

Management and Marketing Plan Outline

Each time the Management Agreement is renewed or there are changes in Managing Agent, the Management and Marketing Plan must be updated as needed.

The Management and Marketing Plan shall fully and accurately describe the proposal for the management and marketing of the proposed or existing housing development and shall set forth all material or unusual circumstances or features of the development. The plan should reflect knowledge of management principles and procedures, a familiarity with CHFA's guidelines and requirements, and the application of these to the development. The plan should be written in narrative form so that it is intelligible without cross-reference to the outline; however, responses must be labeled to correspond to the section of the outline that is addressed.

The following items must be incorporated in the Management and Marketing Plan:

1. Relation between Managing Agent and Owner

- a. Describe relationship between the Management Agent and the Owner including any identity of interest, personal or family relationships, other property management relationships, and any other relationships, whether presently or previously existing.
- b. A description of the Management Agent's previous management experience with housing developments owned by the Owner and other property owners.
- c. Describe the circumstances under which the Agent will require prior approval from the Owner before taking action. What action can the Agent take in emergency situations without prior approval? Will there be any limitations on the Agent's ability to carry out the Owner's responsibility?
- d. Describe the Agent's ability to make disbursements for items not budgeted or for a particular item that would bring that line over budget. Identify any restrictions on the Agent's ability to disburse Development funds, or to contract for services.

2. Project Description

- a. Type of Development
- b. Description and number of units and square footage
- c. Unit interior characteristics (i.e., appliances, washer/dryer hookups, flooring)
- d. Development facilities and amenities
- e. Program type, and affordability requirements
- f. Rental schedule
- g. Application fee
- h. Security deposit amount
- i. Pet policy and fee

- j. Is the development in a flood zone?
- k. Commercial space in the development (size and number of spaces)

3. Design Characteristics

Evaluate the design in terms of the overall development, the common facilities, outdoor areas and the individual units.

4. Staffing

- a. Give the name, title and qualifications of the person from the Agent's staff who will have primary supervisory responsibility for management of the development. Who will be responsible for hiring and supervising maintenance staff, on-site management staff, contract services and vendors?
- b. List the staff for the development by job title*, complete job description, hours of work, and salary. Indicate who will be paid from the management fee and who will be paid directly from the development account.
- c. Describe the training provided to new staff and the ongoing training programs available to staff. What procedures are there for handling staff grievances?

5. Identification of the Development Area

- a. Regional Analysis
 - i. Brief description of the area
 - ii. Attributes of the region on which the development can draw residents
- b. Neighborhood Analysis
 - i. Brief description of the neighborhood and boundaries
 - ii. Neighborhood economic conditions
 - iii. Businesses available to serve the needs of residents
 - iv. Neighborhood facilities
 - (1) Recreation
 - (2) Social
 - (3) Medical
 - (4) Education
 - (5) Stores
 - (6) Transportation
- c. Market Area

- i. Cities and towns
- ii. Expected principal market draws (i.e., industry, colleges, office complexes, etc.)
- iii. Levels of income

6. Marketing Budget

- a. Type, area and extent of advertising
- b. Budgeted amount for advertising
- c. Will there be a model unit
- d. Other promotional items

7. Market Survey

- a. Comparable development
- b. Location and type of development
- c. Description, size and number of units
- d. Facilities and amenities
- e. Rental schedule
- f. Indicate rent specials or concessions
- g. Occupancy level
- h. Utilities included in rent
- i. Rent concessions

8. Absorption

- a. Estimated completion date
- b. Estimated time for rent-up
- c. Monthly absorption schedule

9. Leases

- a. Include a copy of the development lease and either the Amendment to Model Lease for Subsidized Programs or Amendment to Lease for Market Rate Developments, whichever one applies. Include all amendments. Also provide a letter from owners'/agents' current legal counsel confirming that the apartment lease complies with all applicable statutes and regulations and is enforceable in accordance with its terms (unless it will be provided as part of the closing checklist).
- b. Provide a list of "house rules" that will be attached to the lease and any proposed extra charges (such as air conditioning). House Rules should include, but are not limited to such things as animals, (pet agreements), parking, smoking, decorating and alterations, trash disposal, guests, noise, resident-caused damage, adding locks, use of common areas and laundry rules. Also attach a copy of move-in/move-out forms that will be used. Provide a copy of all

the forms that will be issued to proposed residents at lease conference. All rules and regulations to be attached to the lease must be reviewed and accepted by the Asset Manager.

- c. If house rules are amended, how will the residents be notified?

10. Lease Termination and Eviction Procedures

All lease terminations and evictions must be handled according to applicable federal regulations or state laws. Describe eviction procedures in detail.

11. Resident Orientation

- a. Describe the pre-occupancy orientation program for residents, including lease signing, and building and equipment orientation.
- b. Suggested checklist for Resident Orientation:
 - Introduction to Management Staff
 - Review and understanding of the lease and the rules
 - Resident/landlord duties and responsibilities
 - Preparation for moving in
 - Maintenance and upkeep of building systems
 - Maintenance of apartments and appliances
 - Sanitation/pest control
 - Security/Safety (emergency equipment, fire drills, etc.)
 - Community responses
 - Consumer information
 - Maintenance request - routine & emergency, and
 - Energy conservation

12. Financial

- a. Identify the personnel responsible for the accounting systems, reports, and procedures.
- b. Describe in detail the accounting systems, and reports. Provide the procedures of the Management Agent for maintaining the books and records of the proposed or existing housing development, including the methods for recording rent subsidies, cash receipts, service fees and disbursements.
- c. Identify the personnel responsible for creating the annual budget. Provide details of the budget process.
- d. Identify the personnel responsible for procuring and submitting the Annual Financial Statement to the Authority.

- e. Identify the personnel responsible for the preparation of Interim Statement of Operations, if applicable.
- f. Describe the procedures for submitting Section 8 Vouchers and TRACS (if applicable), certifying and recertifying residents.

13. Rent and Other Charges Collection

- a. How and where will rents be collected? When is rent considered late?
- b. Will extensions be given and/or partial payments accepted? If so, under what circumstances and governed by what procedures?
- c. What steps will be taken when rent is late? Will late charges be levied? At what point will legal action commence? (Cannot commence before the 11th day.) Will the resident be responsible for legal costs? Will there be an opportunity for a hearing?
- d. Describe the amount of security deposit, interest payment policy, and policy and procedure for refund of deposit. If deductions are made from the security deposit, who determines the amount and what standards are used? How will the cost of damages in excess of the deposit be recovered? Provide a list of charges that will be assessed for damages.
- e. List any other charges in addition to rent and security i.e. air conditioning charges. How will they be collected?

14. Social Services and Resident Organization (if applicable)

- a. Describe the non-shelter services that will be provided to residents directly by management staff (on a full or part-time basis) including social services and group activities. If your company has Resident Service Coordinators explain their role and function and how they are to be utilized.
- b. Describe the kinds of referral services to be provided to residents by regular or specialized site staff and give examples of the types of needs that might be addressed through referrals.
- c. Describe services and activities that will be provided on site to residents by persons (and/or organizations) other than management staff.
- d. What will the specific role of management staff be with respect to the resident organization? What support and assistance will management provide to the organization? What experience does the

staff have in working with resident associations? What training will be provided, if needed, to staff in this area?

- e. How and when will residents' organization be formed? What organizational structure is likely to be most appropriate for the residents' group? What role will the organization have in non-shelter matters and in the formation of policy or in other management-related matters? How much authority will management allow the organization?

15. Energy Conservation

- a. What steps will management take to reduce energy consumption in terms of physical measures and educational techniques?
- a. How will energy consumption be monitored and what will be the standard to determine excessive use?
- b. Provide the calculation to be utilized in cases of excessive resident energy consumption, i.e., air conditioners, freezers, etc. if applicable.
- a. Describe the efforts management will take to ensure that the utility costs charged to the development will be at the lowest available rate.

16. Security/Safety

- a. Describe the measures to enhance security of residents and property in terms of design, staffing and resident education.
- b. What steps will be taken to prepare residents and staff to deal with a fire emergency or natural disaster?
- c. Describe steps to be taken if it becomes necessary to acquire the services of security agencies and where funds will come from to provide these services.
- d. Who will be responsible for or contracted to inspect, test and repair all life support systems on a regular and periodic basis; i.e., fire alarm systems.

17. Maintenance and Repair

- a. Describe your policy for periodic inspections of the development, including unit interiors, common areas, equipment and mechanical, buildings and grounds.

- b. What maintenance supplies and equipment will be provided to the development? What equipment and supplies will be available from another location?
- c. What maintenance will be done by on-site staff, central staff, contractors, seasonal employees and/or a revolving crew and if so, what items of maintenance will they be responsible for and just how will the services and time be billed to the development?
- d. Who will supervise maintenance staff and outside contractors?
- e. Attach a copy of the work order to be used and explain procedures for its use.
- f. How will resident maintenance requests be handled? What will be the time period for response to different types of maintenance problems? Give examples of emergencies. How will emergency maintenance be reported and handled in the absence of a resident superintendent?
- g. What will the extermination program be?
- h. Describe the preventive maintenance program for all mechanical equipment and structural elements. What will the schedule be for interior and exterior painting? Describe the policy for preventative maintenance.
- i. How and where will trash be disposed? How will it be collected and removed from the property? Describe the recycling policy.
- j. How will tenant-caused damage be identified, corrected, and charged?

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