

Supportive Housing Property Management Plan – Template and Guidebook

ABOUT CSH

CSH (Corporation for Supportive Housing) advances affordable housing aligned with services by advocating for effective policies and funding, investing in communities, and strengthening the supportive housing field. Since our founding in 1991, CSH has been the only national nonprofit intermediary focused solely on increasing the availability of supportive housing. Over the course of our work, we have created more than 467,600 units of affordable and supportive housing and distributed over \$1.5 billion in loans and grants. Our workforce is central to accomplishing this work. We employ approximately 170 people across 30 states and U.S. Territories. As an intermediary, we do not directly develop or operate housing but center our approach on collaboration with a wide range of people, partners, and sectors. For more information, visit www.csh.org.

INTRODUCTION

The purpose of this Supportive Housing Property Management Plan (SHPMP) is to provide guidance to housing providers that operate housing programs that serve those who have experienced homelessness, are at-risk of experiencing homelessness and have barriers to housing including extremely low income, disabilities, poor rental or credit histories, and justice-involved histories. Permanent, stable, supportive housing provides a foundation for individuals and their households to meet their critical needs like safety and security and other essential needs such as healthcare, income and employment, education, and community involvement.

Property Managers who provide this type of housing should coordinate with supportive service providers to ensure that their tenants can utilize the services, both on-site and off-site, to maintain stable housing and meet these needs. Other components of a quality supportive housing program are keeping a well-maintained property with responsive maintenance and repairs, having clear admission, discharge and building management policies, maintaining safety, security and emergency response, fair housing, and funder compliance.

The questions in the SHPMP can help housing providers create a plan that is both responsive to the needs of tenants and the community and be effective at addressing and managing the many facets of operating a successful supportive housing program. Although the sections in this plan may not all be applicable to every program, they are considered promising practices for operating a supportive housing program.

The SHPMP consists of 19 sections, each with critical context, promising practice guidance, and key questions that should be considered when developing supportive housing programs and property management plans.

Please reach out to consulting@csh.org with any questions.

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KEY TERMS

Term/Acronym:	Definition:	Role:
CoC	Continuum of Care	To promote community-wide commitment to end homelessness by providing funding, preventing returns to homelessness, and promoting access to services in housing.
DHHS	U.S. Department of Health and Human Services	To enhance the health of all Americans by providing for effective health and human services.
DSP	Direct Service Provider	To provide care services to people who may need support performing various tasks on their own.
Diversion	A process that helps prevent adverse outcomes like incarceration or eviction.	To engage with legal systems to support people in avoiding unfavorable outcomes.
Harm Reduction	A set of practical strategies aimed at reducing negative consequences associated with substance use.	To embrace learning about substance use, avoid judgement and stigmatization, and help explore strategies to manage substance use in a safe manner.
High Barrier	A person who may require more support related to housing and need for services.	

Housing First	A philosophy that prioritizes quickly securing permanent housing where housing serves as a foundation to improve quality of life. Housing First promotes participant choice in housing selection and participation in services.	To reduce barriers and length of time to access housing. To use a harm reduction, strengths-based, and person-centered approach. To recognize that expecting housing readiness creates barriers to housing and that safe and permanent housing is a human right.
HUD	U.S. Department of Housing and Urban Development	To administer federal aid, training, and technical assistance to local housing agencies that provide housing to low-income tenants.
LEP	Landlord Engagement Program	To make sure owners are aware of and make use of available programs and services and are communicating important information to tenants.
LIHTC	Low Income Housing Tax Credits	To subsidize acquisition, construction and rehabilitation of rental housing for low and moderate- income tenants.
Low Barrier	A person who may require less support related to housing and need for services.	
Person-Centered Thinking and Language	Thinking and speaking with a focus on the person and not their condition to reduce fear and stigma and embrace learning more about both the person and their strengths.	
PBV	Project Based Voucher	To allow Public Housing Authorities to allocate project-based units to selected housing providers.
PHA	Public Housing Authority	

		To manage public housing properties for people with low incomes, who are elderly or have disabilities.
PLEE or PWLE	Persons with Lived Experience and Expertise	To be supported in using lived experiences of homelessness, incarceration, and substance use to inform and improve systems, programs, practices, and policy.
Prevention	A system or program that can anticipate unfavorable outcomes and respond by providing opportunities for tenants to maintain their stability.	
PM	Property Manager	To provide safe and adequate housing by abiding by fair housing laws and being responsive to tenants' needs related to their housing.
PSH	Permanent Supportive Housing	To provide deeply affordable housing with a standard lease agreement and access to voluntary supportive services.
RRH	Rapid Rehousing	To provide short- or medium-term tenant-based rental assistance and supportive services to households experiencing homelessness for periods ranging from 1 to 24 months.
SH	Supportive Housing	To provide deeply affordable housing with a lease agreement and access to supportive services that are optional.

Strength-Based Approach	The practice of focusing on abilities, knowledge, and agency rather than deficits.	
TIC	Tenant Income Certifications	To collect information and documentation of tenant income to verify eligibility for low-income housing.
Trauma-Informed Care	A program, organization or system that recognizes the widespread impact of trauma, recognizes signs and symptoms of trauma, responds fully by integrating knowledge about trauma, and takes action to resist retraumatizing individuals when serving them.	
Trauma-Informed/ Design	Acknowledging the emotional power of the built environment by creating spaces that best serve vulnerable populations.	
TSP	Tenant Selection Plan	A plan to determine the rental application, tenant eligibility, referral, and move-in processes.
VA	U.S. Department of Veteran Affairs	To support veterans with obtaining housing, healthcare, and other critical services by coordinating care.

<p>Voucher terms, EHV, NED, FUP, FYI, VASH, etc.</p>	EHV	Emergency Housing Voucher	To address the needs of vulnerable populations who are homeless, at-risk of homelessness, fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or human trafficking.
	FYI	Foster to Youth Independence	In partnership with Public Child Welfare Agencies, provide rental assistance to youth ages 18 to 24 or ages 16 and older who are homeless or at risk of becoming homeless.
	FUP	Family Unification Program	To provide vouchers to families whose child or children are in out-of-home care or for eligible youth ages 18 to 24 (youth are eligible for FUP for a period of 3 years total).
	HCV	Housing Choice Voucher	To assist very low-income families, the elderly, and disabled in affording decent, safe, and sanitary housing in the private market where households can find their own suitable housing.
	NED	Non-Elderly Disabled	To enable non-elderly persons or families with disabilities to access housing and non-elderly persons residing in healthcare institutions to transition into the community.
	SPV	Special Purpose Voucher	To provide unique opportunities to target rental assistance resources to specific populations.
	VASH	Veteran Affairs Supportive Housing	To combine housing choice vouchers for homeless veteran households with case management and clinical services provided by the Veteran Affairs Medical Centers.

1. Mission and Service Philosophy

The organization's mission and service philosophy can help communicate the type of supportive housing being provided based upon the population served, the organization's mission, vision, values, and service philosophy. The mission should resonate with the existing service, how and why it is being provided. The vision should resonate with where the organization wishes to achieve long-term impact. The organizational values should be consistent with the values of the community and population served. The service philosophy describes how the services are provided and could include the principles of housing first, trauma-informed care, harm reduction, strength-based, and person-centered approaches. This section should guide and inform the remaining sections of the property management plan.

1. Mission and Service Philosophy

<p>What is the mission statement?</p>	
<p>What is the vision statement?</p>	
<p>What are the organizational values?</p>	
<p>What is the service philosophy?</p>	

2. Roles and Responsibilities

Defining and designating roles and responsibilities helps to clarify who performs which roles and who is responsible for which tasks. Supportive housing requires a collaborative approach to operate effectively and understanding the difference between each set of roles and responsibilities is critical to provide a quality housing experience for tenants. Defining roles and responsibilities can also help staff understand how to best support in collaboration and navigate any potential conflict effectively.

2. Roles and Responsibilities

Role	Who performs this role?	What do they do?
Owner		
Property Manager		
Maintenance		
Front Desk		
Supportive Services		
Where is the organizational chart?		

3. Personnel Policy and Staffing Arrangements

The various roles and staff positions should be documented in the plan to further define who is all working in collaboration to provide the housing and supportive services to tenants and whether they are working for the owner, property manager, supportive services team or are a sub-contractor. Detailing the breakdown of full-time employees (FTEs), office hours, location of offices, contact information and emergency contact procedures helps further clarify these roles.

3. Personnel Policy and Staffing Arrangements

What is the breakdown of the FTEs?	Property Manager?	
	Supportive Services/Case Management?	
	Maintenance?	
	Front Desk?	
	Security?	
What are the office hours?		
Where is the office location(s)?		
Where is the emergency contact chart?	Maintenance emergencies?	
	Police and fire departments?	
	Mental health crises?	
	Injury/death?	

4. Building Management Procedures

Detailing the staffing, personnel, roles, and responsibilities will clarify how the building is being managed inter-departmentally by everyone involved, including tenants. Explaining the various departments and their purposes, the building rules and how they will be enforced, and posting signage to communicate rules and directions to navigate the property safely are all components of a comprehensive property management plan.

4. Building Management Procedures

Property Management procedures?	
Supportive Services procedures?	
Maintenance procedures?	
Housekeeping procedures?	
Front Desk/Security procedures?	

Rules for common areas?	Laundry room(s)?	
	Computer room?	
	Community room(s)?	
	Community kitchens?	
	Hallways?	
	Sending and receiving mail and packages?	
	Trash disposal and locations?	
	Storage spaces?	
	Outside spaces?	
What is the smoking policy? Is there a designated space for tenants who smoke?		

<p>What is the procedure for managing signage? Where does the signage belong?</p>	<p>HMIS notice?</p>	
	<p>Tenant selection process?</p>	
	<p>Tenant rights?</p>	
	<p>Tenant complaints?</p>	
	<p>Fair Housing/Equal Housing Opportunity?</p>	

5. Marketing Units/Eligibility and Tenant Selection Plan

Developing a tenant selection plan and a marketing plan defines the process of engaging with potential tenants. The tenant selection process and eligibility requirements should be low barrier and is responsive to the experiences and needs of people who have barriers to housing. The applicant background and decision processes and timeline should be clear, simplified, and fair. The management of referrals and waitlists should be included as well as any funder required referrals or reporting requirements.

5. Marketing Units/Eligibility and Tenant Selection Plan

<p>What is the tenant selection plan?</p>	
<p>What is the marketing plan?</p>	
<p>What is included in the marketing budget?</p>	
<p>How are you communicating the type of housing and amenities to the market?</p>	

<p>How is achieving and maintaining full occupancy managed?</p>	<p>What is the referral process?</p>	
	<p>Is there a funder-related referral process?</p>	
	<p>Are there referrals from Coordinated Entry?</p>	
	<p>Is there a waiting list?</p>	
	<p>Are there regular reviews for move-outs and move-ins?</p>	

6. Tenant Rights, Appeals, and Grievance Policies and Procedures

Policies and procedures for addressing and responding to tenant complaints, both between tenants and for tenants to address any concerns with the staff, should be clearly documented and all tenants and staff should be informed about what the policies and procedures are on a routine basis. Tenants and staff should be informed about the appeal process for denials of rental applications, reasonable accommodations, lease violations, and lease terminations.

6. Tenant Rights and Grievance Policies and Procedures

What is the tenant complaint policy?	
What is the tenant rights policy?	
Where is the tenant suggestion box located?	
What is the grievance and appeals Policy?	
When is the new tenant orientation?	
How does the tenant and supportive services partner with property management to address tenant complaints, tenant rights, and with hosting a new tenant orientation?	

7. Rent Reasonableness and Rent Collection Policies and Procedures

Conducting regular surveys of the rental market and reviewing the Housing and Urban Development (HUD) Fair Market Rent (FMR) will ensure that housing remains affordable for tenants. Developing rent collection policies that are clear and ensuring that all staff and tenants are informed helps the rent collection process be performed in a trauma-informed manner. Developing a process for a tenant to submit a payment plan to pay past due balances is essential to prevent lease terminations and evictions.

7. Rent Reasonableness and Rent Collection Policies and Procedures

How frequently are rent market surveys conducted?	
Is there a rent reasonableness checklist?	
Is the rent below HUD FMR?	
When is the rent due?	
When is the rent late?	
What is the late rent fee?	
How does a tenant request a re-payment plan?	

8. Lease Violation Policies and Procedures

Listing the lease violation procedures assists the property manager, the tenant, the supportive services staff, and others with a shared understanding of how property management will respond and make decisions regarding the issuance of lease violations. This section can also act as a guide for property management and others to protect themselves from any liability well as complying with fair housing laws.

8. Lease Violation Policies and Procedures

<p>How are property management responses and decisions handled?</p>	
<p>Which lease violations address intoxication?</p>	
<p>Which lease violations address property damage?</p>	
<p>Which lease violations address acts of violence?</p>	
<p>How is the lease and fair housing law applied fairly for all tenants?</p>	

9. Eviction/Eviction Prevention Policies and Procedures

In supportive housing, evicting a tenant should be the last resort for the property manager in response to behavioral, livability, and justice-involved concerns or late and unpaid rent. If eviction is unavoidable, having an eviction prevention policy and process helps individual tenants make choices to retain their housing and help the property manager reduce vacancies. If possible, negotiating with a tenant in eviction court to agree to the appropriate conditions to maintain tenancy should be the practice. If eviction is completed, discharge planning should be supported by both the supportive services and property management staff. For example, allowing a tenant an extension to their move out date notifications, with conditions, could allow them time to find alternative housing or lodging and avoid return to homelessness.

9. Eviction and Eviction Prevention Policies and Procedures

<p>Are evictions the last resort?</p>	
<p>Are all eviction decisions tied to the lease?</p>	
<p>How does the tenant and supportive services partner with property management during the eviction process?</p>	
<p>Is discharge planning supported?</p>	

10. Data Rights, Data Privacy and Data Security

The responsible management of tenant data is necessary to maintain safety and confidentiality for tenants and their households. Understanding and complying with data privacy laws and developing a data management policy that protects and secures tenants’ data will mitigate violation of data privacy laws and tenant data rights. Property management and supportive services should maintain and secure separate tenant files containing only the information pertaining to their direct service to the tenant. For example, a tenant’s protected health information should not be kept in the tenant’s property management file unless it is a reasonable accommodation request or some other property management function related to tenancy. However, the supportive services file may contain protected health information if the supportive services provider is performing care coordination with a tenant’s health care provider.

10. Data Rights, Data Privacy, and Data Security

Is there compliance with state and federal data privacy laws?	Do tenants understand data privacy laws?	
	Do staff understand data privacy laws?	
What is the data management policy?	Do tenants understand the data policy?	
	Where are tenant files stored?	
	How are tenant files secured?	
	Is there a tenant file checklist?	
Is the supportive services file stored separately?		
How is the supportive services file secured?		

11. Communication between Property Management and Supportive Services Staff

Property management and supportive services staff should have detailed and documented procedures for communication across departments. Tenants and staff should be informed of how communication is handled across departments and what their responsibilities are for communicating across departments. This should include how information is shared, what information should not be shared, and why. Scheduling regular meetings and planning for informal meetings and what would determine the need for informal meetings should be outlined in procedures. To help in navigating conflict, include procedures for responding to and addressing any conflict between tenants, between tenants and staff, and between staff and across departments.

11. Communication between Property Management, Tenants, and Supportive Services Staff

<p>How are staff contact details communicated to tenants?</p>	<p>Consistent with Section 2 above, create “cheat sheet” to post for tenants to help inform who to contact with specific issues.</p>	
	<p>Do property management and supportive services staff have posted office hours, phone numbers, and after-hours phone numbers for emergencies?</p>	
	<p>Is a drop box to leave messages if staff are not available?</p>	
<p>What are the policies/procedures for information sharing between property management and supportive services staff?</p>	<p>Are there regular staff meetings to share information?</p>	
	<p>What is the protocol to share more urgent information?</p>	
	<p>How is information and who it was shared with documented and tracked?</p>	

<p>How is information communicated from property management and supportive services staff to tenants?</p>	<p>How is public information shared with tenants?</p>	
	<p>How is private information shared with tenants?</p>	
	<p>Have property management and supportive services staff determined who will be responsible for communications that impact both roles?</p>	

12. Reasonable Accommodation Policies and Procedures

The reasonable accommodation and reasonable modification policies and procedures should be clear, simplified, and fair. There should be written and posted policies that detail timeframes. There should be request forms for tenants and staff to review and utilize to navigate the process effectively. These policies and forms should also be available in alternate formats for tenants who may need language assistance or have reading, writing, or vision barriers.

12. Reasonable Accommodation and Modifications

Is there a written policy that defines reasonable accommodations and modifications?	Is this written policy included in a larger organizational policy and procedure manual?	
Are the policies posted for tenants in common spaces?	Are they posted in common spaces? Do the posts include information on tenants' rights?	
<p>What is the process for requesting a reasonable accommodation or modification?</p> <p>Reasonable accommodation requests are for policy/rule exceptions and modification requests are to change the physical space.</p>	Is there a written request form?	
	Is assistance available to help tenants complete the form? Language assistance, reading/writing, vision?	
	What is the appropriate response time for determination?	
	To whom is the form submitted?	
	Who is responsible for reviewing requests?	
Who is responsible for tenant communication?		
What is the appeal process?		

<p>When should an attorney be engaged?</p>	<p>Internal fair housing counsel or outside counsel on retainer?</p>	
<p>Define timeframe or process for completing the physical modification or accommodation.</p>		

13. Tenant Advisory Committee/Community Meetings

Supportive housing programs should practice the principles of trauma-informed care. These principles are safety, trustworthiness and transparency, peer support, collaboration, empowerment, voice and choice, and cultural responsiveness. Creating a space for tenants to make decisions about their housing and community experience supports each of these principles. A tenant advisory committee or tenant council is a tenant led group that meets regularly and allows a safe space for tenants to gather, organize, build trust, and build relationships while promoting collaboration, empowerment, and choice. Both property management and supportive services should support the committee or council and encourage all tenants to participate if interested.

13. Tenant Advisory Committee or Tenant Council and Community Meetings

<p>Define Tenant Advisory Committee (TAC) / Tenant Council (TC)</p> <ul style="list-style-type: none"> Tenant Advisory Committees are generally organized by Property Management to seek tenant input. Tenant Councils are generally organized by tenants and may include coordination w/ Property Management. 	<p>What is TAC?</p>	
	<p>Who can serve on TAC?</p>	
	<p>Are there designated positions on TAC (ex. president, secretary, treasurer?) Responsibilities for each role?</p>	
	<p>How do tenants gain access to designated positions? If through tenant vote, support tenants to create voting protocol.</p>	
	<p>Is there a written guide for policies and procedures for the TAC or TC? How often is the guide updated?</p>	

How will meetings be conducted?	How often will meetings be held and where?	
	How will meetings be communicated to tenants?	
	If minutes are taken, where will they be posted?	
	How are new tenants made aware of TAC/TC and meetings?	
	Are there rules on how meetings will be conducted?	

Are any fees or dues collected?	Are fees or dues collected?	
	What are dues used for? (I.e., refreshments, welcome packets for new tenants)	
	Who is responsible for the funds? How does the accounting of the funds work?	
	What is the policy to ensure tenants unable to pay dues can be included? Are they able to volunteer with set up or clean up in lieu of paying monetary dues?	

14. Reporting and Certification/Recertification Policies

Property management is responsible for certifying and recertifying tenant income, assets, and college enrollment based on the housing subsidy the tenant receives. This process can present challenges for some tenants who may have difficulty obtaining the required documentation such as proof of income and bank statements. Some tenants may not fully disclose all their income and assets for various reasons. Partnering with supportive service providers to assist tenants in obtaining the required documentation can help expedite the certification/recertification process. Property management and support services staff should understand reporting requirements for funding and oversight, submit reporting requirements in a timely manner, and be updated on any changes made to these requirements. Tenants should have a basic understanding of the process to remain in compliance with the funding source associated with their housing. Tenants should be notified that their certifications are coming due and have access to support in participating in the process. Creating a calendar or matrix to organize due dates and prioritize recertifications based on deadlines helps make the process more effective.

14. Reporting and Certification / Recertification Policies		
<p>What internal policies exist regarding reporting and certification requirements?</p>	<p>What are certification and reporting requirements for each funding source?</p>	
	<p>How often is your agency required to report to funding or oversight agency? Due date?</p>	

	<p>Who is responsible for tracking requirements? Who is the backup person, and do they have system access?</p>	
	<p>Who is responsible for researching and staying up to date on changes to any requirements? How are these changes communicated to staff?</p>	
	<p>What is the policy regarding staff submitting data to the person tracking information, including due dates? Does this policy exist in a written manual?</p>	
	<p>Does a matrix or calendar exist to help track all reporting requirements in one visual aid?</p>	

<p>How are tenants made aware of certification and recertification requirements?</p> <p>Note: All consequences must be applied equally and consistently to all tenants.</p>	<p>Are certification requirements discussed with tenants prior to moving in? Have tenants been informed this is an annual requirement and why it is required?</p>	
	<p>Is this information provided verbally and in writing? Includes specific annual deadlines (the date to submit)?</p>	
	<p>Are tenants reminded of requirements at move-in?</p>	
	<p>Are requirements included in the lease or lease rider?</p>	
	<p>Are tenants informed it is a violation of their lease if they do not provide documents for recertification?</p>	
	<p>What are the consequences if a tenant does not provide the required documentation?</p>	

15. Unit Inspection Policies and Procedures

Performing unit inspections ensures that each unit is in appropriate condition and determines whether there are any structural, safety, or livability concerns that need to be addressed. However, unit inspections can be a stressful experience for many tenants based on a concern for the invasion of their privacy. Providing tenants with appropriate notice of the intention to enter their units and support with preparing for a unit inspection will help tenants to achieve a passing inspection. Allowing tenants to make choices about when the inspection is and who performs the inspection helps support a successful inspection.

15. Unit Inspection Policies and Procedures

Is the unit inspection policy in the lease?	Does the policy define livability standards?	
	How frequent are unit inspections?	
	What is the procedure for notifying tenants?	
	Does the policy allow for tenant preference?	
	Is the inspection focused on livability standards?	

<p>What is the process for addressing hoarding?</p>	
<p>Are supportive services staff informed of or involved in unit inspections?</p>	

16. Visitor Policies and Procedures

Tenants hosting visitors in their homes allows them to remain connected in their relationships with their families, communities, and others. Tenant visitors can also present challenges involving conflicts between the visitor(s), the tenant, their neighbors and potentially with staff. Implementing fair and consistent visitor procedures helps the tenant maintain their personal relationships and retain stable housing with the support of both the property management and the supportive services teams.

16. Visitor Policies and Procedures

What is the visitor registration policy?	
What is the minor visitor policy?	
What are the visiting hours?	
Are overnight visits allowed?	
What is the sign-in/sign out policy?	
What areas are visitors restricted from?	
Should visitors be accompanied by tenants?	
What is the policy for unauthorized visitors?	

17. Pet Policies and Procedures

Owning a pet can provide tenants with emotional support and can foster a positive, consistent routine. If a property allows pets, there should be a pet policy in place to communicate the responsibilities and expectations of tenants with pets. Consider local pet ordinances, breed and size restrictions, charges for pet rent, and areas of the property where pets are unauthorized. Supportive services should coordinate access to free and low-cost services for tenants for pet food, healthcare, and boarding.

17. Pet Policies and Procedures

Is there a pet approval policy?	Does the policy cite city pet ordinances?	
	Are there breed and size restrictions?	
	What are the pet owner responsibilities?	
	What is the pet rent and/or a pet deposit?	
	Are there any common areas designated for pets?	
Is there a distinction between service animals and emotional support animals?		
How is pet information collected?		
Is a waiver of liability required to have a pet?		

18. Maintenance and Repair Policies and Procedures

Maintenance and Repair policies and procedures should include how a tenant can communicate a concern, what the timeline is for completion of a maintenance request, and who to contact if there is a maintenance emergency. The maintenance policy should include a description of how unit turnovers are performed and how tenant property is stored after a move-out.

18. Maintenance and Repair Policies and Procedures

What is policy for submitting a maintenance request?	
What is the timeline for work-order completion?	
What is the after-hours emergency work-order policy?	
What is the policy for normal wear and tear?	
When and why are tenants liable for repairs?	
How are you addressing tenant rental insurance? Is rental insurance optional?	
What is the policy for unit turnovers?	
What is the policy for the storage of any abandoned tenant property?	

19. Emergency Management/Safety and Security Policies and Procedures

This section should outline common types of emergencies, how each staff team should respond, and how tenants should respond. These policies and procedures should serve as a reference point and provide guidelines to clarify how everyone should proceed before, during, and after an emergency.

19. Emergency Management Policies and Procedures

What is the response to emergencies and injuries?	Violence and threats to harm?	
	Injuries and medical emergencies?	
	Infection control?	
	Biohazard cleanup?	
	Mental and/or chemical health crises?	
	Tenant death?	
	Vulnerable adult reporting?	
What is the response to fire and building emergencies?	Fire and evacuation drills?	

	Utility failures?	
	Gas leaks?	
	Elevator emergencies?	
	Severe weather emergencies?	
	Are there designated safe spaces for tenants and staff to retreat to?	
	Are evacuation maps and emergency exit signs posted?	
	What are the building lockdown procedures?	
How are tenants and staff informed of emergency management procedures?		

Do tenants and staff have access to emergency equipment?	
Do tenants and staff know how and where to dispose of needles?	
What is the critical incident reporting policy?	