

## **Management Plan for Canton Housing Authority/Canton 21**

Proposed by Imagineers, LLC

### **1. Role, Authority and Responsibilities of the Managing Agent**

a. The board of directors for Canton Housing Authority, has retained Imagineers, LLC as the Managing Agent of Canton Twenty-One.

b. Imagineers, LLC, with its corporate headquarters located in Hartford Connecticut, specializes in the management of tax credit, affordable, market rate housing, condominiums, and the administration of housing programs (Section 8 vouchers). Imagineers manages 225 properties in Connecticut with approximately 20,000 units and administers approximately 5,500 vouchers.

c. The Managing Agent will be responsible for the day-to-day operations of the projects and will make decisions regarding the following:

1. General maintenance, repairs, emergency repairs, preventative maintenance
2. Formulation of rules and policies and minor changes
3. Marketing, applicant processing and approval
4. Annual recertification and program compliance
5. Rent collection, collection proceedings and evictions
6. Tenant relations
7. Purchases, inventory control and vendor contracts except if over limit of authority
8. Budget preparation
9. Recruiting, hiring decisions, disciplinary actions and terminations of employees

The Board of Directors will be consulted for the following:

1. Major changes of rules and policies
2. Expenditures of over \$5,000.00
3. Unbudgeted expenditures of over \$1,500.00
4. Vendor contracts or service agreements in excess of one year
5. When there is a deficit cash flow

The Managing Agent shall be authorized and responsible to perform (or have performed) any services to protect life and mitigate property damage in the event of an emergency occurrence. In emergency situations not involving immediate threats to life or property damage, the Managing Agent shall be authorized to spend up to \$5,000.00 to remedy the situation of duress. All reasonable efforts will be made to contact The Board of Directors before any decisions are made.

d. The Managing Agent will set up an operating budget. An operating account will be established, from which disbursements will be made for payment such as mortgage, utilities, insurance, taxes, payroll, supplies and other direct service costs. The budget will be reviewed annually.

### **2. Project Characteristics**

The property is located on at 21 Dowd Avenue in Canton, Connecticut. It consists of forty (40) residential units, of which thirty (30) are studios and ten (10) are one-bedroom. Each units offer occupancy to 1-2 person households. All units are HUD subsidy. The development is located within walking distance to public transportation, schools, places of worship, parks, medical facilities, and convenience retail/ mixed-use facilities

Canton Twenty-One consist of five residential buildings, 1 community building and a shed. On site management office, community room, and laundry facility. computer laboratory, and fitness facility. All units include refrigerators and stoves.

### **3. Staffing**

- a. Matthew Anderson, the Imagineers' Director of Rental Management Services will be responsible for hiring administrative and maintenance personnel, any leasing personnel, contract services and vendors.
- b. The staffing needs are as follows:

Site Manager, Part time (1) – responsible for all administrative tasks and resident relations; general responsibilities include general oversight of property and staff, including the following: coordination of resident supportive services, revenue/expenses, personnel supervision, property records, resident relations, compliance with all local, state and federal guidelines pertaining to the property, coordinating resident services activities at the site. Site Manager has the authority to make decisions pertaining to the overall operation of the community as previously approved in the annual operating budget. All expenses are reviewed and approved for payment on a monthly basis by the Regional Manager.

Maintenance Superintendent, Part time (1) – responsible for all maintenance related tasks; general responsibilities include oversight of maintenance operations, administration of maintenance programs and projects, including the following: planning, inspection, scheduling and control, purchasing, personnel (if applicable), records and budgets.

- c. The proposed staffing plan is adequate for this community as it is situated on a relatively small site, serving 40 residential units. The site manager and maintenance personnel will be on-site Monday, Wednesday and Friday between the hours of 7AM and 3PM. The maintenance personnel will be available after hours to address emergency calls. Off-site supervisory staff will be responsible to oversee the site operations, financial performance and guide the on-site personnel.
- d. Imagineers will be responsible for hiring personnel and contracting services with vendors, within the approved property operating budget.
- e. Imagineers employs the latest in computer technology and provides newly hired employees with numerous resources to facilitate their transition and training. Employee orientation familiarizes employees with general policies and procedures outlined In the

Employee Handbook, a copy of which is provided to each newly hired staff member. Ongoing employee development is encouraged through a catalog of on-line courses. Employees are required to enroll in continued education courses as required by State or Federal regulations, including Fair Housing seminars. Each employee is provided with a Windows-based computer and receives both introductory and ongoing training in each of the software programs we use. Specialized software is employed for agency reporting; and we utilize Imagineers designed software for budgets, capital plans, occupancy reports, leasing reports, marketing reports and compliance reports. Imagineers' Personnel Director reviews all employee grievances and works to reach satisfactory solutions.

- f. Imagineers conforms to Equal Employment Opportunity requirements in its hiring practices. Applicants will be screened and their qualifications judged without regard to race, color, age, sex, religion or national origin. All new hires will be placed on a ninety (90) day probationary period. All newly hired employees are provided a copy of the Imagineers Employee Handbook and Medical Insurance enrollment package at their completion of the (90) day probationary period.

#### **4. Leases**

- a. A sample tenant lease agreement is attached to this plan.
- b. The Resident Handbook will accompany the resident lease and will assist in providing information regarding extra charges, animals, (pet agreements), parking, decorating and alterations, trash disposal, guests, noise, resident-caused damage, adding locks, use of common areas and laundry rules.

#### **5. Lease Termination and Eviction Problems**

If the Tenant does not pay the full amount of the rent by the end of the 10th day of the month, the rental payment is considered late and Landlord may collect a late fee of \$10.00 and a \$1 each additional day the rent remains unpaid. Tenants will be served with Notice of Late Rent in accordance with Connecticut Statute (83.20 (2) F.S.). Unpaid rental accounts will be referred to legal counsel between the 15<sup>th</sup> and 20<sup>th</sup> day of the month and tenant will be responsible for legal costs, which will be billed to their rental accounts. All lease terminations and evictions will be handled according to CFR 24, Parts 880.708, 883.708 and any other applicable Federal Regulation and Connecticut State Law.

#### **6. Resident Orientation**

- a. Approved applicants will be required to attend a lease signing orientation meeting, which will include the following:
  - i. Review of Lease and House Rules and signing of Lease, Addendums and House Rules
  - ii. Review of Resident and Landlord responsibilities
  - iii. Preparation for moving-in and out
  - iv. Maintenance request protocol, routine and emergency
  - v. Maintenance and upkeep of building systems, apartments and appliances
  - vi. Security and safety including review emergency equipment

- vii. Sanitation and pest control
- b. Residents will conduct a move-in inspection of their apartment home. The staff will accompany them during such inspections and an apartment checklist will be completed at that time, with an acknowledgment by both parties.

## **7. Financial**

- a. Imagineers' Controller oversees the daily accounting functions and holds responsibility for financial statement preparation on a monthly, quarterly, and annual basis, financial forecasting, cash management and the coordination of cost certifications of developed properties and annual audits portfolio wide.
- b. The following operating reports will be prepared by the Managing Agent:

### **Monthly / Quarterly\*:**

Balance Sheet / Profit and Loss Statement by the 25th of the month

Monthly Operating / Variance Report by the 25th of the month

Statement of Disbursements by the 25th of the month

Statement of Accounts Receivable by the 25th of the month

Statement of Payables by the 25th of the month

\*Quarterly reports submitted by 25<sup>th</sup> of the month following end of each quarter to the requiring agencies

### **Annually:**

Operating Budget: May 1

Semi Annual Audit: September 30

- c. The cash flow will be monitored through a monthly balance sheet and a profit and loss statement.
- d. The Property Manager, working with the Regional Manager are responsible for production of the annual operating budgets. Budgets are prepared using historical performance data and forecast future performance using both historical and Board of director set goals and objectives. Budget drafts are presented to the Board of Directors for review and approval prior to Agency submission and implementation.
- e. Auditors are engaged annually by the Controller and the annual audited financial statements will be delivered to the Agency by the assigned Property Accountant.
- f. The assigned Imagineers Property Accountant under the directive of Imagineers' Controller will be responsible for preparation of Interim Statement of Operations.

- g. Site manager will be responsible for completing any necessary documents required for submission on behalf of a Section 8 Voucher holding resident and will interface with any Section 8 Voucher issuing agencies as necessary. Site manager will be responsible for processing of annual income recertifications.
- h. Imagineers employs the latest in computer technology both in the corporate office and our sites. Each employee is provided with a Windows based computer.
- i. Each site is provided with a Windows based computer and receives both introductory and ongoing training in each of the software programs we use. High speed internet is available in all on-site offices.

### **8. Rent Collection**

- a. Rents paid by check, certified funds or money order will be accepted in accordance to the latest rent policy. No cash payments will be accepted. Imagineers reserves the right to deny any future personal check privileges if two checks are returned by the bank for insufficient funds. There will be a \$25.00 fee for any returned checks plus applicable bank charges.
- b. Rents will be due on the first day of the month. Late fees will be assessed if the monthly rent is not received by the end of the 10<sup>th</sup> day of the month.
- c. If the Tenant does not pay the full amount of the rent by the end of the 10th day of the month, the rental payment is considered late and Landlord may collect a late fee of \$10.00 and a \$1 each additional day the rent remains unpaid. Tenants will be served with Notice of Late Rent in accordance with Connecticut Statute (83.20 (2) F.S.). Unpaid rental accounts will be referred to legal counsel between the 15<sup>h</sup> and 20<sup>th</sup> day of the month and tenant will be responsible for legal costs, which will be billed to their rental accounts. All evictions will be handled in accordance with Connecticut State Law.
- d. A security deposit equal to the total tenant payment will be required and payable at lease signing. After vacating the unit, tenants will be eligible for security deposit refund plus any accrued interest, which will be disbursed in accordance with Connecticut State Law. All security deposit refunds will be net of any outstanding account balance and apartment damages beyond normal wear and tear. Value of damage will be determined by the site manager and maintenance personnel, using established pricing for materials and labor immediately prior to the move-out.

### **9. Social Services and Resident Organization**

- a. The site manager is responsible for coordination of resident activities and events. Residents will be invited to celebrate various holidays and events throughout the year.
- b. Site staff will be unable to provide referral services.

- c. Periodically, management staff will engage outside organizations/agencies to present to tenants in the community space.
- d. The site staff has no ability to recognize social service, health care needs or provide non-shelter services to specific resident populations.
- e. Management will aid any tenant groups in organizing social activities. Site staff has minimal experience in working with resident organizations however management is willing to help coordinate development/formation of a resident organization.
- f. The tenant organization will not have an official role in managing the property or setting any management policies. The on-site management personnel will be available to participate in tenant held meetings.
- g. Management will support tenant organization efforts and will work with the tenant organization to ensure all reasonable concerns are satisfactorily addressed.

#### **10. Security / Safety**

- a. Security cameras monitor common areas. Sufficient exterior lighting is provided throughout the site.
- b. The on-site maintenance personnel will be responsible for ensuring Inspection and servicing of fire extinguishers and all other fire prevention equipment will be performed annually.

#### **11. Maintenance and Repair Program**

- a. Residential units will be inspected prior to occupancy and thereafter annually while unit remains occupied.
- b. Common areas, mechanical equipment and grounds will be inspected daily. Maintenance audits conducted by Regional manager will be monthly.
- c. All janitorial cleaning and maintenance supplies necessary to maintain the community and perform minor repairs will be made available on-site.
- d. On-site maintenance personnel will be expected to handle minor repairs and will be responsible for the cleanliness of all common spaces and amenities. On-site personnel will be responsible for unit turns and all unit turn related vendor coordination of contracted services such as painting, carpet replacement or major repairs.
- e. The maintenance personnel will be under the direction of the on-site manager and the assigned Imagineers Regional Manager. The site manager will be responsible for the day to day operations, work assignment and prioritization and will seek guidance as

necessary. The on-site manager and maintenance personnel will be responsible for contractor interactions, with guidance from Regional Manager as necessary.

- f. On-site personnel will be responsible for maintaining the cleanliness of the community on a regular basis.
- g. To ensure that the development is realizing competitive and fair pricing on preventative maintenance or one-time repairs or purchases, it is our process to obtain three (3) quotes when project cost totals \$500 or more. Bidding for emergency repairs will be handled on a case by case basis.
- h. Imagineers' property maintenance systems will record and track maintenance service requests. Service orders are generated for all tenant requested services and used to dispatch the maintenance personnel to the units requesting services.
- i. Residents are directed to contact the on-site office during business hours to report services required in their homes. An emergency after-hours service will be available to report emergency conditions. Non-emergency services will be performed within 48 hours, when possible. Major repairs requiring outside vendor assistance will depend on vendor and material availability. Emergency repairs will be performed on an immediate basis, (24) hours/day, (7) days/week. Emergency repairs include the following:
  - i. Lack of heat
  - ii. Toilet overflow or sewage back-up
  - iii. Major leaks or flooding
  - iv. Frozen or broken pipes
  - v. Security issues
  - vi. Any endangerment to life, health or safety
- j. Landscaping and snow removal services will be the responsibility of the site maintenance personal. Landscaping will include weekly lawn mowing (weather permitting) and other maintenance services.
- k. Pest control services will be contracted to treat each unit twice annually. Unit access will be supervised by on-site personnel who will simultaneously conduct visual inspections. Pest control services will be monthly in common spaces.
- l. Imagineers' preventative maintenance program involves a planned program of inspection, servicing, repairing and replacing of building components, performed on a pre-scheduled, monthly, weekly or daily basis in effort to prevent premature failure and maximize the use of a building components.
- m. Maintenance personnel is responsible for ensuring that an effective preventive maintenance program is developed and implemented, based on specific building components and needs, as follows –
  - i. **Emergency Lights**
    - a. Bulbs and batteries to be inspected monthly and replaced accordingly

- ii. **Fire / Life Safety**
    - a. Fire extinguishers to be inspected and serviced annually
    - b. Fire alarm system to be inspected monthly; serviced annually
  - iii. **Smoke Detectors**
    - a. Batteries to be replaced in all apartments at the same time once per year; this ensures that no detectors are omitted
  - iv. **Railings and Stairs**
    - a. Check for deterioration from rust and rot annually; railings and stairs must be sound in order to prevent falls
  - v. **HVAC**
    - a. Change or clean all A/C filters quarterly
    - b. Check and clean outside condenser unit coils quarterly
    - c. Inspect and clean evaporator coils of inside "air-handler" units semi-annually
    - d. Clear all A/C condensation drain lines at least semi-annually, March / October
    - e. Change or clean furnace filters at least once per year
  - vi. **Plumbing**
    - a. Check all exterior plumbing fixtures for leaks or damage every quarterly
    - b. Winterize all outside standpipes and faucets with insulation and silver tape to prevent freezing
    - c. Dryer vents to be checked for blockages, damages and any kind of obstruction semi-annually
  - vii. **Landscaping**
    - a. Trees to be inspected and trimmed of deadwood etc. at least once a year
    - b. Lawn fertilization should be used as approved
  - viii. **Signage**
    - a. All property signage should be inspected and cleaned semi-annually; repaired as needed
- p. Trash removal and recycling services will be performed by contracted private hauler.
- q. During pre-occupancy unit inspections, the tenant and on-site personnel will acknowledge the unit condition and noted unacceptable but reasonable conditions will be immediately corrected. Thereafter, maintenance personnel will be responsible for determining whether a tenant requested repair was caused by beyond normal wear and tear activity, causing the damage. Upon informing the resident of the damage and its cost of repair / replacement, the repair will be completed and resident's account charged. Unit conditions will also be inspected during annual inspections and damages will be identified and assessed. Residents will be notified of any beyond normal wear and tear conditions and billed for any necessary corrections.

**\*\*End of Document\*\***