handling tenant complaints and requests
- Move-in and move-out inspections
- Eviction proceedings, if necessary

Maintenance and Repairs:
- Routine property inspections
- Preventative maintenance scheduling
- Coordination of repairs and maintenance requests
- Vendor management and contract negotiation
- Condu

Financial Management:
- Monthly financial reporting
- Budget preparation and monitoring
- Accounts payable and receivable management
- Reserve fund management
- Tax and insurance payments

Marketing and Leasing:
- Property advertising and promotion
- Unit showings and tours
- Market analysis to determine competitive rent prices
- Lease renewals and negotiations

Legal and Compliance:
- Ensuring compliance with local, state, and federal regulations
- Staying updated on landlord-tenant laws
- Handling legal disputes or issues related to the property

Community Management:
- Organizing community events and activities
- Addressing community concerns and feedback
- Enforcing community rules and guidelines

Security and Safety:
- Implementing and monitoring security measures
- Ensuring compliance with safety regulations and standards
- Coordinating with local law enforcement and security firms

Technology and Software Management:
- Implementing property management software for efficient operations
- Utilizing technology for tenant communication, online rent payments, and maintenance requests

Sustainability and Environmental Initiatives:
- Implementing energy-saving measures
- Recycling and waste management
- Green landscaping and sustainable property enhancements

Staff Management and Training:
- Hiring, training, and supervising on-site staff
- Conducting regular staff performance reviews
- Ensuring staff adherence to company policies and procedures

Stakeholder Communication:
- Regular communication with property owners and stakeholders
- Providing updates on property performance, challenges, and opportunities
- Attending owner meetings and presenting reports

Risk Management:
- Obtaining and managing insurance policies
- Implementing measures to mitigate potential risks and liabilities
- Developing and executing emergency response plans

Expected Outcomes:
- **Financial Performance**: Achieve a consistent or increasing Net Operating Income (NOI) while adhering closely to the set budget.
- **Tenant Satisfaction and Retention**: Maintain a high tenant retention rate, reflecting overall tenant satisfaction with the property's management.
- **Operational Efficiency**: Ensure swift response and completion of maintenance requests and minimize the duration units remain vacant.
- **Safety and Compliance**: Maintain a low security and safety incident rate while ensuring full compliance with all relevant regulations.

Monitored Performance Measures:
- 100% of staff will complete all the required training required by PfH (Housing First, Conflict Resolution, etc.).
- 100% of applications will be processed within one week of receipt.
- 100% of applications will have detailed outcomes associated with them.
- 95% of clients will be put on an improvement plan agreed on by PfH, the operator, and the service provider prior to evictions.
- 100% of work orders will be responded to within 24 hours.
- Report the number and type of community events held each month.
- Maintenance will have a client satisfaction score of 80% or above.

Supportive Services

Requesting an experienced supportive service provider that will provide on-site dedicated services to the tenants. Supportive services shall include but not be limited to:

Primary Duties:

- A 2:20 staff-to-tenant ratio that includes two licensed master's level clinicians and two certified peer specialists or certified CARES (certified addiction recovery empowerment specialist) specialists, preferably with lived homelessness experience.
- Four full-time staff members shall be dedicated to the property and provide tenant-centered supportive services and life skills support to 40+ tenants living on the property to help tenants achieve housing stability and improve their quality of life.
- The supportive services team must offer a minimum of face-to-face engagement once per week. Services should be intensive, tenant-led, on-site wrap-around services and referrals to tenants, including but not limited to education, employment support, mental health and addiction services, life skills support, assistance with connecting to mainstream benefits, and linkage to a medical health home.
- The provider program model must include components that address the following and align with the CoC PSH program model found here:
    - Anti-racism and implicit bias
    - Power dynamics
    - Trauma informed care, and harm reduction models
    - LGBTQ inclusive and competent
    - Clear and concise boundaries
    - Housing First
    - Collaborative and client-led
    - Wholistic and integrated care competencies

Expected Outcomes:

- Increase the number of chronically homeless individuals who have moved into permanent housing
- Increase the income and mainstream benefits of households served
- Reduce the length of time households spend homeless
- Limit returns to homelessness after program exit
- Improve the social and emotional functioning of participants served

Monitored Performance Measures:

- Report the number of clients housed monthly.
- 100% of leased-up households will have a housing stability plan entered into HMIS.
- 98% of clients will remain in PSH or exit to a permanent destination at 12 months.
- 65% of clients that exit during the reporting period will exit to a permanent housing destination.
- Less than 2% of the individuals who exit to permanent housing from PSH return to homelessness within six months.
- Less than 2% of the individuals who exit permanent housing from PSH return to homelessness within 24 months.
- 70% of participants increase or obtain income/mainstream benefits during program enrollment
- 70% of participants will experience improvement in two or more areas of quality-of-life functioning, using the SF36v3 Health Survey at intake, six months, and 12 months to evaluate progress.