

MANAGEMENT PLAN

FOR

NewCourtland Apartments at Allegheny Phase 2

NewCourtland Elder Services
September 2014

Table of Contents

Roles and Responsibilities of Owner, Management Agent, and Supportive Service Provider 3

Application Process..... 3

Leasing Procedures (Initial and Ongoing) 4

Waitlist Procedures..... 4

Transfer Policies (Overcrowded and Underutilized Units) 5

Resident Selection Criteria..... 5

Rent Collection..... 8

Accounting and Financial Procedures..... 9

Staffing of Site..... 10

Resident/Management Relations 10

Sample Lease and House Rules..... 11

Resident Handbook..... 11

Eviction Procedures 11

Social Service Plan..... 12

Attachment A: Sample Lease and House Rules 12

Attachment B: Resident Handbook 12

Roles and Responsibilities of Owner, Management Agent, and Supportive Service Provider

NewCourtland Apartments at Allegheny Phase 2 will be a newly constructed building consisting of 45 one-bedroom apartments for low-income seniors. It will be located at 1900 West Allegheny Avenue in North Philadelphia.

The on-site Housing Manager will have primary responsibility for the day to day operation of the property. Maintenance and repairs will be handled by in-house maintenance and janitorial staff. The NewCourtland finance department will have primary responsibility for all accounting as well as all financial reporting to funders of the project.

The responsibilities of the Management Agent will generally include the following:

- Complying with all local, state, and federal laws and regulations
- Maintaining the project in a manner that benefits the community
- Referring residents to services as necessary
- Establishing and managing an annual budget for the project
- Leasing units
- Complying with regulatory requirements
- Income-certifying tenants
- Establishing repair and maintenance procedures
- Collecting rent and paying bills and loan payments
- Purchasing all necessary materials and services
- Bookkeeping
- Preparation and submission of all required funder reports
 - Implementing a program of preventive maintenance and making any necessary repairs
 - Janitorial services

NewCourtland, along with its network of facilities, provides high quality healthcare and housing services on a nondiscriminatory basis to all eligible persons regardless of their financial circumstances and offers innovative programs offered by a well-trained staff of professionals. The goals of the supportive service program are geared towards assisting its residents in remaining, self-sufficient, productive, and happy individuals while providing a positive living and social environment in which to do so. NewCourtland's full array of social service programs will be available to all residents.

Application Process

Applications will be accepted during normal business hours or by mail. On the day of receipt, the application will be time and date stamped.

Applications will be screened with program eligibility requirements and the criteria set forth in this Tenant Selection Plan as well as established wait list preferences.

An “initial screening” of eligibility will be conducted, including areas of income and disclosed criminal, drug, and/or rental history. Based on the “initial screening,” the applicant will be added to the waiting list. If no waiting exists and the initial screen determines the applicant is eligible, Management will begin processing the applicant for occupancy

Opening and Closing Waiting List

The Apartments at Allegheny Phase 2 will advertise in accordance with a HUD-approved Affirmative Fair Housing Marketing Plan, which will include announcements concerning the opening and closing of the waiting list. The waiting list will be closed when the average wait is one year or more, calculated by the average turnovers from the past two years. NewCourtland Apartments at Allegheny Phase 2 will begin to accept applications when the average wait to move in is less than one year, based on the average number of turnovers over the past two years.

Advertising that applications are being accepted for available units will utilize local printed media and brochures.

All applicants must complete a written application. An applicant may pick up an application at the NewCourtland Elder Services office at 6950 Germantown Avenue or request that an application be mailed.

As completed applications are received in the rental office, they are date stamped and numbered consecutively for review.

Leasing Procedures (Initial and Ongoing)

The Manager interviews applicants for residency. Applicants will be selected on a first come, first served basis once their eligibility has been established under PHFA regulations and on their demonstrated capability meeting the minimum terms of the lease. Selection may be subject to review by the Regional Housing Manager on a case-by-case basis.

Waitlist Procedures

Data included on the waiting list must include the following data taken from the application:

- Date of application
- Time of application

- Head of Household
- Unit size requested
- Income level
- Need for accessible unit
- Comments/contact
- Remove/rejected date
- Move in date
- Preference type

Any household member may be rejected if there is a reasonable cause to believe that member's behavior, from abuse or pattern of abuse of alcohol, may interfere with the health, safety and right to peaceful enjoyment by other residents. The screening standards must be based on behavior, not the condition of alcoholism or alcohol abuse.

Applicants will be placed on the waiting list in chronological order. Applicants meeting the project preference for seniors in need of medical, social, and personal supports in order to live independently, as further described in Attachment C: Housing Preferences will be given preference. Thereafter, applicants meeting the income tier for the available unit will be given preference for 30 days. Applicants placed on the waiting list will be contacted when a unit becomes available. The waiting list will be purged at least once every six months. The entire waiting list or at least the next fifty applicants will be contacted to determine their continued interest in remaining on the waiting list.

All applicants on the waiting list are required to report, in writing, to the rental office any changes of address or telephone numbers. If an applicant cannot be reached by the rental office due to unreported changes, the applicant will be removed from the waiting list.

Transfer Policies (Overcrowded and Underutilized Units)

Due to the fact that the population in this building is restricted to seniors and all of the units are one bedroom units, it is not anticipated that there will be any instances of overcrowded or underutilized units.

Resident Selection Criteria

NewCourtland Apartments at Allegheny Phase 2 would like to serve a low-income senior population that sometimes requires a level of care and services that extends beyond simply senior housing. Preference will be given to applicants who are eligible for the Pennsylvania Department of Public Welfare LIFE Program. In addition, NewCourtland will give preference to seniors transitioning out of nursing home care based on an independent living assessments provided by Philadelphia Corporation for Aging.

The Property Manager shall interview applicants for residency. Applicants will be selected on a first come, first served basis once their eligibility has been established under NewCourtland program guidelines for the building, PHFA regulations and tenants' demonstrated capability meeting the minimum terms of the lease. The income criteria will be consistent with the limits set forth in the Restrictive Covenant Agreement. Selection may be subject to review by supervisory staff on a case-by-case basis.

NewCourtland Housing has formulated a Resident Selection Plan, which complies with the Section 504 of the Rehabilitation Act of 1973 which prohibits discrimination on the basis of disability in any program or activity receiving federal financial assistance from HUD. This Resident Selection Plan also complies with the Fair Housing Act Amendment of 1988 which prohibits discrimination in housing and housing related transactions based on race, color, religion, sex, national origin, disability, and familial status. It applies to housing regardless of the presence of federal financial assistance. This Resident Selection Plan complies with the Title VI of the Civil Rights Act of 1964 which prohibits discrimination on the basis of race, color, or national origin in any program or activity receiving federal financial assistance from HUD.

Applicant Screening and Rejection Criteria

The screening and rejection criteria applies to all individuals listed as head of household, spouse, and all adult members of the applicant's household (i.e. 18 years of age or older) who are expected or proposed to reside in the unit.

An applicant household and/or any additional household member who is proposed to reside in the unit will be refused occupancy for one or more of the following reasons:

- a. The household annual income exceeds the applicable Tax Credit Income Limit.
- b. All members of the household are full-time students and no one qualifies for an eligibility exemption.
- c. The household's monthly income is less than 2.5 times the monthly rent
 - Valid exceptions would be if the applicant has a Section 8 voucher
- d. Poor credit history, which is indicated by:
 - Any credit rating reflecting a payment history of two instances of over ninety (90) days or more past due or one instance of over one hundred twenty (120) days past due.
 - Any credit history that is an indication of irresponsible behavior that indicates future problems for the development.
- e. Poor landlord reference, which would be indicated when a previous landlord shows the applicant to be:

- Continually late in payment of rent.
 - A source of conflict with management and/or other residents.
 - Destructive to the apartment and/or public areas.
 - In violation of lease agreements.
- f. Poor housekeeping which would be indicated when one or more of the following observations are made during a housekeeping visit:
- Habits which could be detrimental to the property or other residents, such as poor care of appliances, plumbing fixtures, etc.
 - Poor health habits
 - Evidence of negligent dependent care
 - Physical abuse of facilities
 - Any evidence of conduct which can be detrimental to the property
- g. Adverse police record, which would be indicated by the following:
- Any drug related arrest
 - Any arrest for assault and/or battery
 - Any arrests for criminal activity that, in the opinion of management, would threaten the health, safety, or right to peaceful enjoyment of the premises or threaten the health or safety of any employee
 - Any felony conviction
- h. If any household member is currently engaging in illegal use of drugs.
- i. If management has reasonable cause to believe that a household member's illegal use or pattern of illegal use of a drug may interfere with the health, safety or right to peaceful enjoyment of the premises by other residents.
- j. If any household member is subject to a lifetime registration requirement under a State sex offender registration program.
- k. If in the opinion of management, any household member's abuse or patter of abuse of alcohol interferes with the health, safety, or right of peaceful enjoyment of the premises by other residents.
- l. Any indication that the applicant cannot adequately sustain decent levels of habitability or control of dependents so as to adversely affect the property or other residents.
- m. A personal interview that indicates an unstable or potentially hazardous relationship between the applicant household and other residents.

- n. A personal interview and/or information that indicate the applicant or any household member would be a threat to the safety and well being of the property and/or other residents.
- o. A personal interview and/or information that indicate the applicant will be unable to comply with the terms of the lease agreement.

Each rejected applicant will be notified in writing of the reason(s) for rejection. This notice will advise the applicant that he/she may within fourteen calendar days of the receipt of the notice, request in writing a meeting to discuss the reason for rejection.

Should the applicant request a meeting to discuss the rejection it will be conducted by a member of the management staff that was not involved in the original decision to reject the applicant. The applicant will be advised in writing of the results of this meeting within five business days.

Rent Collection

Rents are collected during normal office hours of 9:00 a.m. to 5:00 p.m. A delivery slot in the office door makes after-hours payments and delivery of routine maintenance requests possible. Payment by check or money order is required.

Partial payments of rent are discouraged except in unusual circumstances negotiated between the Resident and Manager. Prepayment of rent is always acceptable.

Late fees will be charged on delinquent rent. Repeated late payment may be considered a violation of the terms of the lease.

It is the responsibility of the Manager to contact a resident when rent is not received within the first ten days of the month. The Manager shall attempt to define the problem and devise a solution acceptable to the resident and Management. If the amount due is not forthcoming within ten to thirty days thereafter, the Manager shall initiate appropriate measures up to and including eviction and retaining the services of counsel as necessary.

The Resident Service Coordinator arranges counseling for residents in financial distress or who may require other kinds of assistance. The Resident Service Coordinator is familiar with the programs of other social service agencies for referral purposes.

Eviction policies and procedures begin with the attempt on the part of the Manager to negotiate payment of a late or missed payment (as described above) or to resolve other issues which, in the opinion of the Manager and in accord with PHFA regulations and state and local law, constitute a violation of the lease. The Manager provides written notice to a resident whose rent is delinquent, or whose actions are otherwise considered in violation of the terms of the lease. If the situation is not resolved satisfactorily, and the Manager has determined that dispossession proceedings may be in order, an attempt is made to contact relatives or associates of the resident who may be helpful in resolving the situation. Eviction policies are clearly set forth in the Resident's Handbook and lease. Approval for termination of a lease must be received from the Regional Housing Manager.

Payment will be considered "missed" or rent delinquent any time a check is returned unpaid.

Statements are sent to residents listing the rent and other charges owed thirty (30) days prior to the payment due date. When the payment is received, the statement is marked paid with date and returned to the resident. Rents and other revenues are accounted for through the data processing services.

Accounting and Financial Procedures

Accounting and purchasing procedures are in accordance with generally accepted accounting procedures and consistent with project financing sources' requirements regarding accounting and financial reporting.

Monthly financial reports are presented by the 10th of the month to the manager showing all revenue and expenses. These reports are disseminated to the Board, PHFA, and other funding sources as required.

Tenant (re)-certifications documentation is maintained in a file in the Manager's office, together with rental application forms and other pertinent documents. These records are maintained on file for five years and open for inspection by PHFA, the Board, other funding sources, and upon written request the resident may review his/her individual file.

Through approved bidding procedures a certified public accountant acceptable to the Board, PHFA, and other funding sources will be obtained to prepare annual financial audits as required by PHFA and other funding sources and to audit the books for accounts and other relevant records of the property. Expense for such reports/audits shall be paid from project funds.

Legal counsel is retained to represent the property in various legal proceedings pertinent to the operation of the project including, but not limited to, matters relating to leases, zoning, tax matters, etc. Costs for the services are paid from project funds.

Staffing of Site

All hiring will be undertaken in accordance with Federal Equal Employment Opportunity requirements. The Employee Handbook provided by management is used to guide all employment issues.

Management is committed to the principles of Equal Employment Opportunity and non-discrimination in all employment, employee relations, activities, and all other phases of the operation.

The Regional Housing Manager has final authority on the ruling in personnel issues.

All on-site employees are management, staff, or contractors whose personnel policies and benefits are set forth in the Employee Handbook and hiring Policies and Procedures. Salaries and wages are reviewed annually prior to submission of the budget to the Board and PHFA.

Resident/Management Relations

Any resident who has a problem or grievance should contact the management office to request a meeting with the property manager to discuss the matter.

In the event that that property manager is unable to assist the resident in finding a satisfactory solution to the problem, the property manager should refer the matter to the social service department.

Any grievance dealing with Section 504 of the Rehabilitation Act of 1973 will be referred for further consideration to NewCourtland's 504 coordinator and Regional Housing Manager, Shanda Brown, at 215-951-4390.

Complaints and requests are treated with seriousness, compassion, and understanding.

Policies and procedures covering the servicing of requests are outlined in previous sections.

Residents are oriented to the project through interviews at the time of the application, through contact with the Manager or Maintenance staff at the time the apartments are shown, their own apartment's equipment is explained to them at move-in, and there is periodic contact with

the Manager and staff. These contacts are supplemented by the Resident Handbook given to each person residing in the facility.

A standard, preprinted lease is signed initially for a one-year period, after which the lease shall automatically renew itself on a month-to-month basis. Thirty days advance written notice of cancellation is required by the resident, except in the event of serious illness requiring permanent relocation to a hospital or nursing home, or death.

All residents are required to post an advance security deposit prior to occupancy, as set forth in the Lease and as required by PHFA.

Leases are available in foreign languages.

The lease used is fair and non-punitive.

Management has experience operating facilities for elderly persons and persons with a variety of disabilities and regularly works with residents'/elders' associations at each of its currently operated facilities. Management represents the property at all residents' association meetings and at any relevant community group meetings. Management does believe it is beneficial to all concerned to have a forum in which to discuss opportunities, challenges, programs, suggestions, concerns, and policies.

Sample Lease and House Rules

See Attachment A.

Resident Handbook

A Resident Handbook is provided to Apartment residents. This handbook contains a description of all services, regulations, rent collection, social programs and leasing policies, recertification requirements, emergency procedures, conveniences, and operation of appliances in their living units.

See Attachment B.

Eviction Procedures

Eviction policies and procedures begin with the attempt on the part of the Manager to negotiate payment of a late or missed payment or to resolve other issues which, in the opinion of the Manager and in accord with PHFA regulations and state and local law, constitute a violation of the lease. The Manager provides written notice to a resident whose rent is delinquent, or whose actions are otherwise considered in violation of the terms of the lease. If

the situation is not resolved satisfactorily and the Manager has determined that dispossession proceedings may be in order, an attempt is made to contact relatives or associates of the resident who may be helpful in resolving the situation. Eviction policies are clearly set forth in the Resident Handbook and lease. Approval for termination of a lease must be received from the Regional Housing Manager.

Payment will be considered “missed” or rent delinquent any time a check is returned unpaid.

Social Service Plan

NewCourtland, along with its network of facilities, provides high quality healthcare and housing services on a nondiscriminatory basis to all eligible persons regardless of their financial circumstances and offers innovative programs offered by a well-trained staff of professionals.

The goals of the supportive service program are geared towards assisting the residents in remaining independent, self-sufficient, productive, and happy individuals while providing a positive living and social environment in which to do so. NewCourtland’s full array of social service programs will be available to all residents. Services include the following:

- Complete social history and assessment
- Complete annual psychosocial assessment
- Review residents’ rights at admission and annually
- Maintain contact with family or responsible person at least every quarter and invite family members to a care conference more frequently as required
- Make referrals for other services needed by elders including psychiatric, hearing, vision, physical therapy, etc.
- Complete documentation forms for various programs and services
- Provide liaison with acute care hospitals to ensure continuum of care

Other available, optional programs include:

- Creating an individualized daily routine
- Horticultural programs
- Music therapy
- Intergenerational choir composed of residents and students from nearby schools
- Reading Buddies program with second graders from nearby schools

NewCourtland’s full social service plan for this property can be provided upon request.