

**SAMPLE HOUSING
AUTHORITY'S
MAINTENANCE PLAN
FOR SAMPLE TERRACE**

Sample Housing Authority
May 10, 2018

TABLE OF CONTENTS

PART I

MAINTENANCE PLAN..... 4
MAINTENANCE STRUCTURE 6
MAINTENANCE PROCEDURES..... 8

PART II

Asset Management Maintenance Plans
Sample Terrace..... 20

Part 1

SAMPLE HOUSING AUTHORITY MAINTENANCE and PASS PLAN

Maintenance Plan

The Sample Housing Authority (SHA) provides maintenance (the application of resources of labor, time, equipment and capital) to best meet the physical needs of the properties and service the needs of residents in a manner that is consistent with the short- and long-term goals of SHA. This Maintenance Plan provides procedures for the effective performance of maintenance operation functions:

- 1 To provide a Planned Maintenance Program for Sample Terrace.
- 2 To increase a timely response by Maintenance Staff to emergencies.
- 3 To provide a method on a work order system organized by type of work.
- 4 To minimize the backlog of maintenance work orders.
- 5 To make sure the Maintenance Staff are appropriately utilized, trained, staffed and supervised.
- 6 To provide a program for repairing and returning vacant units to occupancy within an acceptable time frame.
- 7 To address the routine Maintenance Program.
- 8 To allow for Cyclical Maintenance/Preventive Maintenance of all units.
- 9 To allow regular servicing of mechanical systems.
- 10 To provide for Supervision and Quality Assurance on maintenance work carried out by private contractors.
- 11 To provide for unit inspections carried out annually for occupied units as well as upon move-in and move-out.
- 12 To address grounds maintenance.
- 13 To provide a method for preparation for REAC Inspections and increase the REAC scores for the AMP

Priorities have been established to address urgent requirements while also providing systematic maintenance to keep SHA's physical facilities in a state of repair, extend their useful life, and lower operating and upkeep costs. The Admissions and Continued Occupancy (ACOP) is the policy that guides the Public Housing Program for the Authority. This maintenance plan implements the policy and processes in coordination with and the ACOP other functions within the SHA. The Maintenance Program also enhances resident satisfaction and encourages resident cooperation. Maintenance work is or should be performed according to the following priorities:

- 1 Emergency – Life threatening, or extreme property damage within 24 hours (stop sewage overflow in unit, repair gas leak, secure unit damaged by fire, damaged or missing smoke detector, etc.)
- 2 Routine – 30 calendar days (repair inoperative light switch, replace cracked toilet seat, etc.)
- 3 Unit Turnover – 20 days
- 4 Preventive maintenance/deferred/cycle – quarterly or semiannually (replace rotted gutters and missing downspouts, touch-up paint, remove penetrating vegetation,

etc.)

- 5 Extraordinary/capital projects – 1 year (replace roof, resurface parking lot, rehabilitate fire damaged building, etc.).

Maintenance Structure

SHA utilizes an on-site maintenance structure with a site-based Maintenance Foreman, Maintenance Mechanics 1 and 2, Equipment Operators (grounds maintenance), Laborers, Section 3 Supplemental Labor and Maintenance Contracts. The Foreman reports to the Property Manager, who is also site-based. The foreman has been in the position for less than 1 month. All on-site maintenance personnel report to the Maintenance Supervisor. The current number of maintenance assigned to 234 units at Sample Terrace and The Knolls at Constant is 7 people including the working Supervisor and excluding the 2 or 3 Section 3 workers. This is 1 maintenance person per every 33.43 units. While the general rule of thumb for a Maintenance Plan in assisted housing is 1 maintenance person per 50 units on family sites, this may be adjusted due to age and condition of the property, subcontracting, vacancy issues, maintenance back-logs, etc.

Maintenance Supervisor and Mechanics 1 and 2 are site based to provide general, on-site maintenance and repairs in the most cost effective and efficient manner possible for each Asset Management Project (AMP). The Supervisor is a working Supervisor and with the mechanics performs such tasks as; vacancy turnaround and repairs, plumbing, minor electrical repairs, carpentry, painting, repairing faucet washers, shower heads, towel racks, toilet seat, toilet paper holders, shower rods; clearing clogged p-traps, toilet backed ups, drains and soil lines; replacing incandescent, fluorescent or LED bulbs – interior and exterior, fuses, switch and outlet face plates, 110 light fixtures , outlets and switches; resetting circuit breakers; plugging in stoves and refrigerators; repairing or replacing smoke detectors or batteries and hard wired detectors where connections exist; repairing range hood fans and filters; hanging doors and replacing/repairing door and window hardware, cabinets and handrails; repairing/cleaning gutters and downspouts; replacing floor tiles and repairing carpet; patching plaster walls and ceilings; repairing mail boxes; assisting with resident lock outs; performing touch-up painting; spot painting metal surfaces for corrosion control, abating graffiti, eradicating mold and mildew, etc.

Equipment Operator are site-based maintenance personnel that operate the mowers, edger, weed eater, or other equipment assigned to the site. Generally, each site has 1 equipment operator assigned to the site. This person includes the operation of a backhoe as part of the duties.

Section 3 Workers are site-based personnel that may be residents or come from the local area that are generally doing labor functions that will shadow regular SHA maintenance personnel and assist with vacancies, grounds, etc.

Maintenance Contracts are procured for tasks that are beyond the skill sets of the personnel

assigned to the site. Generally, the site personnel can manage most of the tasks that arise at the site. Oversight of these contracts is managed by Maintenance Supervisor who will verify completion of work and costs. The Project Manager or Department Heads may also conduct the oversight- depending on the scope of the contract. Maintenance Contracting is limited at the current time and most repairs carried out by the on-site personnel. Maintenance Supervisors or Department Heads outline the specifications of the work needed.

Maintenance Procedures

Property Management enters new work order requests and the Property Manager and Maintenance Foreman periodically review all work orders on hand to evaluate and prioritize them for completion in the order described above. As new requests are called in, re-scheduling of the day's workload by the on-site Maintenance Supervisor may be required to work within the established priorities.

Maintenance Work Order Process

Priorities have been established to address urgent requirements while also providing systematic maintenance to keep SHA's physical facilities in a good state of repair, extend their useful life, and lower operating and upkeep costs. The Maintenance Program also enhances resident satisfaction and encourages resident cooperation. Maintenance work shall be performed according to the following priorities:

- 1 Emergency
- 2 Routine
- 3 Unit Turnover
- 4 Preventive maintenance/deferred/cycle
- 5 Extraordinary/capital projects

1. Emergency Work Orders (within 24 hours)

When conditions in the unit are hazardous to life, health, or safety, the SHA will make repairs or otherwise abate the situation within 24 hours. Defects hazardous to life, health or safety include, but are not limited to, the following:

- Any condition that jeopardizes the security of the unit
- Major plumbing leaks or flooding, waterlogged ceiling or floor in imminent danger of falling
- Natural or LP gas or fuel oil leaks
- Any electrical problem or condition that could result in shock or fire
- Utilities not in service, including no running hot water
- Conditions that present the imminent possibility of injury

- Obstacles that prevent safe entrance or exit from the unit
- Absence of a functioning toilet in the unit
- Inoperable smoke detectors

Residents have been instructed to call the office for emergency work orders. The Manager or Office Staff will contact the Maintenance Supervisor who then assigns appropriate personnel for follow-up. After hour call will be made directly to the Supervisor. The Authority has agreements with utility suppliers for any high voltage wire emergencies or main system repairs at the properties.

2. Routine Work Orders (30 calendar days)

The SHA will complete or correct non-emergency work orders within 30 calendar days of the submission of the work order. If the SHA is unable to make repairs within that period due to circumstances beyond the SHA's control (e.g. required parts or services are not available, weather conditions, etc.) the SHA will notify the family of an estimated date of completion.

The family must allow the SHA access to the unit to make repairs.

3. Unit Preparation Work Orders - Vacant Unit Turnover (20 days)

On the day a resident vacates a unit, the Property Manager or designee secures the unit and schedules a move out inspection with the resident. If the resident cannot be contacted, the inspection will be completed on the Move-in/Move-out Inspection form and placed in the tenant file. The Property Manager and or Maintenance Supervisor notes all items that must be repaired. Units that are vacated by residents generally are secured within 24 hours and cleaned out within seven (7) days. For units requiring cleaning, painting and minor plumbing, electrical and carpentry work; work orders are prepared and distributed to the appropriate on-site maintenance staff. Unit preparation is completed by the assigned staff at the AMP. Units requiring extensive replacement of cabinets, doors, flooring, plumbing and light fixtures as well as cleaning and painting are designated as Mod units and rehabilitated with available modernization funding. The complete unit turn over should be done in 20 days, although the SHA is not always meeting this targeted goal.

4. Preventive Maintenance/ Deferred/ Cycle Work Orders (quarterly, semi-annually, or annually) At this time, there are no scheduled PM tasks completed at the site.

Generally, preventive maintenance work orders are those automatically generated to assure completion of all necessary dwelling unit and systems scheduled maintenance. If set into the systems, SHA's Property Manager together with the Maintenance Mechanics should perform at least annual/semiannual or quarterly inspections and schedule annual, semiannual or quarterly preventive maintenance on such things as roof systems, gutter replacements, exhaust fan/ventilation systems, sewer rooting, cooling service and filter replacement, backflow systems and exit/emergency lighting systems.

Elevators: No elevators were located on the sites inspected.

5. Extraordinary/Capital Projects (annually)

This is work that is planned and implemented based on specific issues at different properties and strategies to address the issues. Special projects and Capital Plans should align with the maintenance plans for the AMP.

Scheduled Uniform Physical Condition Standards (UPCS) Inspection Work Orders

The annual UPCS inspection process has been contracted out at this time. HUD implemented the uniform physical condition standards (UPCS) to achieve three objectives:

- Consistency in physical condition standards for HUD housing
- Standardization of the inspection
- Implementation of an electronically-based inspection system

As a part of the process, the following would apply:

- PHAs certify that 100% of units and systems have been inspected to UPCS.
- Inspections must be scheduled and conducted for each dwelling unit within a 12-month period.

The manager and on-site maintenance personnel must address deficiencies identified in the inspections:

- A condition that poses an immediate threat to the health or safety of the tenant, or structural integrity of the unit or building, constitutes an emergency and must be immediately remedied within 24 hours.
- All the deficiencies should be corrected within the thirty-day standard established by HUD.
- If the family is not maintaining the unit in a clean, safe or sanitary condition, these conditions, it should be noted on an inspection form and the resident should be notified in writing of the corrective action to be taken, including the date of a subsequent inspection.
- If it is determined that the resident does not have the physical or mental capacity to maintain the unit without some form of outside assistance, the manager should make a referral to the appropriate social service agency or contact information.

The information gathered from the annual inspection may be routed into three places:

- Maintenance Work Orders

- Emergency Work Orders
- Physical Needs Assessment/Capital Funds

Systemic Maintenance Conditions on the Sites

The Sample Terrace sites have systemic deferred maintenance or other maintenance issues that need to be addressed. These issues are both health/safety and non-health/health safety. Specifically, some the issues noted in the CVR Reports, REAC Reports and other observations are as follows:

Sample Terrace (64c REAC Score):

- Storm Drainage obstructed
- Fencing and Gates Damaged- security and non-security fencing damaged
- Erosion/Rutting
- Excessive Debris around units
- Tripping Hazards
- Missing/damaged downspouts or gutters
- Chipping and Peeling Paint
- Concrete spalling- interior and exterior
- Graffiti
- Exposed Electrical Wires/Open Panels
- Playground Areas- damaged or broken equipment
- Damaged Enclosures around dumpster areas
- Smoke Alarm – missing or inoperable
- GFI- inoperable
- Emergency egress from the unit- blocked
- Water heater- inoperable or improperly installed
- Broken Shower Drain
- Penetrating Vegetation
- Sidewalk Damage/Spalling- in the process of being repaired during the inspection
- Site Lighting Damaged
- Missing electrical covers
- Water damage to unit

- Missing or damaged tiles
- Damaged doors
- Building Doors to service areas not secured
- Building Foundation failure
- Damaged Light Fixtures
- Damage Facia/Trim

Schedule of Maintenance Charges

The SHA has developed a schedule of charges for resident damages. The schedule includes major items related to plumbing, electrical, locks, doors, window/screens, cabinets, miscellaneous, emergency calls, and lockouts. The schedule provides fixed amounts in each area and appears to include both material and labor in the final number that would be billed to the resident for damages and abuse. The charge sheet charges appear to be low for the amount that is billed; and should be updated to better reflect current conditions on costs. In speaking with the Property Manager, it also appears the number of actual charges for resident damages is relatively low and the annual budget reflects little charges for damages (estimate is \$500 budgeted per year).

Painting

The purpose of painting is to preserve structure and equipment from premature deterioration and maintain them in appealing condition. Paint maintenance should result in substantial savings and a pleasant environment, including keeping items from rusting due to the proximity to an ocean salty environment.

VIHI should be following the latest PIH 2017-13 notice regarding Lead-based Paint evaluation, prevention, and reported EBLL's that was published August 10, 2017. The SHA is committed to controlling lead-based paint hazards in all its dwellings; especially family dwellings constructed prior 1978. If any hazards are suspected, the Authority will develop a plan to abate the hazard. Suspicion of hazards should be deemed if ANY of the following are noticed or there exists an awareness of (but not limited to)

- 1 Was the structure or unit constructed prior to 1978?
- 2 Is there a child under the age of six residing in the unit?
- 3 Will the work to be performed generate higher than low levels of dust?
- 4 Is the surface and paint in poor condition of an interior room greater than 2 square feet?
- 5 Is the surface and paint in poor condition on an exterior greater than 20 square feet?

Extermination

The SHA will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The SHA determined that contracting out these services is the most efficient and cost-effective way of delivering the treatments.

The extermination plan will begin with an analysis of the current condition at each property. The Property Managers shall make sure that an adequate schedule for treatment is developed to address any existing infestation. The schedule will include frequency and locations of treatment. Different schedules may be required for each property.

Resident cooperation with the extermination plan is essential. All apartments in a building must be treated for the plan to be effective. Residents will be given information about the extermination program at the time of move-in. All residents will be informed at least two days before treatment, if unscheduled. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment. In addition, vacated units are exterminated, as needed, during the make-ready process.

Bed Bugs

Bed bugs are a growing national problem, and as a result, the SHA has a policy for the Public Housing program. The purpose of this policy is to set forth the roles and responsibilities of all parties (SHA and Tenant) in minimizing the potential for bed bugs. The policy will also provide guidance in cases where bed bugs are present in order to eliminate them as quickly as possible. At this time the site did not express extensive problems with bed bug infestation. (See: Sample Housing Authority Bed Bug Policy)

Ground and Janitorial Standards

The SHA will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability. Routine grounds maintenance is performed by the site-based personnel and includes numerous activities:

- 1 Litter control
- 2 Lawn care
- 3 Maintenance of driveways, sidewalks and parking lots
- 4 Care of flower and shrubbery beds and trees
- 5 Maintenance of playgrounds, benches and fences

The Maintenance Supervisor oversees the personnel assigned to this area and each site has an assigned mower and addresses mowing and yard maintenance with so. At the time of the assessment, the mower on Kirwan was inoperable, and had been inoperable for over 30 days. The maintenance department was using weed-eaters to cut this vast site and lacked the trailer to haul the equipment to the repair facility.

Building Exteriors and Interior Common Areas

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. SHA has no established routine maintenance schedule

to ensure that they are always maintained in good condition. The components to be maintained include:

- 1 Lobbies
- 2 Hallways and stairwells
- 3 Public restrooms
- 4 Lighting fixtures
- 5 Common rooms and community spaces
- 6 Exterior walkways and hand rails
- 7 Concrete sidewalks and walkways repairs
- 8 Building walls
- 9 Windows

The Maintenance Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule should be based on the following:

- 1 A clearly articulated standard of appearance for the building
- 2 A list of tasks required to maintain that standard
- 3 The frequency with which the tasks must be performed
- 4 A list of materials, equipment and supplies required to perform the tasks.

Trash Collection

SHA provides for trash collection to maintain the developments in sanitary conditions with required tenant cooperation. SHA has all debris/trash removed from the properties. Generally, the trash is disposed of in the dumpsters located throughout the development. The number of dumpsters appear to be adequate for the removal of debris, however the dumpster enclosures area and fencing was damaged around many of the dumpster areas.

Vehicle/Equipment Maintenance

The SHA has vehicles and equipment located at the site. The vehicles and equipment to be covered include (but not limited to):

- Trucks and golf carts
- Leaf blowers
- Weed cutters
- Lawn Mowers
- Chain saws
- Power tools

SHA has developed a Fleet Equipment Policy and Procedure dated 2015-2016 that is still in effect. The policy and procedure outline the following areas:

- Driver Guidelines
- Operation Conduct
- Driver Criteria and Administration
- Driver Safety Rules

- Defensive Driving Guidelines
- Accident Procedures
- General Rules and Regulations for Use of Company Fleet Vehicles
- Use of Pool Vehicles
- Vehicle Maintenance
- Preventive Maintenance
- Replacement Policy
- Useful Life of Motor Vehicles
- Replacement Criteria
- Titles and Registration
- Personal Automobiles
- Personal Use, Passengers, & Authorized Drivers of Company Vehicles
- Vehicles Designed for Passengers (Cars, SUV, etc.)
- Vehicles Designed Primarily to Transport Cargo (Vans, Pick-up Trucks, etc.)
- Authorization for Use of Privately-Owned Vehicles
- Automobile Cost
- SHA Vehicle Use Permits

The policy and procedures are more than adequate, and the vehicle and on-site staff assigned to the vehicle would come under this policy.

The Maintenance Supervisor is responsible for the equipment oversight and maintain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment is required. At the time of the assessment, new golf carts had been purchased, and staff had been trained on the new carts, but they had not been delivered to sites. The golf carts that were at the site were still operational. Other than the mower at Kirwan, all equipment appeared to be operational. A truck was not available to view the Knolls site.

The SHA through its Human Resources Department should maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.

Maintenance Work Order System

The current system of reporting and tracking includes entering the work order at the site by the site-based personnel and then providing the information to the Maintenance Supervisor, who in turn schedules the work with the on-site personnel. The data entry on the system is monitored at the site and by central office personnel.

Reporting and tracking of the Work Order System Includes:

- W.O. number
- Call Status
- Service type
- Service description

- Priority level
- Unit number
- Address
- Resident name
- Date entered
- Date completed
- Days to complete
- Craft worker
- Hours to complete

Sample Terrace indicates that they have a maintenance workorder backlog of over 2 years that they are currently trying to address.

Work Rules and Quality Standards

The Maintenance Supervisor should, from time to time, inspect a small sample of completed work orders to check work quality and talk to the resident about the service he/she received. Quality Assurance Inspections should include a 48-notice to the resident that the inspector will be entering the unit.

Staff shall comply with the following standards:

- 1 Servicing must reasonably be completed timely and with professional competence.
- 2 Exercising due professional care in the performance of services.
- 3 Planning and Supervising the performance of services.

Competence to perform professional services involves both the technical qualifications of the staff and the ability to supervise and evaluate the quality of the work performed.

Competence relates both to knowledge of the profession's standards, techniques and the technical subject matter involved, and to the capability to exercise sound judgment in applying such knowledge in the performance of professional services.

Staff may have the knowledge required to complete the services in accordance with professional standards prior to performance. In some cases, however, additional training may be necessary to reach the quality standards. This does not ordinarily represent a lack of competence, but rather is a normal part of the performance of services. In other words-changing the poor habits that may have internally caused the maintenance program to deteriorate.

Training

SHA will ensure that their maintenance employees have appropriate training to competently and safely complete the tasks expected of them. The ongoing training will match duties performed and the training will be available to improve employees' technical skills and meet their individual's training needs.

Training is also necessary for job safety. The Occupational Safety and Health Administration (OSHA) requires safety-related training. Maintenance employees exposed

to hazardous chemicals, for instance, must receive training; including information on methods of detecting the hazardous chemicals and measures they can take to protect themselves from the hazards.

Suggested training subjects may include (but not limited to)

- 1 Safety Procedures
- 2 Blood-Borne Pathogens
- 3 Lead Based Paint
- 4 Health and Safety Standards
- 5 Trade specific skills updates
- 6 Building Code updates/UPCS standards

The Department Heads are responsible for developing a training agenda/curriculum for the departmental staff and working with the Human Resources Department staff to identify the means of delivering of the training.

Safety

Occupational Safety and Health Administration (OSHA) regulations regarding protection of the individual shall be followed as part of all maintenance work.

The observation of the following safety recommendations will go a long way toward preventing common accidents. Develop, supervise, implement, and enforce training programs to improve the skill, awareness, and competency of all employees in the field.

Make sure training includes on-the-job instruction to employees prior to their job assignment about hazards such as:

- Safe use of powered materials-handling equipment such as mowers, backhoes, etc.
- Safe use of machine tool operations
- Use of toxic materials
- Operation of utility and electrical systems

The following applies to all tools and equipment used in maintenance works:

- Tools and equipment should be in safe and serviceable condition and inspected periodically.
- Equipment with moving parts should be operated with guards in place.
- Equipment should not be repaired while it is in operation.
- Electrical equipment and extension cords should be equipped with a ground-fault interrupter.

Maintain all records required by OSHA (OSHA 200 logs and safety training, for example), and ensure that all employees are properly trained in the OSHA Hazard Communication Standard.

Material Safety Data Sheets (MSDSs) should be kept current. (A typical Material Safety Data Sheet (MSDS) is a product summary prepared by the product's manufacturer. It describes the material and lists the manufacturer's identity, location, and phone number so that anyone needing more information can call. The MSDS will inform interested individuals if the product poses a serious health hazard and whether there are any special precautions that should be taken in the use of the product. The MSDSs should be collected for maintenance materials kept in stock by the SHA and used during repair and replacement work. The MSDS sheets should be kept current. Request a new MSDS with each shipment of material from the manufacturer.)

- - A written Hazard Communication Program shall be available to employees and management.
 - Materials should be properly labeled,
 - A list of hazardous chemicals used should be provided,
 - Segregate materials by kind and size and store neatly.
 - Cover and protect materials against damage from the weather, theft, and vandalism.
 - The SHA should have Codes of Safe Practices as part of the training and awareness of the employees.

Personal Protective Equipment (PPE)

- Communicate the PPE selection decision to each at-risk employee.
- Provide training to each employee who is required to use PPE on the job. Each affected employee must be trained to know at least the following:
 - When PPE is necessary.
 - How to put on, take off, adjust, and wear PPE.
 - Limitations of PPE.
 - Proper care, maintenance, useful life, and disposal of PPE.
 - Make sure, before an employee is permitted to perform work requiring the use of PPE that the employee can:
 - Demonstrate an understanding of the training specified above; and
 - Demonstrate the ability to use PPE properly.

Part II

Asset Management Project Maintenance and PASS Plans

St. Thomas

Sample Terrace/The Knolls at Constant

EIOP:	1957
Development type:	Walk-up/Multi-family
Occupancy type:	Family
Number of units:	222
	Family:
Bedroom Distribution:	1 Bedroom
	2 Bedroom:
	3 Bedroom:
	4 Bedroom:
	5 Bedroom:
Number of buildings:	35
Structure type:	Concrete
Year constructed:	1967 and 1998

Site Description

Sample Terrace is located on the Island of St. Thomas within walking distance of the airport serving the island. Surrounding the complex is a cluster of marginal single family or duplex housing in various stages of disrepair or overgrown open lots. The landscaping on the complex consists of large common grassy areas and paved concrete walks, with small front or rear porches attached to the units. It is a relatively flat site or moderately hilly with some tenants landscaping the front or rear of the unit with trees, flowers or shrubs. In some cases, the vegetation is overgrown, touching the buildings, and resident installed fences are damaged.

Building Envelope and Public Spaces Description

The buildings are poured concrete with concrete slab-on-grade foundations. The concrete is spalling throughout the complex exposing rebar. The roofs are metal and designed for the high winds that can exist in the area. They have a shallow pitch, which drains to perimeter gutters and exterior downspouts. Gutters and downspouts are damaged throughout the complex.

Mechanical and Electrical Systems Description

Units are not heated due to the warm location. There is generally an ocean breeze in the area, so air conditioners, if any, are installed by the tenant. Hot water heaters and circuit breaker panels are located in each unit. Washing machine connection are located on the rear exterior. The electrical utility lines are individually metered, and bottle gas (tenant supplied) is located to the rear of the unit.

Unit Interiors

Interior finishes consist of concrete walls and ceilings that are in various stages of spalling. It is estimated that over 50 units currently are in serious need of rehabilitation for spalling concrete,

exposing rebar on the walls and ceilings. Floor coverings are a combination of tile floors in various need of repair. In some cases, multiple layering of tiles exists in the units that requires additional labor hours to remove the layers before retiling the floors during vacancy turnover.

Sample Terrace Summary of Issues

SHA has not requested a disposition action and generally there is a need for assisted housing in the area. However, these complexes in the AMP have excessive vacancies. This site was in need of heavy capital infusion due to serious capital needs and corrections for deferred maintenance. The Maintenance Supervisor was newly appointed (1 month) and the site shows signs of serious lack of maintenance in the recent past. This site will not be brought back to an acceptable standard without support for outside resources (contractors and/or temporary labor) that can supplement the work of the on-site staff.

Vacant Unit Preparation

On the day a resident vacates a unit, the Property Manager or designee secures the unit and schedules a move out inspection with the resident. If the resident cannot be contacted, the inspection will be completed on the Move-in/Move-out Inspection form and placed in the tenant file. The Property Manager or Maintenance Supervisor notes all items which must be repaired. Units that are vacated by residents are secured and cleaned out within a short period. For units requiring cleaning, painting and minor plumbing, electrical and carpentry work, then work orders are prepared and distributed to the appropriate Maintenance staff. Units requiring extensive replacement of cabinets, doors, flooring, plumbing and light fixtures as well as cleaning and painting may be designated as Mod units and rehabilitated with available modernization funding. During the review process, a unit that was work in progress was observed. On-site maintenance were doing extensive rehabilitation, well beyond normal work for unit turnover.

UPCS Inspections

All units must be inspected at least once during the year, by a person trained in UPCS methods. The Project Manager or Central Office establishes a schedule, so all inspections are completed within a 12-month period. The annual inspections at on the property are conducted by a contractor, using the UPCS electronic form, which is correlated to the format used by REAC inspectors. Emergency work orders are generated at the time of the inspection and addressed by the on-site personnel within 24 hours. The completed inspection forms/reports are then forwarded to SHA, where they are entered into the computer system work order data. The resultant work orders should then be completed by maintenance within 30 days. These work orders should be entered as "Annual" work orders in the data system, so that they can be tracked back to the annual unit inspection.

Housekeeping is not noted or recorded during the Annual Inspection unless conditions are such that there is potential damage to the unit, harm to residents, or obvious pest problems.

Pre-REAC Inspections. HUD's REAC contractors do a comprehensive property inspection annually because of the low scores on this complex (60s). A schedule of tasks have been included in the plan to prepare for REAC that include methods to raise these scores (See schedule). In the past, some preparation has occurred, but it has been relatively ineffective because of some many capital and maintenance deferred issues. Maintenance should focus on H&S and level 3 deficiencies throughout the year to raise the score. In addition, at least one week prior to these inspections, on-site maintenance employees should do a quick inspection of completing all unit

interiors, plus all common areas, grounds, systems, etc. Any last minute problems should be corrected immediately. Common REAC findings include all broken pavement and site trip hazards, concrete repairs, leaks, vegetation overgrowth, graffiti, exposed wiring, blocked egress, inoperable smoke detectors, etc.

Common Area Inspections. Twice per year, ALL common areas should be thoroughly inspected for deficiencies. This includes community rooms, meeting rooms, offices, hallways, program spaces, laundry areas, etc. SHA staff shall use inspection forms similar to those used by REAC Inspectors for each building and each area. The community room at this complex needs immediate attention on doors, smoke alarms, broken electrical covers, etc.

Painting

The purpose of painting is to preserve structure and equipment from premature deterioration and maintain them in appealing condition. Paint maintenance should result in substantial savings and a pleasant environment. Painting is even more critical on the development due to ocean salts that impact structural issues and lead to more rapid deterioration if left unpainted. The SHA should strictly adhere to PIH 2017-13 regarding lead-based paint hazards, information sharing, and EBLL intervention.

Inspections should be conducted by in-house Inspectors and Property Managers as follows:

- Conduct visual assessments for deteriorating paint and the failure of any lead hazard reduction measures at unit turnover and every 12 months.
- Address deteriorated paint through paint stabilization.
- Repair enclosures or encapsulations.
- Perform other lead hazard reductions, as necessary.
- If the initial reduction activity required the treatment of soil, identify and treat bare soil.
- Provide a notice of lead hazard reduction activity to the residents at move-in.

Extermination

The SHA contracts out the services for an integrated pest control. The successful management of pests requires an understanding of the target pest ecology and habits as well as the environment in which they exist. It is the desire of SHA for the contractor to work in partnership with its residents to undertake a program of Integrated Pest Management (IPM) in the treatment of pests.

Pest management activities are to be conducted on all the buildings. Exterior treatment includes control services, as needed, for ants and mice. Contractor shall service once every two months all common areas including but not limited to offices, laundry rooms, lobby, and dumpster areas within the apartment complex.

The integrated pest control includes pests such as: cockroaches, ants, spiders, silverfish, flies, mosquitoes, and stored product pests.

Ground and Janitorial Standards

The SHA considers proper landscaping and maintenance of the grounds to be critical for a successful property. It is also an area where SHA lost all the points available under the REAC site scoring indicator. "Curb Appeal" is one of the measures used by owners to determine if a

management company is performing well. Regardless of who is assigned the tasks involved, the Property Manager is responsible for ensuring that the grounds are presentable at all times. Methods and assignments vary according to property, as follows:

The grass cutting, edging, mulching, pruning and trimming are done by the Equipment Operator (with the assistance of the *Maintenance Mechanics or Section 3 workers*) who is also charged with policing the grounds, and picking up trash. The Property Manager needs to reinforce these efforts by holding residents accountable by serving notices and imposing charges to noncompliant tenants.

Trash Collection

Trash is collected through a series of dumpsters statically located in the parking areas. Dumpster enclosures have fencing damages throughout the site.

Preventive Maintenance and REAC Schedule for Michael Kirwan Terrace

Daily			
Routine Daily Check-ups	Descriptions	To be performed by	Date
	Inspected the grounds to make sure there are no health and safety hazards, such as broken glass, tripping hazards, broken fencing, significant trash, electrical boxes improperly secured, graffiti, inoperable vehicles, etc.	Property Manager or Maintenance Supervisor	
	Check the trash areas to ensure no overflows	Maintenance Supervisor	
	Enforce lease provisions on tenant requirements on maintaining area on exterior of unit, trash disposal, proper installation of washers, etc.	Property Manager	
Weekly	Check site lighting, make sure photo cells are working properly, reset time clocks- if needed. Have inoperable bulbs replaced	Maintenance Supervisor	
	Check community rooms to make sure all outlets and features are working	Maintenance Supervisor	
	Reorder supplies that have been used in the prior week	Maintenance Supervisor	
	Perform janitorial duties in community rooms and common areas, including care for floors, etc.	Maintenance Mechanic and Labor	
Quarterly			
Plumbing Shut-off valves	Inspect for proper operation	Maintenance Supervisor	
Outside Faucets, backflow prevention devices	Inspect for proper operations. Check for leaks	Maintenance Mechanic	

Interior faucet decks	Check for proper flow of water and sink areas for any leaks	Maintenance Mechanic	
Countertops	Inspect for separation from the sink and back splash, caulk where required	Maintenance Mechanic	
Doors	Inspect and repair door hardware, replace or repair damaged doors on interior and exterior of units.	Maintenance Mechanic	
Tile Areas	Inspect for loose or missing grout or caulking. Re-grout or re-caulk if necessary	Maintenance Mechanic	
Weather stripping	Check window and door areas for drafts, re-caulk if necessary	Maintenance Mechanic	
Cooling Systems in Units	Check for proper installation, leaks, and bracing, Have tenant correct or remove unit, if improperly installed	Maintenance Mechanic	
Roof/Facia/Soffit	Check for leaks, damages or missing tiles; check vents and louvers for birds, nests, and insects, Check flashing and stacks for leaks.	Minor repairs corrected by Maintenance Mechanic, Use contractors for larger repairs	
Gutters	Clean and check for leaks, missing parts, mis-alignment, or damage.	Minor repairs corrected by Maintenance Mechanic, Use contractors for larger repairs	
Exterior Walls	Check for deteriorated mortar and spalling. Check wood surfaces and siding for damage or rot. Check painted surfaces for flaking or deterioration	Minor repairs corrected by Maintenance Mechanic, Use contractors for larger repairs	
Landscaping	Trim shrubbery around walls and touching buildings. Remove tree limbs, branches; No shrubbery should be closer than 6 inches from the building	Maintenance Grounds and Labor	

Concrete and Asphalt	Check for cracks or deterioration; re-seal or repair, if necessary	Maintenance Grounds and Labor	
Sewer Rooting	Apply preventive anti-rooting chemicals in sewer-lines where tree rooting are issues		
Extermination	Properly apply pest control to community rooms and dwelling units, seal cracks and holes in the buildings enclosures, etc,- to be performed by Maintenance Mechanic.	Maintenance Mechanic or if contracted, then the contractor	
Smoke Alarms	Properly inspect units for installation, battery, and operability	Maintenance Mechanic	
GFI and Electric Receptacle Covers, electrical breakers, light globes, etc.	Properly inspect, and test units and community rooms for GFI and outlet covers	Maintenance Mechanic	
Fire Extinguishers	Exam and service any inoperable Extinguishers	Maintenance Mechanic	
Semi- annually			
Air Conditioners in Community Rooms, Machines, Motors, etc.	Exam for any evidence of problems, properly lubricate, change filters, etc.	Maintenance Mechanic	
Hot Water Heaters	Exam for any leaks, improper installation, proper drip tubes, etc. Repair or replace- if necessary	Maintenance Mechanic	
Windows	Exam for mechanical issues, lubricate and repair	Maintenance Mechanic	
Floors (Units)	Exam for signs of deterioration and damage	Maintenance Mechanic	
Catch Basins	Exam catch basin areas for debris and obstructions, remove debris, etc.	Grounds Maintenance	
Annually			
Painting	Review and Schedule Buildings that are in need of larger painting contracts	Maintenance Supervisor	
Roofing	Review and Schedule Buildings that are in	Maintenance Supervisor	

	need of larger roofing contracts		
Inspection of Units, Sites, etc.	Units should be annually inspected for REAC Protocol	Contractor, or Manager and Maintenance Supervisor	
Inventory Control	Complete an analysis of inventory maintained on-site	Finance Department and Maintenance Supervisor	
Listing of Equipment Needs and Replacements	Prepare list of Maintenance Equipment Needs and Replacements for Annual Budget	Maintenance Supervisor	
Additional Preparation for HUD REAC Inspection			
6 months before scheduled REAC Inspection	Focus on Site and Exterior Building Conditions including erosion, fencing, tripping hazards, sidewalks, penetrating vegetation, gutters, exterior walls, painting, etc.	Maintenance Supervisor and On-site Staff	
3 months before REAC Inspection	Focus on Community Room and Dwelling Unit Conditions including, door, tile, electrical and plumbing issues	Maintenance Supervisor and On-site Staff	
1 month before scheduled REAC Inspection	Refocus on Site and Building Exterior Conditions on any issues that need readdressing on erosion, vegetation, tripping, dumpster enclosures etc.	Maintenance Supervisor and On-site Staff	
2 weeks before the REAC Inspection	Refocus on health and safety issues on the interior of dwelling units including electrical, plumbing, smoke detectors, etc.	Maintenance Supervisor and On-site Staff	
1 week before the REAC Inspection	Review Community Room and Common Areas for any reoccurring issues, Have Manager notify residents of the pending inspection and report	Property manager, Maintenance Supervisor and On-site Staff	

	any H&S conditions in units		
2 days before the inspection	Reinspect all units, have all dumpsters emptied in preparation of tenants disposing of any items in the units, have grounds crew complete and last-minute mowing, etc.	Maintenance Supervisor and On-site Staff	
1 day before the Inspection	Prepare information and documents for REAC; have maintenance recheck units for any H&S conditions	Property Manager and All Maintenance Staff	
Day of the Inspection	Have Maintenance arrive early and take care of any broken glass and trash that may have accumulated around dumpster areas, check grounds for any health and safety that occurred overnight.	All Staff	