

UNDERSTANDING OCCUPANCY

Best Practices for Achieving Shorter Unit Turnaround Time

Introduction & Learning Objectives

- HUD TA providers
 - IEM (Innovative Emergency Management), Crista Conductor
 - Sieglinde Chambliss
- Interactive training – please participate in polls and ask questions
- Learning Objectives
 - Participants will understand how to use the PIC system to maximize occupancy and unit categories.
 - Participants will learn practical strategies to help operations and maintenance teams detect issues for faster unit turnaround.
 - Participants will learn to recognize external factors that can impact unit turnaround time and how to best prepare your team(s) to address them.

Housekeeping

- Remain muted during the webinar unless invited to unmute.
- Questions can be entered in the Q&A section throughout the presentation. They will be addressed at intervals during the webinar or at the end.
- This webinar is being recorded and will be posted on the HUD Exchange website at a later date.



List of Abbreviations

- CFP** Capital Fund Program
- HUD** U.S. Department of Housing and Urban Development
- IMS/PIC** Inventory Management System/PIH information System
- MASS** Management Operations Indicator
- MTW** Moving to Work
- PHA** Public Housing Agency
- PASS** Physical Assessment Subsystem
- RAD** Rental Assistance Demonstration

Current Vacancy Tools

PIH Notice 2021-35 Unit Status Category

- **Category:** the status of the unit in the Inventory Management System/PIH information System (IMS-PIC) – the PIC Information Center
- **Types of Categories**
 - **Occupied**
 - Units that are occupied and under lease to an eligible family for whom the PHA successfully submitted a record either with PIC Form 50058 or to the Moving to Work (MTW) module
 - **Vacant**
 - Unoccupied dwelling units that do not house families participating in the public housing program and do not fit into any of the HUD-approved vacancy subcategories
 - **Vacant HUD Approved**
 - Vacant unit which requires that the PHA request an Approval Letter from the HUD Field Office and request a change in IMS-PIC
 - **Non-dwelling**
 - Public housing dwelling units that a PHA may use for purposes other than housing an eligible, low-income family

Accurate PIC Reporting

HUD uses PIC to measure your success in occupancy levels

Correct PIC reporting for occupancy category and subcategory leads to correct funding levels for operating subsidy

A 97% occupancy rate and a 3% vacancy rate gives the authority a 100% operating subsidy level

Correct PIC information is the key requirement when receiving your MASS and CFP metric

Low scores have negative impacts that include less funding and more HUD oversight

How to Obtain HUD Approval in IMS-PIC

Note: For these directions, see the images on the following slides

- **Log into PIC**
 - Select the Development sub-module from the left side of the main page
- **Use the drop-down boxes on the Development Profile page**
 - Select the Field Office, Field Office HA, and Physical Development containing the unit you wish to designate
- **Select the Unit tab**
- **Select the unit number** (blue, left side of screen) for the unit that you would like to designate
- **Next to "Unit Designation" click the blue "Modify" button**

How to Obtain a HUD-User Approval in IMS-PIC

Reports Maintain Inventory CAPFUND B&U Certification

Development Building Profile **Unit** Submission Approval

Address Contact

Select View: Development
HQ Office: Public and Indian Housing
HQ Division: PO Field Operations [Select]
Hub: 7HKNC Kansas City Hub [Select]
Field Office: 7DPH OMAHA PROGRAM CENTER [Select]
Field Office HA: NE039 COLERIDGE [Select]
Physical Development: NE039000001 RIDGE VIEW MANOR

Development Profile Information

Unit Number	Submission Status Type	Tenant Name (Last, First Name)	Building Number	Entrance Number	Floor Number	Door Number	Edit Effective Dates?	Delete Unit?
1	Initial Approval Completed	ZEBMC, M	1	1	1	1	Edit	
10	Initial Approval Completed	Merged Unit	3	2	1	10	Edit	
11	Initial Approval Completed	ZMABIGZI, I	3	3	1	11	Edit	
12	Initial Approval Completed	TKEJIZIL, U	3	4	1	12	Edit	
13	Initial Approval Completed	ZYUBIZ, M	4	1	1	13	Edit	
14	Initial Approval Completed	VACANT	4	2	1	14	Edit	
15	Initial Approval Completed	VACANT	4	3	1	15	Edit	

How to Obtain a HUD-User Approval in IMS-PIC (cont.)

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LOGOFF HUD HOME PIH HOME Q & A SEARCH/INDEX E-MAIL WASS MAIN

Development Building **Unit** Submission Reports Maintain Inventory CAPFUND BBU Certification

Unit List **Building/Unit Data Transfer** **Upload Error Report**

Field Office HA: NE
Physical Development: NE

Unit Information

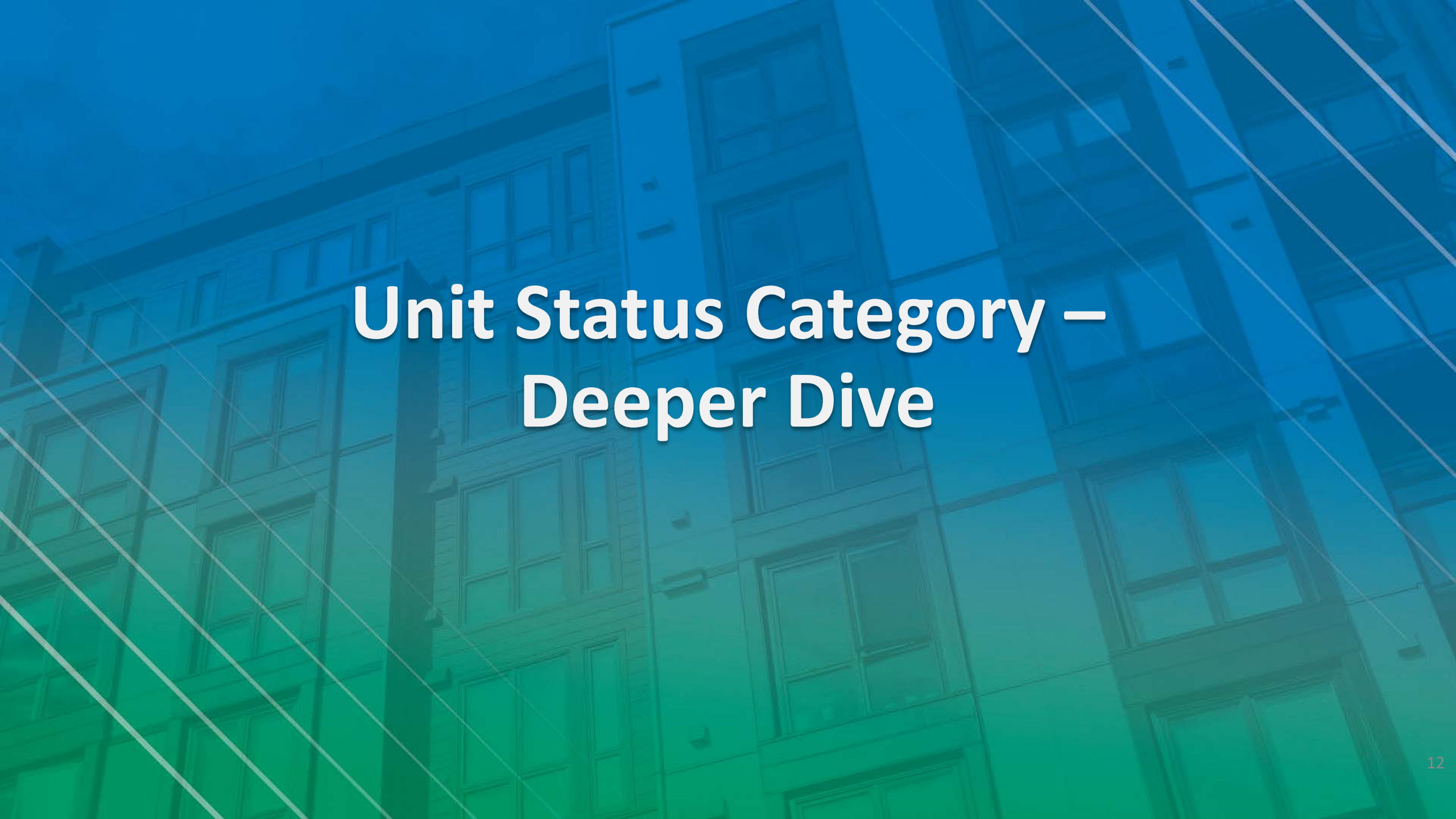
Unit Number:	0301	Building:	3
Entrance Number:	1	Building Entrance Address:	1505 P ST
Door Number:	<input type="text"/>	Floor Number:	<input type="text" value="1"/>
Bedroom Count:	<input type="text" value="1"/>	Submission Status Type:	Initial Approval Completed
Unit Designation:	General Occupancy [Modify]	Accessible Designation:	Not Applicable [Modify]
Unit Tenant Status:	Vacant [Modify]		
Effective Date:	08/31/2010	ACC Indicator Change Date:	09/30/1968
ACC Unit Indicator:	Yes	Op Fund Indicator:	Yes
Cap Fund Indicator:	Yes		

Protocol for Requesting a Unit Status Change

- Submit a written request to the HUD Field Office (Director or designee)
- Explain the reason for the change
- Provide a schedule for placing units back online into Occupied-Assisted Tenant
- Provide all required documentation for the requested change
- Scan and/or email documents to the Field Office

What happens after approval?

- Upon receipt of an approval letter, the PHA can request the change in IMS-PIC
- System automatically generates an email to the Field Office
- If done prior to the approval letter, the request will be rejected
- Maintain your approval letters and renew as needed



Unit Status Category – Deeper Dive

PIH Notice 2021-35 – What is a vacant unit or HUD approved vacancy?

1. Vacant - “Unoccupied dwelling units that do not house families participating in the public housing program and do not fit into any of the HUD-approved vacancy Sub-Categories”
 2. HUD approved Vacant - “Vacant unit which requires that the PHA request an Approval Letter from the HUD Field Office and request a change in IMS-PIC”
- Potential causes of vacancy
 - No particular reason, but tenant vacates and now you have a routine unit turn around
 - Undergoing Modernization
 - Affected by Disaster

Causes for vacancy or HUD approved vacancy

- Tenants no longer desire to stay in this community
- Property does not match the needs of the tenants
- Loss of job in the area
- Location of housing in relation to desired jobs
- Aged property
- Severe damage due to abuse or deferred maintenance
- Obsolete property undergoing CNI conversion
- Rental Assistance Demonstration (RAD) conversion
- Major repairs from other damage like a water leak or plumbing issue
- Disaster that severely damages or destroys the property

Operational Challenges with vacant units or HUD approved vacancies

- Lack of management reports
- Not reviewing work order to understand repeating issues
- Not communicating among departments
- Not managing centralized waitlist
- Not maintaining waitlist
- Not understanding the number of monthly average unit turns
- Need for a scope of work
- Deferred maintenance
- Lack of a routine maintenance plan
- Modernization/ rehabilitation does not have contractors, quotes, RFPs, bids
- Vacancies don't bring in enough revenue to maintain the property



Financial Challenges with vacant units or HUD approved vacancies

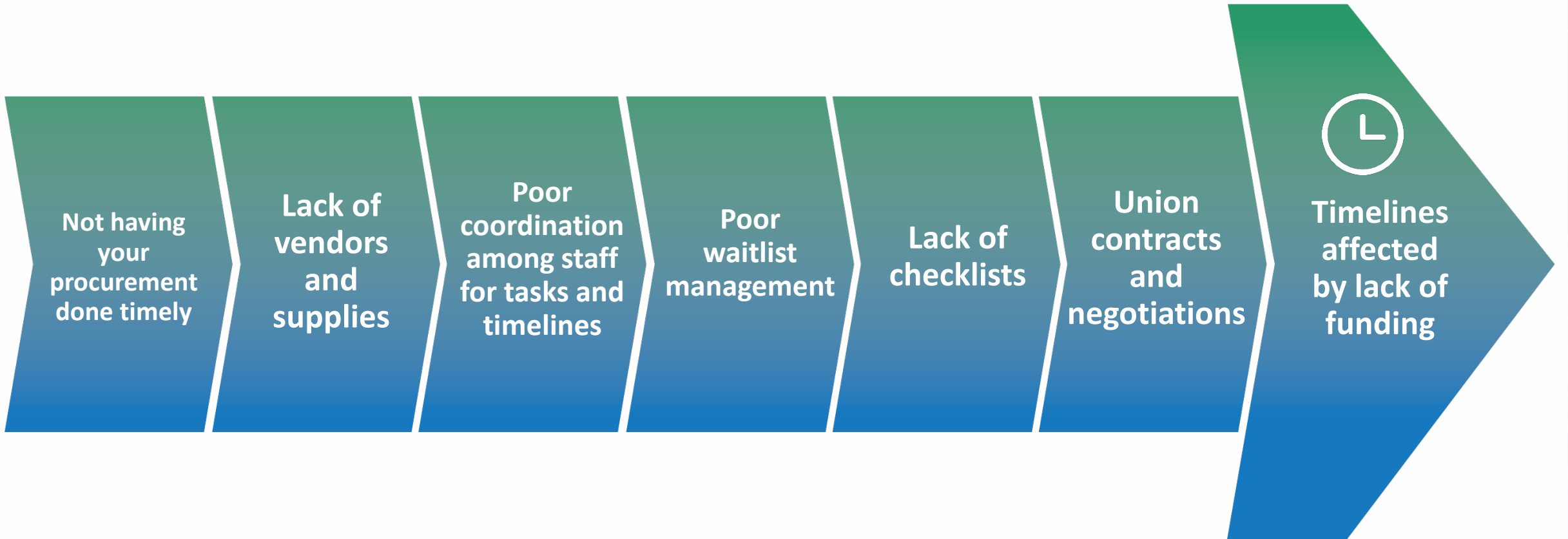


Lack of funding

Not in the annual plan or otherwise don't have documentation that action was included in a Capital Fund submission for discussion at the annual public hearing required pursuant to 24 CFR 905.300.

Qualified PHAs not using Capital Funds for the modernization must provide documentation that the action is included in an approved five-year PHA Plan. See 24 CFR 903.3(c) for the definition of Qualified PHAs.

Administrative Challenges with vacant units or HUD approved vacancies



Disaster Challenges



Restoring units to their original condition



Not understanding insurance coverage



Lack of adjuster's report to seek further federal assistance



Difficulty identifying projects for hardening/mitigation



Making necessary repairs to stop further damage



Insurance adjuster not coming out timely



Not understanding how to work with FEMA/state and local government

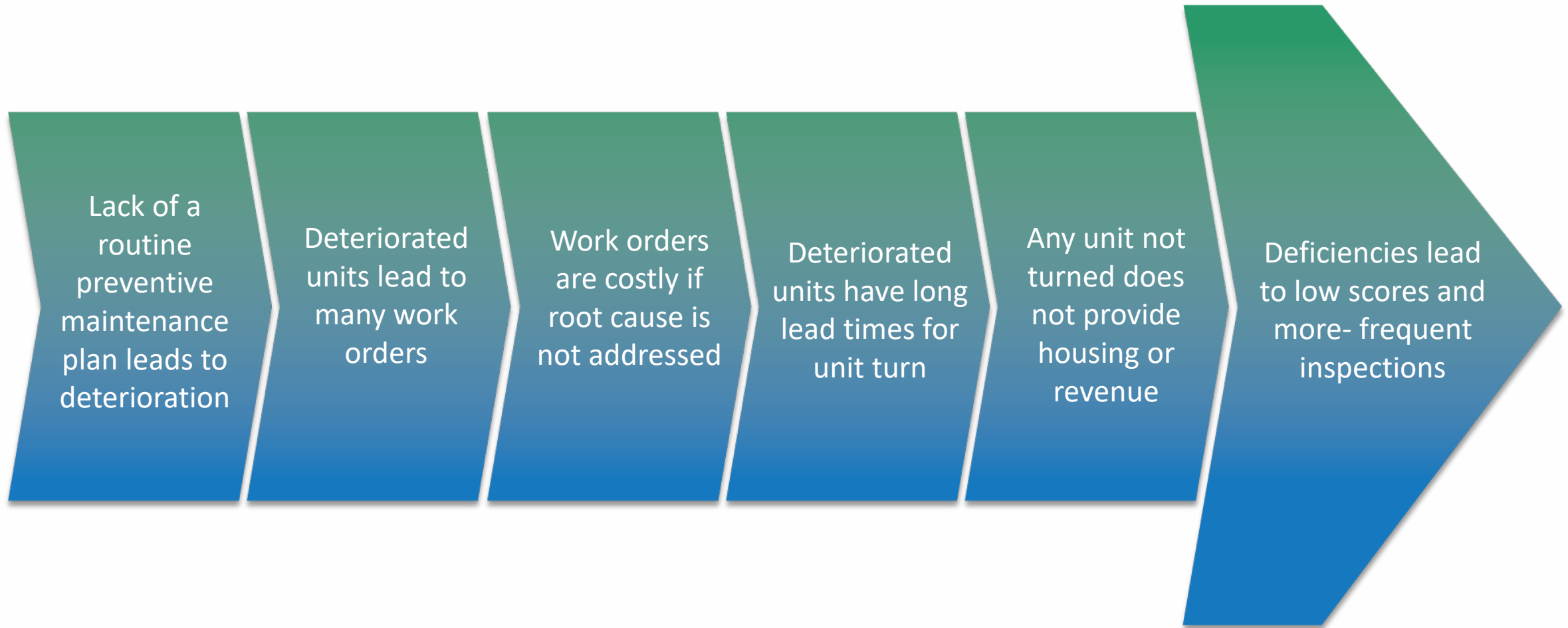
Poll Questions (Part 1)

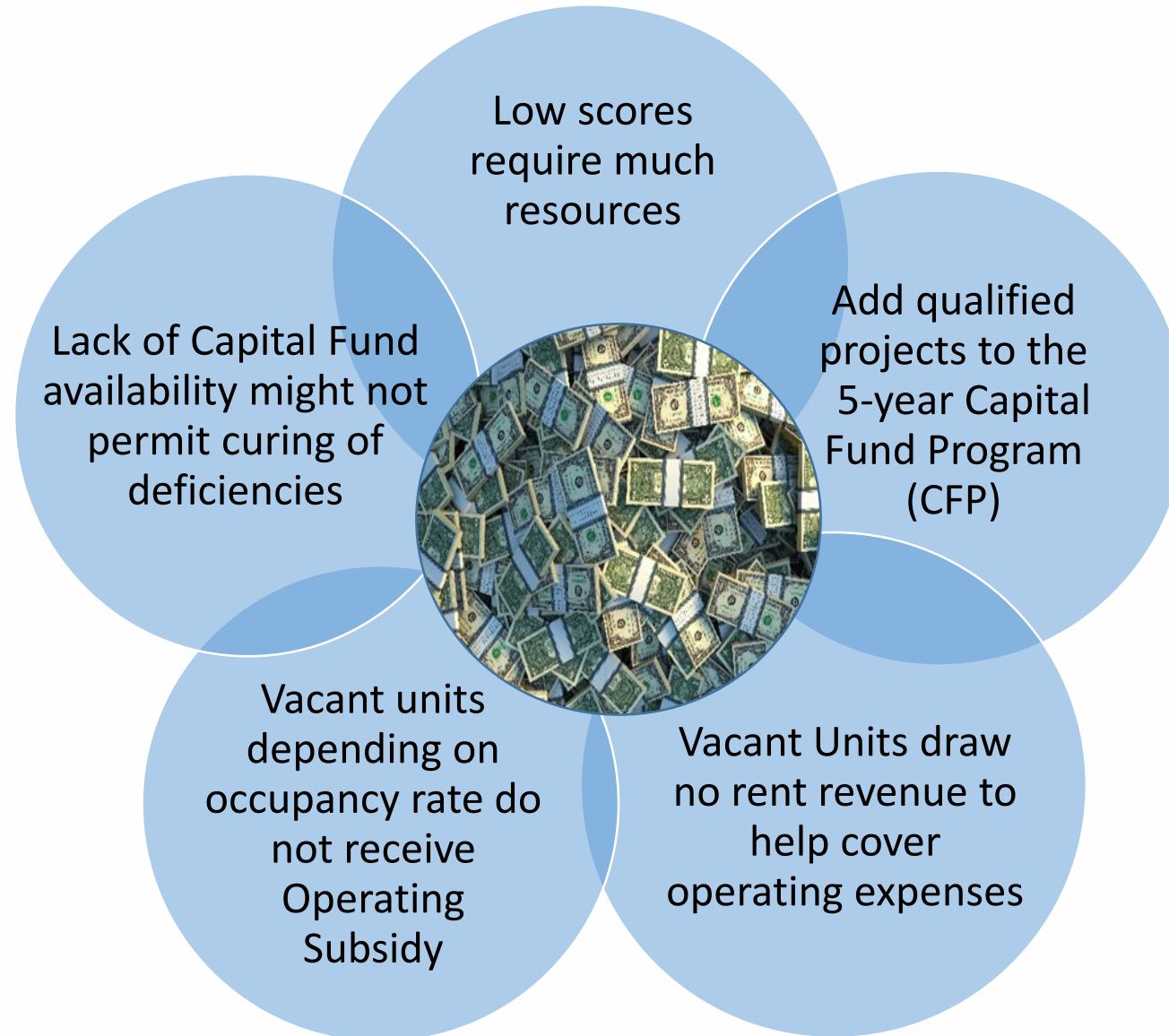
1. Are you comfortable with changing unit categories and subcategories in PIC?
2. Are you experiencing challenges at the operational level with vacancies?
3. Are you experiencing challenges fiscally to address your unit turns?
4. Have you been impacted by disaster?



Factors Impacting Unit Turnover Time

PASS – Conditions and Unit Turn Time





External Factors That Affect Unit Turnaround



Local Market Factors on Vacancies



Industry scales back or departs due to economic opportunity



Schools close because of a lack of children



Reliable transportation is scarce or absent



Job opportunities are scarce or limited



Authorities lack access to vendors and much-needed materials



Area is not deemed an opportunity zone

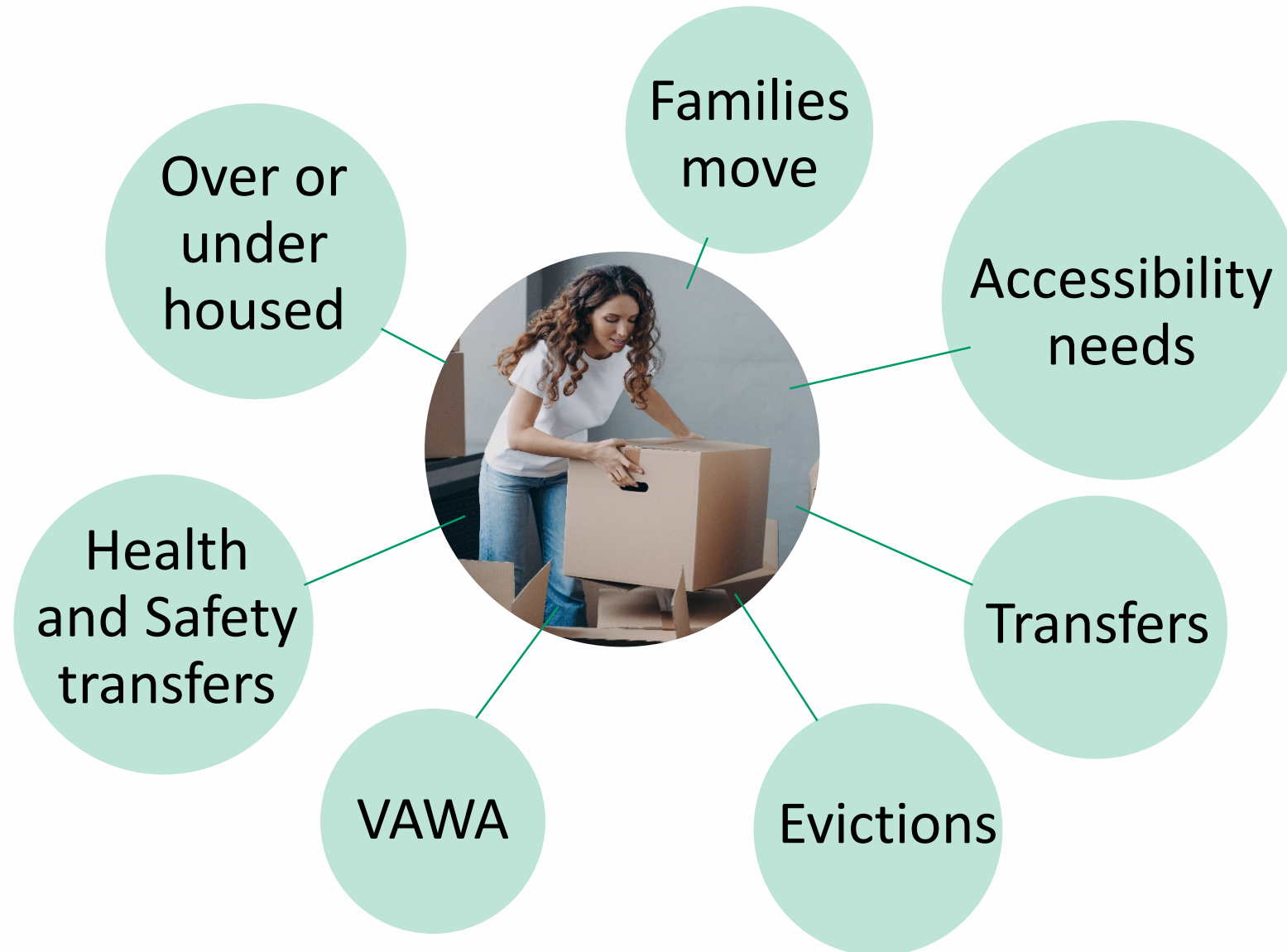


Area is not a priority for Rural and Economic Development Initiative (REDI)



Area stricken or more prone to disasters

PHA Factors Affecting Vacancies



Detecting Other Issues

Inspection Reports

Delinquency Reports

Crime Reports

Abandonments

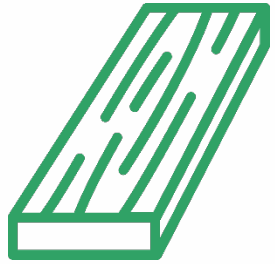
Envelope Issues

Roof Issues

Mold



Contributors to Lengthy Unit Turn Time?



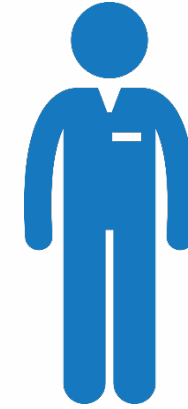
Supplies and
Materials



Stockroom
Items



Finding External
Contractors



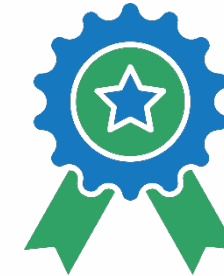
Lack of
Maintenance Staff



Length of Time
to Procure



Fiscal



Quality of Internal
Maintenance

Other Operational Challenges?

Coordination between Fiscal and Operations

- Trend Analysis
- Funding Availability

Coordination between Operations and Property Staff

- Move in and outs need heads up
- Quality of Waitlist
- Inspection backlogs



Coordination between Operations and Property Staff

- Field observation of move outs or abandonments
- Vacancy by bedroom size to better match needs
- Long-term maintenance plan
- Knowing when the job is too large for staff to handle

Interior:

- Receive move-out inspection or work order, proceed to apartment
- Change locks, initiate apartment assessment (if using a contractor, this would be the time to call)
- Empty all debris, remove furniture, empty refrigerator
- Clean out kitchen cabinets, take out or replace cabinet liner
- Broom clean entire apartment
- Maintenance of entire apartment, (faucet repair, tub/shower repair, cabinets & countertops, accessories, lights, switches, receptacles, GFCI's, call for aids etc.)
- Patch walls/ceilings for painting





Exterior



Check/clean porch areas



Check/clean light fixtures (bulbs)



Check exterior door and storm/screen door



Check all windows for damage and broken glass

Poll Questions (Part 2)

1. Do you have a robust routine maintenance plan?
2. Do you have unit turn checklists?
3. Do you outsource your unit turns?
4. What is your average unit turn cost?
 - \$1,000–\$2,500
 - \$2,500–\$5,000
 - Greater than \$5,000



Resources

- Notice PIH-2021-35: [Guidance on Inventory Management System/PIH Information Center \(IMS-PIC\) Sub-Module Reporting and Validation: PIH2021-35](#)
- MASS Training: [MASS-TRAINING](#)
- [Sub-Indicator #1: Vacant Unit Turnaround Time \(hud.gov\)](#)
- Checklist: [An Apartment Turnover Cleaning Checklist for Landlords | Dumpsters.com](#)
- Training: [Improving Vacancy Turnarounds: The Complete Process - Training Services Association, LLC](#)
- Cleaning Check List: [The Ultimate Rental Cleaning Checklist for Property Managers | SM Clean \(servicemasterbyzaba.com\)](#)
- [Webinar Series available in class site on HUD Exchange:](#)
<https://www.hudexchange.info/news/pha-occupancy-webinar-series/>



Questions and Answers

Additional Questions

- Send TA service requests to hudcc.trainings@iem.com
- Subject line:
PHA OCCUPANCY TA Post-training Follow-up Question
- Include in body of email:
 - Requester name
 - Requester PHA
 - Training topic (training attended)
 - Specific issue and/or question (be brief)
 - Email and phone number



THANK YOU