

## Rapid Housing Initiative Provider Outcomes and Duties Guide

### Site Manager

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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

##### **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:**

- Maintain the staff-to-tenant ratio outlined in the RFP, including staff who are licensed master's level clinicians or comparable credentials, and certified peer specialists or certified CARES (certified addiction recovery empowerment specialist) specialists, preferably with lived homelessness experience.
- Full-time staff members shall be dedicated to the property and provide tenant-centered supportive services and life skills support the 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.

## On-Site Medical and Mental Health Provider

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Primary duties shall include but not be limited to:

### Primary Duties:

#### **Staffing & Capacity:**

- Provide **24/7 on-site staffing** and on-call medical support.
- Ensure staff (clinical or non-clinical) are trained to provide first aid, basic life support, and communicate with outside emergency services.
- Maintain an accessible facility for individuals with disabilities, including mobility and other physical impairments.
- Conduct screenings, assessments, and intake at any time.
- Perform at least three daily checks on each individual.
- Provide assistance and supervision with Activities of Daily Living (ADLs) and Instrumental Activities of Daily Living (IADLs).

#### **Clinical Services**

- Deliver all clinical and behavioral health services using trauma-informed practices.
- Maintain a medical record for each patient in compliance with federal and state laws regarding content, confidentiality, and maintenance.
- Employ or appoint a licensed Medical Director (NP, PA, MD, or DO) to oversee medical aspects of the program.
- Establish and annually update a Quality Improvement (QI) plan, including strategies for implementing and monitoring high-quality clinical and supportive services.
- Conduct self-audits and/or peer reviews annually to ensure appropriate standards of care.
- Maintain a written data-sharing plan and signed agreements with hospitals, health systems, and Continuums of Care (CoCs).

#### **Behavioral Health Services**

- Provide screening and assessment for mental health and substance use conditions.
- Develop an individualized care plan within 24 hours of admission, covering clinical and behavioral health needs.
- Offer or refer to substance use recovery services, including harm reduction and medication-assisted treatment (MAT).

#### **Program Services and Standards**

- Provide three full meals daily, including individualized nutrition plans when necessary.
- Ensure access to onsite shower and laundry facilities.
- Maintain a resident code of conduct/behavioral agreement that outlines policies and causes for early discharge. Review this with patients at admission and keep it accessible during their stay.
- Implement a written incident management procedure, including reporting, response, and corrective actions (e.g., for patient falls).
- Provide access to social support groups, including peer groups, health education, and external resources (e.g., cancer support, addiction recovery, spiritual support).
- Facilitate family/caregiver engagement according to patient preferences.

#### **Medication Management**

- Follow state regulations for medication storage, handling, security, and disposal when staff manage patient medications.
- Develop a medication list at intake, and ensure all staff shifts are trained on medication management and dispensing.
- Verify and coordinate medication information, ensuring patients leave with discharge prescriptions, a medication list/history, and necessary medications.
- Provide naloxone kits and education on overdose prevention and management, when appropriate.

**Connection to Services**

- Connect clients to SOAR services when not provided in-house.
- Facilitate access to long-term medical, behavioral health, and case management services.
- Assist patients in navigating health systems and establishing relationships with primary care or patient-centered medical homes.
- Provide or coordinate transportation to medical appointments and services, and accompany patients when necessary.
- Connect patients to community health workers and peer support services, as indicated.
- Facilitate access to shelter and housing resources, including emergency, transitional, and permanent supportive housing, when available.

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