

The Boston Housing Authority does not currently have a formal Deferred Maintenance Plan, as all required work, for code compliance purposes, is captured in the work order system or through the Capital planning process (CIP). In April and May of 2021, BHA completed the basic implementation of a new work order system, and the Operations Division is incorporating additional enhancements that were previously unavailable in the old, legacy work order software. These will include tools that will ease the generation of cyclical and seasonal work orders and improve the tracking and monitoring of data regarding systemic deficiencies, including the frequency and types of repairs that have been requested/completed, and costs associated with the work over a given period. With better tracking, analysis and reporting available, BHA may begin classifying certain work items as deferred maintenance, as staff will be better equipped to do long-range planning and work scheduling and be able to keep track of any deferred items separately from the day-to-day maintenance requirements. As the additional features are implemented over the next several months, and as BHA reviews the Standard Operating Procedures (SOP), the Authority will also evaluate the best approach to handling items that may be candidates for categorization as deferred maintenance for some of the following reasons:

1. Items Best Completed When Unit is Vacant

- Example: A unit should have its heating pipes replaced, or heat and smoke detectors hard wired, or electrical service upgraded. Any of these items for one unit would likely be too small a project to be added to CIP but should be done when the unit becomes vacant. They would be added to the Deferred Maintenance Plan and then completed when the unit becomes vacant.

2. Seasonal Items are items that cannot be completed because of the season.

- Example: Tree and shrub trimming would not be done while there is snow on the ground. This would be added to the Deferred Maintenance Plan and completed when the season permits.

3. Lack of Funding

- Example: During an inspection, the property manager noticed that the common hallway needs to be repainted. Because of a severe winter, the operating budget does not have sufficient funds to complete all the necessary painting at this time. The item is moved to the property's Deferred Maintenance Plan. It would be completed when the operating budget is built back up and the maintenance staff are able to commit time for the minor project.

4. Efficiency – Items can be grouped together by location, task or trade

- Example: A plumber is required to repair 10 leaking diverter valves that were discovered during inspections. It is more efficient to group these work orders together for the plumber. These work orders would be deferred until the plumber can be scheduled to do them all at once.

5. Competing Priorities

- Example: In the event the BHA experiences a large increase in vacancies in a short period of time and all available maintenance staff are required to focus on turning over vacant units to be available for applicants, BHA may defer work that does not compromise health or safety or adversely impact the quality of life of the resident population.

The following are examples of items that would not be postponed and added to a Deferred Maintenance List:

1. **Life & Safety Items:** If the deficiency is a life or safety hazard, it must not be moved to a Deferred Maintenance Plan. Emergency repairs are top priority and must be repaired before any other maintenance.
2. **Work order backlog** – The deferred maintenance list would not to be used as a catch all for work orders that are not completed in a timely manner.
3. **Small/Minor Items:** for example, one cracked tile would not be an item worth adding to the Deferred Maintenance Plan.

When classifying any item as Deferred Maintenance, BHA would capture the following information:

- Item
- Date Added to Deferred Maintenance Plan
- Item Description
- Location or Unit Number
- Reason Deferred
- Estimated Costs
- Materials Needed
- Original Work Order Number
- Target Completion Date
- Actual Completion Date
- Other Comments

Any Deferred Maintenance items would be reviewed regularly by BHA property managers, maintenance supervisors, regional management, and the Director of Property Management.