

Maintenance and Repair Plan**Maintenance Objective**

The goal of good property maintenance at a public housing authority is to serve the residents by assuring that the homes in which they live are decent, safe, and sanitary.

**About This Maintenance and Repair Plan**

This Maintenance & Repair Plan consists of several subsections describing maintenance systems followed by charts showing typical preventive maintenance, routine maintenance, and unit inspection tasks and schedules. These subsections are:

- a. **Classification and Prioritization of Maintenance Tasks** - Defines and prioritizes types of work to be accomplished by maintenance staff and vendors. Explains how the housing authority is expected to respond to work orders (tasks or requests) based on the work order classification.
- b. **Emergency Response System** - Defines what constitutes an emergency and how to notify staff of an emergency.
- c. **Normal Maintenance Response System** - How to contact the maintenance staff for a non-emergency request.
- d. **Work Order Management** - Description of the housing authority's system for managing work orders (tasks and requests).
- e. **Maintenance Plan Narrative & Policy Statement** - Self-assessment, basic information, and goals for the coming year, along with a description of the housing authority's maintenance program.
- f. **Preventive Maintenance Schedule** - A listing and schedule of tasks designed to keep systems and equipment operating properly, to extend the life these systems and equipment, and to avoid unexpected breakdowns.
- g. **Routine Maintenance Schedule** - A listing and schedule of ordinary maintenance tasks such as mopping, mowing, raking, and trash collection required to keep the facilities in good condition.
- h. **Unit Inspections** - Scheduling of annual unit inspections.

### Classification and Prioritization of Maintenance Tasks

Maintenance items are tracked as “work orders” and are classified in the following categories. They are prioritized in the order listed. The following classifications and prioritization are required by the Department of Housing and Community Development (DHCD).

- I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
  - **Goal: initiated with 24 to 48 hours.**
- II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
  - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
  - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**
- III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
  - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
  - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.
- IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
  - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
  - Inspections are the other source of programmed maintenance.
    - o Inspections are visual and operational examinations of parts of our property to determine their condition.
    - o All dwelling units, buildings and sites must be inspected at least annually.
    - o **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**
- V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
  - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
  - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

**Emergency Request System**

For emergency requests call the numbers listed here. Qualifying emergency work requests are listed below.

| <b>METHOD</b>            | <b>CONTACT INFO.</b>    | <b>TIMES</b>                      |
|--------------------------|-------------------------|-----------------------------------|
| Call LHA at Phone Number | 617-988-HELP (4357)     | 24 Hr. Work Order center          |
| Other                    | Management/Maint Office | 9am to 5pm Monday through Friday. |

In addition to the items noted above, residents should also call 911 for dangerous structural defects, elevator entrapments.

List of Emergencies - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the Boston Housing Authority main office.

| <b>QUALIFYING EMERGENCY WORK REQUESTS</b>              |
|--|
| Fires of any kind (Call 911)                           |
| Gas leaks/ Gas odor (Call 911)                         |
| No electric power in unit                              |
| Electrical hazards, sparking outlets                   |
| Broken water pipes, flood                              |
| No water/ unsafe water                                 |
| Sewer or toilet blockage                               |
| Roof leak  |
| Lock outs  |
| Door or window lock failure                            |
| No heat  |
| No hot water   |
| Snow or ice hazard condition                           |
| Dangerous structural defects                           |
| Inoperable smoke/CO detectors, beeping or chirping     |
| Elevator stoppage or entrapment                        |
| Any other life-threatening condition not listed above. |

**Normal Maintenance Request Process**

Make normal (non-emergency) maintenance requests using the following methods:

| <b>METHOD</b>                 | <b>CONTACT INFO.</b>       | <b>TIMES</b>                          |
|-------------------------------|----------------------------|---------------------------------------|
| Text Phone Number             |                            |                                       |
| Call Answering Service        |                            |                                       |
| Call Housing Authority Office | Individual site Management | 8am to 5pm Monday through Friday      |
| Submit Online at Website      | BHA website link for       | Available 24 hours and staffed 8am to |
| Email to Following Email      | support@bostonhousinghel   | Available 24 hours and staffed 8am to |
| Other                         | 617-988-HELP (4357)        | 24 Hr. Work Order center              |

*In addition to calling the 24-hour BHA work order line, residents may also report maintenance issues directly to their management office, during business hours. Management staff will create work orders for any reported maintenance issues. These issues may also be reported to BHA's Customer Service Team via the BHA website or by email to support@bostonhousinghelp.zendesk.com.*

**Work Order Management**

A. DHCD review of this housing authority’s operations shows that the authority uses the following system for tracking work orders:

Type of work order system:

Work order classification used:

|                          |  |
|--------------------------|--|
| Emergency                |  |
| Vacancy                  |  |
| Preventative Maintenance |  |
| Routine                  |  |
| Inspections              |  |
| Tenant Requests          |  |

B. We do not track deferred maintenance tasks in our work order system.

C. Our work order process includes the following steps:

| Step | Description   | Checked steps are used by LHA       |
|------|---|-------------------------------------|
| 1    | Maintenance Request taken/submitted per the standard procedures listed above for the Emergency Request System and the Normal Maintenance Request Process. | <input checked="" type="checkbox"/> |
| 2    | Maintenance Requests logged into the work system  | <input checked="" type="checkbox"/> |
| 3    | Work Orders generated   | <input checked="" type="checkbox"/> |
| 4    | Work Orders assigned  | <input checked="" type="checkbox"/> |
| 5    | Work Orders tracked   | <input checked="" type="checkbox"/> |
| 6    | Work Orders completed/closed out  | <input checked="" type="checkbox"/> |
| 7    | Maintenance Reports or Lists generated  | <input checked="" type="checkbox"/> |

D. Additional comments by the LHA regarding work order management:

The Authority is now in the process of reviewing and implementing additional features and components of the work order system to allow for more efficient creation, assignment and completion of work orders, along with improving communication to residents regarding the status of their individual work order requests.

### Maintenance Plan Narrative

Following are Boston Housing Authority's answers to questions posed by DHCD.

A. Narrative Question #1: How would you assess your Maintenance Operations based on feedback you've received from staff, tenants, DHCD's Performance Management Review (PMR) & Agreed Upon Procedures (AUP), and any other sources?

BHA remains engaged in an ongoing evaluation of all aspects of the work order process and maintenance operations, with a goal of increasing efficiency of maintenance delivery, improving customer service, and maximizing the capabilities of the work order software and other technology that can be used to improve the quality of inspections and the response to maintenance issues.

B. Narrative Question #2: What changes have you made to maintenance operations in the past year?

BHA continues to make procedural and technological changes to increase efficiency in addressing maintenance work requests. We are actively engaged with Emphasys, our software vendor, to make upgrades and implement improvements to the system, wherever possible. This includes the implementation of Work Order Touch, which is a new phone-based application that will allow the BHA to move away from a paper-driven work order process, to an app that can be accessed by maintenance staff to receive work order assignments on their phones, and close out the work requests as each job is completed, with no need for the added steps of printing paper and data entry. This new procedure is currently being rolled out to each property in the portfolio.

C. Narrative Question #3: What are your maintenance goals for this coming year?

To continue efforts geared toward increasing efficiency of maintenance delivery, improving customer service, and maximizing the capabilities of the work order software and other technological resources to better communicate with resident customers, eliminate duplicate work orders and unnecessary data entry so that maintenance staff can be more productive, and administrative staff can focus more on customer service and less time on data entry and updates.

D. Maintenance Budget Summary

The budget numbers shown below are for the consolidated budget only. They do not include values from supplemental budgets, if any.

|                                  | Total Regular Maintenance Budget | Extraordinary Maintenance Budget |
|----------------------------------|----------------------------------|----------------------------------|
| Last Fiscal Year Budget          | \$8,478,568.00                   | \$119,103.00                     |
| Last Fiscal Year Actual Spending | \$8,273,710.00                   | \$45,083.00                      |
| Current Fiscal Year Budget       | \$0.00                           | \$0.00                           |

E. Unit Turnover Summary

|   |         |
|---|---------|
| # Turnovers Last Fiscal Year                                    | 118     |
| Average time from date vacated to make Unit "Maintenance Ready" | 34 days |
| Average time from date vacated to lease up of unit              | 89 days |

**Attachments**

These items have been prepared by the Boston Housing Authority and appear on the following pages:

Preventive Maintenance Schedule - a table of preventive maintenance items showing specific tasks, who is responsible (staff or vendor), and the month(s) they are scheduled

Deferred Maintenance Schedule - a table of maintenance items which have been deferred due to lack of resources.