



# Maintaining Maintenance Work Orders

# Introduction

We are here today, to provide guidance, recommendations and best practices to help local housing authorities (LHAs) prepare for the physical conditions criteria of the **Performance Management Review (PMR)**. Topics will include:

- Maintenance Goals
- Annual Inspections
- Work Order System
- Maintenance Priorities

# Overview

1. Common Maintenance Goals for all Housing Authorities
2. Prioritizing Your Maintenance System for Efficiency
3. Performance Management Review (PMR)
  - a. Process Overview
  - b. Review of Criteria for Planning Year
  - c. Annual Inspections Criteria
  - d. Work Order Systems Criteria
  - e. Maintenance Reports
  - f. Follow-up
4. Summary and Q & A

# Maintenance Overview

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

- Residential units safe?
- Decent?
- Sanitary?
- In good repair?

# Keys to An Effective Maintenance Operation

- Strong Organization
- Consistent Procedures
- Careful Follow Through

# Managing Maintenance

Who is setting your maintenance Priorities?

Is it your tenants?

➤ Do you drop everything you have planned to do today to respond to tenant calls?

❖ Tenant call example

# Managing Maintenance

Significant mistakes in managing maintenance:

- Maintenance requests driven by people other than staff
- Maintenance Requests that are not management generated work orders or part of a planned program
- Staff responds to telephone calls
  - Results in significant amounts of travel time
  - Travel time is the most inefficient legitimate task your maintenance people perform.
    - ✓ Traveling Tim example

Managing maintenance means that every effort is made to schedule and plan the delivery of services.

# Maintenance Priorities

1. **Emergencies** – Immediate threat to life and safety of tenants, staff or property.
2. **Vacancy Refurbishment** – Every day a unit is vacant is a day of lost rent.
3. **Preventive Maintenance** - Work which must be done to *preserve and extend the useful life* of your property.
4. **Programmed Maintenance** - Work which is grouped and scheduled to make their completion as efficient as possible. Sources of programmed maintenance are:
  - a. Routine - Tasks that need to be done on a regular basis to keep your property in good shape.
  - b. Inspections - Visual and operational examinations of your property to determine condition.
5. **Requested Maintenance** - Work which is requested by residents or others.



# Maintenance Priorities

## 1. Emergencies - Work which must be done immediately

- Emergencies should be narrowly defined as only those conditions which are immediately threatening to the life or safety of your residence, staff, or structures.
- Examples of Emergencies are: fires of any kind, gas leaks, electric power failure, broken water pipes, sewer blockage, roof drain blockage, roof leak, security lock failure, no heat, inoperative refrigerator, snow or ice storm, elevator stoppage.
- An Emergency Procedure Guide should include procedures for each type of emergency and be available at each development for the responding worker(s).
- A good Inspection and Preventive Maintenance Program will reduce the occurrence of emergencies.
- The LHA must have a plan for dealing with each type of emergency.

# Maintenance Priorities

## 2. Vacancy Refurbishment - Preparing empty units for new tenants

- After emergencies the refurbishment of vacancies for immediate re-occupancy should have the highest priority for staff assignments. Everyday a unit is vacant is a day of lost rent.
- A move-out inspection should be conducted as soon as a notice is given or the vacancy is discovered so cost estimating and scheduling can begin.
- The LHA should consider scheduling improvements that can only be completed during a vacancy. Upgrades to the unit will reduce required maintenance due to emergencies and tenant calls.
- Vacancy work should not be abandoned when a resident makes a maintenance request that is not an emergency.
- The average maintenance time for completing turnovers is 14 days. (PMG pages 1-12)

# Maintenance Priorities

3. **Preventive Maintenance** - *preserve and extend the useful life* of your physical property and avoid emergency situations.

- Develop a thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property.
- Preventive Maintenance work orders need to be part of your work order delivery system.
- Preventive Maintenance inspections should include all systems, public areas, buildings and grounds.
- Every element of your physical property should be maintained based on manufacturer's suggested schedules, industry standards and technical consultants.
- Your Preventive Maintenance Program should be reviewed and updated annually and as new systems and facilities are installed.

# Maintenance Priorities

4. **Programmed Maintenance** – Consists of routine work orders and inspection work orders. Programmed maintenance should be grouped and scheduled for efficiency.
  - a. Routine Work includes those tasks that need to be done on a regular basis to keep your physical property in good shape.
    - Some examples of routine maintenance would be:
      - picking up litter
      - sweeping public spaces
      - cleaning and sharpening tools
      - attending training sessions
      - shoveling snow and plowing
      - raking leaves
      - maintaining inventory
      - washing windows
      - replacing common area light bulbs

# Maintenance Priorities

## 4. Programmed Maintenance (continued) –

- b. Inspections are the other source of programmed maintenance.
  - Inspections are visual and operational examinations of parts of your property to determine their condition.
  - Inspections are the core of your Maintenance Delivery System.
  - All dwelling units, buildings and properties must be inspected at least annually.

Note: Inspections should be conducted on a schedule that allows for the work generated by the inspection to be completed in two weeks.

# Maintenance Priorities

**Scheduling Programmed Maintenance** - Programmed maintenance should be grouped and scheduled for efficiency.

- Scheduling Programmed Maintenance:
  - Group the work according to location
  - Group the work according to particular tasks
  - Group the work according to particular employees or contractors
  - Group the work according to seasonal or other considerations
  - Group the work with similar tasks

# Maintenance Priorities

## 5. Requested Maintenance-

- Requests from residents or others for maintenance work which does not fall into one of the other categories should have the lowest priority for staff assignment, but should ideally be attended to within three to seven days.
- Conducting careful inspections at least once a year will catch many potential problems before a resident needs to call. This will reduce the necessity of many resident calls.

# Performance Management Review (PMR) Requirement

- On August 6, 2014, “An Act Relative to Local Housing Authorities,” Massachusetts General Laws, Chapter 121B, Section 26B, was signed.
- This newly enacted legislation requires a local housing authority to participate in a comprehensive performance-based monitoring program, as established by the Department of Housing and Community Development (DHCD) that covers several components of the Authority’s overall administration.
- The Performance Management Review (PMR) evaluates four categories and specific criteria to assess the LHA’s management operations.



# What is the PMR?

Opportunity for DHCD and LHAs to stand together and take a deep dive into the data at each local housing authority to:

- ❑ Identify and address areas of strength and areas for development.
- ❑ Lift up best practices, and work together towards improving operations across the Commonwealth.

# PMR Process Overview

PMRs are scheduled by Fiscal Year End (FYE)

1. DHCD Administrative staff will send an email reminding you of the upcoming PMR.
2. DHCD Housing Management Specialist (HMS) will schedule a site visit.
3. DHCD Administrative staff will send a 15 day warning to get materials to DHCD.
4. HMS will freeze summary of data in HAFIS and run a report (desk review).
5. HMS and FMS will arrive on site for the PMR (on-site visit).
6. Report will be completed before DHCD leaves the LHA or within 5 business days.
7. Follow up as required.

# Criteria for the PMR Planning Year 12/31/16 - 9/30/17

## Desk Review Criteria

Occupancy Rate ( $\geq 98\%$ )

Reporting Submissions and Certs (All vacancy certifications and operating statements are on time)

Budget to Actual Variance ( + or – 10% with some caveats)

Operating Reserve ( $\geq 20\%$ )

CIP Submission (On time and Modifications within 45 days)

Cap Spending (Spent at least 80% of past three years Formula Funding)

## On Site Criteria

Annual Inspections (by LHAs) (see FMS in Resource Room Tuesday)

Work Order Systems (see FMS in Resource Room Tuesday)

## Criteria – Not Measuring This Year

Master Ledger (DHCD Public Housing Portal)

Tenant Accounts Receivable

Accounts Payable

# Maintenance Summary Reports

**Two Criteria in the PMR Will Be Given Ratings on Sub-Criteria Only: Annual Inspections and Work Order Systems.**

Annual  
Inspections

**This is a sample  
summary report**

Conducted 100% of Annual Inspections

Inspections Noted 100% of Necessary Repairs

100% of Inspection-Related Work Orders Generated

Inspection Work Orders Identified, Tracked, Reportable

Sample of Inspection Work Orders Completed Within 30 Calendar Days; or Moved to Deferred Maintenance Plan or CIP (if not health/safety)

No Findings

No Findings

No Findings

No Findings

No Findings

# Maintenance Summary Reports (continued)

## Work Order Systems

**This is a sample summary report**

Emergency Work Orders Defined per PMG, Identified, Tracked, Reportable	No Findings
Emergency Work Orders are Initiated Within 24-48 Hours	No Findings
Vacancy Work Orders Identified, Tracked & Reportable	No Findings
Vacancy Work Orders are Completed Within 30 Calendar Days, or LHA has a Waiver; Completed in 31-60 Calendar Days, Operational Guidance; Completed 61+ Calendar Days, Corrective Action	No Findings
Comprehensive Preventive Maintenance Program Exists & Work Orders Identified, Tracked & Reportable	No Findings
Routine Work Orders Identified, Tracked, Reportable, and Completed Regularly	No Findings
Requested Work Orders are Identified, Tracked and Reportable	No Findings
Requested Work Orders are Complete Within 14 Calendar Days or if not, (and not a health and safety issue), Added or Completed in a Timely Manner as Deferred Maintenance Plan and/or CIP	No Findings
LHA has a 24 Hour Emergency System and has Distributed Definition of Emergency to Residents, Staff and Answering Service	No Findings

# PMR Process – Physical Condition - FMS

During the PMR, the Facilities Management Specialists (FMS) will accompany the Housing Management Specialists (HMS) to complete a thorough review and provide a summary report before they leave.

Samples of inspections and work orders chosen as a part of the PMR evaluation are based on LHA size per the groupings below (Clarification of Citation: PMG Page I-9)

Small	1 to 199 units
Medium	200 to 499 units
Large	500 to 999 units
Very Large	1000 or more units

# PMR Annual Inspections Criteria

DHCD will use the following Performance Management Review (PMR) criteria to measure the effectiveness of the LHA's inspection procedures.

## **Criterion 1: Annual Inspections**

Annual Inspections – The core of your maintenance delivery system. LHAs must conduct annual inspections in all units to ensure all units are safe, decent, sanitary, and in good repair. (Be prepared to provide a random sampling of your last Inspection Reports.)

DHCD FMS will verify that inspections were completed at least annually from the random sampling of inspection reports that are chosen.

- Small LHA - Pull 7 inspection reports, inspect 3 units;
- Medium - 10 inspection reports, inspect 4 units;
- Large/Very Large - 15 inspection reports, inspect 6 units.
- In addition, DHCD will inspect vacant units (if maintenance ready):
  - Small-1 unit, Medium-2 units, and Large/Very Large-4 units.

# PMR Annual Inspections Criteria

Be prepared to provide completed work orders for the random sampling of inspections.

- DHCD FMS will verify that the LHA can identify, track and provide reports for inspections work orders.
- DHCD FMS will compare work orders with inspection results to ensure that the deficiencies noted during inspections resulted in work orders.
- DHCD FMS will check that inspection work orders were completed within 30 calendar days, or placed on a Deferred Maintenance Plan or Capital Improvement Plan (CIP) in the case of qualifying capital repairs (if not a health/safety item).
- Inspection work orders not completed within this timeframe will result in an operational guidance (31 to 45 calendar days) or corrective action (over 45 days) rating.

Note: LHAs should strive to complete inspection work orders in 2 weeks.

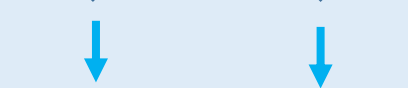
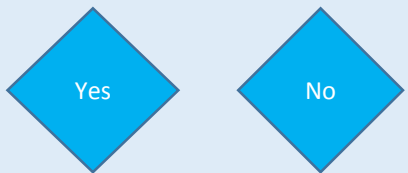
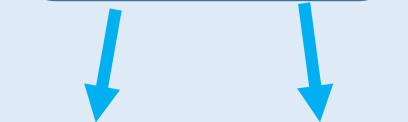


# PMR Annual Inspections Criteria

- DHCD FMS will inspect units that are chosen from the inspection reports and corresponding work orders to ensure all units selected are safe, decent, sanitary, and in good repair.
  - Since the particular units that will be inspected will not be known until the day of the inspection, ALL tenants MUST be notified that they may be inspected.
  - DHCD FMS will provide a report of their findings before they leave on the day of the PMR.

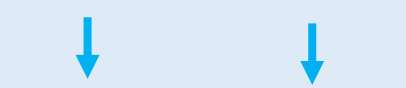
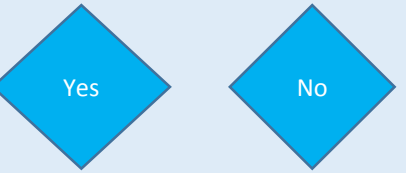
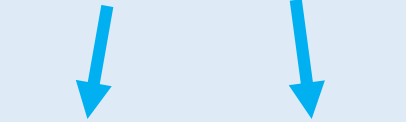
# Annual Inspections

**#1**  
LHA Conducted 100%  
of Unit Inspections



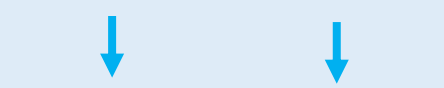
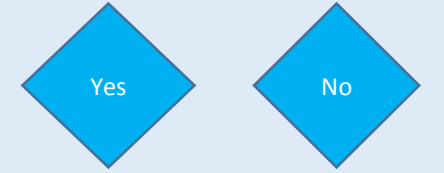
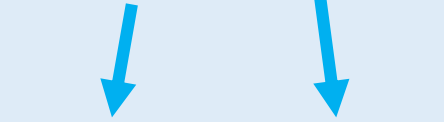
No Findings  
Corrective Action

**#2**  
Inspections Noted  
100% of Necessary  
Repairs in Unit



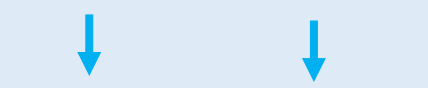
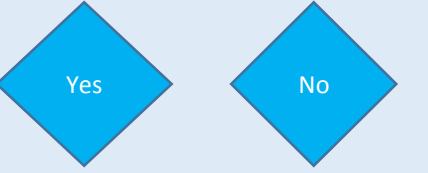
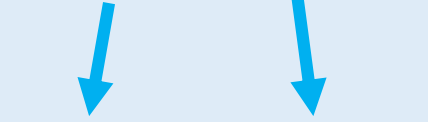
No Findings  
Corrective Action

**#3**  
100% of Inspection-  
Related Work Orders  
Generated



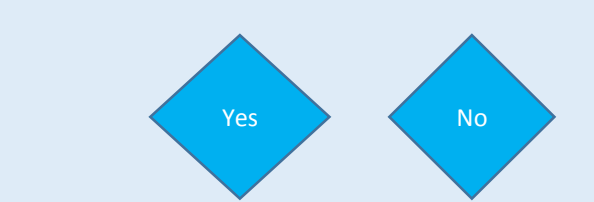
No Findings  
Corrective Action

**#4**  
Inspection Work Orders  
Identified, Tracked,  
Reportable



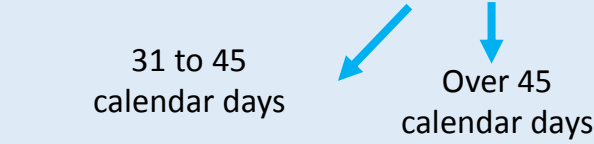
No Findings  
Operational Guidance

**#5**  
Inspection work orders are  
completed within 30 calendar days  
of the inspection date, or if not  
completed within that timeframe  
(and not a health and safety issue),  
the task was added and completed  
in a timely manner as a part of  
Deferred Maintenance Plan and/or  
CIP



No Findings

Timeline?



Operational Guidance  
Corrective Action

# PMR Work Order Systems Criteria

DHCD will use the following Performance Management Review (PMR) criteria to measure the effectiveness of the LHA's work order systems.

## **Criterion 2: Work Order Systems**

Emergencies – Conditions which are immediately threatening to life or safety of your residents, staff or structures.

Be prepared to provide a list of past and current emergency work orders.

DHCD FMS will inspect a sample of Emergency Work Orders to ensure the items were initiated in 24-48 hours

Small LHA – 2;

Medium LHA – 4;

Large/Very Large LHA – 6

Emergency work orders not initiated within this timeframe will result in a corrective action rating.

Note: If an LHA conducts annual inspections, as well as preventive maintenance, emergencies will be kept to a minimum.

# PMR Work Order Systems Criteria

## Criterion 2: Work Order Systems (continued)

Vacancy Turnaround – Vacancies should be reoccupied as soon as possible.

**Be prepared to provide DHCD FMS with a list of past and current vacancy work orders.**

DHCD FMS will inspect a sample of Vacancy Work Orders to ensure the items were completed within 30 calendar days, or if not completed in that timeframe, LHA has a waiver.

Small LHA – 2

Medium LHA – 4

Large/Very Large LHA – 6

Vacancy work orders not completed within this timeframe will result in operational guidance (31 to 60 calendar days) or corrective action (over 60 calendar days) rating.

DHCD FMS may also inspect a few vacancies that are maintenance ready to be occupied. Small-1 unit, Medium-2 units, and Large/Very Large-4 units.

# PMR Work Order Systems Criteria

## Criterion 2: Work Order Systems (continued)

**Preventive Maintenance (PM) Plan** - Every LHA should have a working preventive maintenance plan in order to preserve and extend the useful life of materials, equipment, fixtures and other elements of a housing development.

Be prepared to provide DHCD FMS with your PM plan.

Be prepared to provide DHCD FMS with a list of work orders from your PM plan.

If there is no Preventive Maintenance Plan and/or No Preventive Maintenance work orders, the LHA will receive a corrective action rating.

# PMR Work Order Systems Criteria

## Criterion 2: Work Order Systems (continued)

**Routine Work Orders** – Routine work includes those tasks that need to be done on a regular basis to keep your physical property in good shape (picking up litter, sweeping public places, cleaning and sharpening tools, etc.)

**Be prepared to provide DHCD FMS with a list of past and current routine work orders.**

- DHCD FMS will verify that the LHA can identify, track and provide reports for routine work orders.
- DHCD FMS will verify that routine work orders are completed regularly. If not, the LHA will receive a rating of operational guidance.

Note: One source of programmed maintenance is routine maintenance. Programmed maintenance should be grouped and scheduled to make their completion as efficient as possible.

# PMR Work Order Systems Criteria

## Criterion 2: Work Order Systems (continued)

**Requested Work Orders** — Work which is requested by residents or others, does not fall into any category above, and should be accomplished within 14 calendar days as time and funds are available.

**Be prepared to provide DHCD FMS with a list of past and current requested work orders.**

DHCD FMS will inspect a sample of requested work orders to ensure the items were completed within 14 calendar days, or placed on a Deferred Maintenance Plan or Capital Improvement Plan (CIP) in the case of qualifying capital repairs (if not a health/safety issue).

- Small LHA – 2
- Medium LHA – 4
- Large/Very Large LHA – 6

Requested work orders not completed within this timeframe will result in a rating of operational guidance (15 to 30 calendar days) or corrective action (over 30 calendar days) rating.

# PMR Work Order Systems Criteria

## Criterion 2: Work Order Systems (continued)

**24 Hour Emergency System** – There exists an after-hours on call system to respond to emergency maintenance requests 24 hours a day and document the results of that response. Residents, staff and call service should have a clear definition of what an emergency is.

If the LHA has not distributed the definition of emergency to residents, staff and answering service if applicable, the LHA will receive a rating of operational guidance.

If there is not a 24 hour emergency response system, the LHA will receive a corrective action rating.



# Systems

**#1**  
Emergency work orders defined per PMG, identified, tracked, reportable.

**#2**  
Emergency work orders are *initiated* within 24-48 hrs.

**#3**  
Vacancy work orders identified, tracked & reportable.

**#4**  
Vacancy work orders are complete within 30 calendar days, or if not completed within that timeframe, LHA has a waiver.

**#5**  
Comprehensive Preventive Maintenance Program exists & work orders identified, tracked and reportable.

Does the LHA meet all parts of this criteria?

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Does the LHA meet all parts of this criteria?

Does the LHA meet all parts of this criteria?

Yes

No

Yes

No

Yes

No

No Findings

Timeline

31-60 calendar days 61+ calendar days

Yes

No

No Finding

Operational Guidance

No Finding

Corrective Action

No Finding

Corrective Action

Operational Guidance

Corrective Action

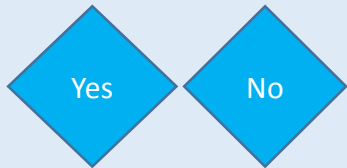
No Finding

Corrective Action

# Systems (Continued)

#6  
Routine work orders  
work orders  
identified, tracked,  
reportable, and  
completed regularly.

Does the LHA meet all  
parts of this criteria?



No Finding

Operational  
Guidance

#7  
Requested work  
orders are identified,  
tracked and  
reportable.

Does the LHA meet all  
parts of this criteria?



No Finding

Operational  
Guidance

#8  
Requested work orders are complete within 14  
calendar days or if not completed within that  
timeframe (and not a health and safety issue), the  
task was added and completed in a timely manner  
as a part of Deferred Maintenance Plan and/or CIP

Does the LHA meet all  
parts of this criteria?



No  
Findings

15 to 30  
calendar days

Operational  
Guidance

Over 30  
calendar days

Corrective  
Action

#9  
LHAs have: A 24 hour system for  
responding to emergencies and  
have distributed definition of  
emergency to residents, staff  
and answering service if  
applicable.

Does the LHA meet all  
parts of this criteria?



No  
Findings

No distributed  
definition

Operational  
Guidance

No system

Corrective  
Action

# PMR Work Order Systems Criteria

## What is a Deferred Maintenance Plan?

- By definition, ***Deferred Maintenance*** is ***maintenance***, upgrades, or repairs that are ***deferred*** to a future budget cycle or postponed for some other reason. Sometimes it is referred to as extraordinary maintenance.
- Deferred Maintenance should not be confused with Capital Improvement Projects (CIP). Large projects that will fall under your “Formula Funding” are still added to your CIP project list.
- The purpose of a Deferred Maintenance Plan is to ensure that identified deficiencies that cannot be addressed immediately, are not overlooked.
- See maintenance handout for examples of items you could add to the Deferred Maintenance Plan and what items you cannot.

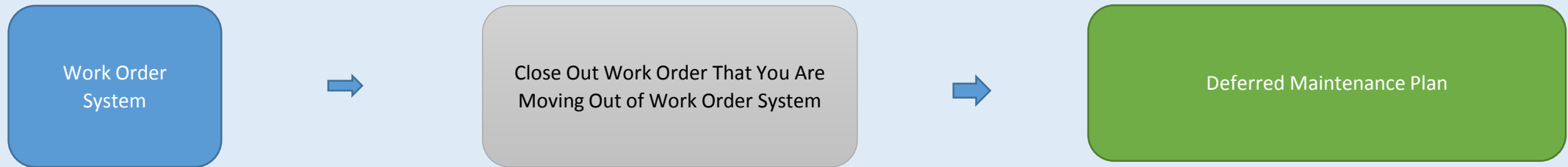
# PMR Work Order Systems Criteria

## Deferred Maintenance (continued)

There are two ways that an item might be added to your Deferred Maintenance Plan.

### #1: Originating From Work Order System

As you reconcile your work order system, work orders are closed out as the work is completed.



### #2: Maintenance Item Added Directly to Deferred Maintenance Plan

Walking the property or checking units, you find a maintenance task that needs to be done, landscaping or painting, but snow prevents immediate attention. Items are not urgent, but still important and can be done at a later date, so added directly to the Deferred Maintenance Plan.

# Follow-Up

- DHCD staff to work with LHA on recommendations for corrective action during site visit
- DHCD to provide technical support and follow-up, as needed , depending upon the finding
- First Year: Planning Year & the Results Will Not Be Published
- Will use data to identify trends (state-wide) and provide support—technical support, guidance and/or policy development.

# Summary

- Good, sound, maintenance operations, best preparation for Physical Condition Review Portion of the PMR:
  - Annual Inspections (5 Sub-Categories)
  - Work Order Delivery Systems (9 Sub-categories)
- Refer to DHCD Property Maintenance Guide (PMG)
- Facilities Management Specialists (FMS) are a resource

QUESTIONS?

***THANK YOU!***



For further questions, please contact your Facilities Management Specialist:

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