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1. Maintenance policy Mission Statement

The Maintenance Department of the Norton Housing Authority is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of Authority units and properties while striving to provide the best service to our residents. The following policy statements are designed to establish the structure of an effective and efficient maintenance system.

By developing a maintenance system, the authority will have the tools it needs to control the performance of maintenance work at the Norton Housing Authority. The Norton Housing Authority maintenance system shall include the following components:

#### Prioritization of work

#### Performance standards and goals

1. Work order system;
2. Deferred Maintenance
3. Skills Updates and Training program

## PRIORITization of work

The work priorities adopted by the Norton Housing Authority deliver effective maintenance services for our improvements, residents & equipment. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Norton Housing Authority are the following:

1. Emergencies
2. Vacancies
3. Preventative Maintenance
4. Programmed Maintenance
5. Requested Maintenance

Placing Programmed maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## B. Performance standards and goals

The Executive Director establishes measures that will allow the efficiency of maintenance systems and activities to be evaluated. In establishing these standards, the Housing Authority will take into consideration certain factors:

1. Local/State Building and Fire Safety;
2. Norton Housing Authority job descriptions; and
3. Safety Measures.

Notwithstanding this will not prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards will be used to evaluate current operations and performance, to develop strategies to improve performance and meet the standards that have been set.

## C. work order system

The Norton Housing Authority shall have a comprehensive work order system that requires all resident work orders to be called into the office. To obtain the greatest effectiveness from the work order system, all work requests and activities performed by maintenance staff must be recorded on work orders. Work orders will contain, at a minimum, the following information:

1. Chronological preprinted number
2. Source of request (planned, inspection, resident, etc.)
3. Priority assigned
4. Location of work
5. Date and time received
6. Date and time assigned
7. Description of work requested
8. Description of work performed
9. Materials used to complete work
10. Resident charge if applicable

# D. DEFERRED MAINTENANCE PLAN

Deferred maintenance could be, 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 projects that would be included in the Capital Improvement Plan (CIP).

No emergency work order should be categorized as deferred maintenance. Any work order that meets the definition of deferred must be categorized as such within 45 days of issuance of the work order. Life and Safety items, work order backlog and small/minor items will not be categorized as deferred in the Deferred Maintenance Plan.

Deferred work orders will be closed out and moved to the Deferred Maintenance Module. When our budget permits the necessary work will be completed. Deferred Maintenance would be used in the following situations:

1. Inspections

Anything noticed during inspection that can wait until unit is vacant. Example: Carpet replacement and counter top replacement.

Seasonal

Such as Landscaping.

1. Funding

During a yearly inspection it was reported that common areas need to be repainted. Due to the severity of the winter our budget did not allow us to complete the necessary painting at this time.

1. Preventative Maintenance

Painting, strip & wax floors, shampoo carpets, etc.

Items to be included in the Deferred Maintenance Plan:

* Description of task
* Date Added to Deferred Maintenance Module
* Site or Unit Number
* Reason Deferred
* Estimated Cost
* Materials Needed
* Original Work Order Number
* Target Completion Date
* Actual Completion Date
* Other Comments

## E. skills updates and training

In order to allow its staff members to perform to the best of their abilities, the Norton Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures. Suggested training venues may include (but not limited to)

* MassNAHRO
* MassTAP
* Inspector General’s Office
* MAHAMS
* SHADO / SMEDA
* Building Code updates/UPCS standard

## 2. MAINTAINING THE PROPERTY

#### RESPONDING TO EMERGENCIES

Emergencies are the highest priority source of work. The Norton Housing Authority will consider a work item to be an emergency if the following occur:

1. The situation constitutes a serious threat to the life, safety or health of residents or staff; or
2. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with another staff member for clarification. If this is not possible, the employee will use his/her best judgment to make the decision.

For emergencies that occur after regular working hours, the Norton Housing Authority shall have a twenty-four (24) emergency response system in place. The employee receiving the emergency request shall make arrangements for repair. If an outside contractor is required staff shall utilize contractors we typically use for such repairs, retrieve materials from the maintenance supplies or purchase materials needed. Purchase orders must be completed for both contractor services & material purchases, as well as a work order input into our software system. See Attachment #1 for a list of emergencies.

## Prepare Vacant Units for Reoccupancy

It is the policy of the Norton Housing Authority to reoccupy vacant units as soon as possible. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Executive Director is responsible for developing and implementing a system that insures an average turn-around time of thirty (30) calendar days. In order to do so, he or she must have a system that can perform the following tasks:

1. Forecast unit preparation needs based on annual & move-out inspection;
2. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and
3. Control work assignments to ensure prompt completion.

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit. The Maintenance Department will have the ability to create special teams for vacancy turnaround or to hire contractors when that is required to maintain Authority goals.

## Preventive Maintenance Program

Preventive maintenance is part of the planned or scheduled maintenance program of the Norton Housing Authority. The purpose of the scheduled maintenance program is to allow the Authority to anticipate maintenance requirements and make sure the Authority can address them in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the properties operating. These systems include heating & air conditioning systems, vehicle/equipment, and life safety systems.

The heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems & equipment. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced, and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the Norton Housing Authority. See Attachment #2 for Preventative Maintenance Task and Schedule.

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. As assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

###### Vehicle/Equipment Maintenance

The Norton Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include (but not limited to):

Chevrolet Dump Truck

Chevrolet Colorado Pick-up Truck

ExMark Tractor & Grasshopper

Leaf blowers (2)

Weed cutters (2)

Chain saws (1)

Power tools Various

The Maintenance Department is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required. The Executive Director shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.

1. Life Safety Systems

The Norton Housing Authority shall have a comprehensive program for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Administrative Department shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

Fire alarms and fire alarm systems AUTO

Fire extinguishers AUTO

Emergency generators SCHEDULED

Emergency lighting SCHEDULED

Smoke detectors – JW SCHEDULED

1. DHCD PHN 2016-18 Preventative Maintenance

Norton Housing Authority will follow the Preventative Maintenance Schedule set forth in PHN 2016-18 on a monthly basis to augment this policy.

###### **INSPECTION PROGRAM**

The Norton Housing Authority's goals of efficiency and cost-effectiveness are achieved through insuring that our stock is maintained in a manner that is decent, safe, sanitary and in good repair. This program calls for the utilization of the Uniform Physical Condition Standard (UPCS) in the Public Housing Program. Inspections will include the following areas:

1. Dwelling Units
2. Site Inspections
3. **Dwelling Units**

The maintenance & administration staff are responsible for developing an annual unit inspection program for State-Aided Public Housing units. The maintenance & administrative staff shall perform the unit inspection program of the Norton Housing Authority unless it is determined that the inspection program is contracted to an outside source. For all non-emergency inspections, the Resident shall be given at least 48 hours’ notice of the inspection.

During each inspection, the staff shall target specific preventive and routine maintenance tasks in accordance with work orders or other factors that contribute to knowledge of necessary maintenance. Any other work items noted at the time of the inspection will be documented on the Norton Housing Authority inspection form. All uncompleted work items shall be converted to a work order within 48 hours of the completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within 60 days of the inspection, unless the item is of an emergent nature.

Nothing in this policy shall prevent any Norton Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the administrative office to initiate a work order.

1. **Site Inspection**

On a regular basis maintenance staff is required to walk the perimeter of the property. During this inspection maintenance will take note of building exteriors, windows, topography for water retention, sump pumps in basements in buildings A – E, septic system components, insect infestations on buildings, trees or grounds, fencing, asphalt, cement walkways, and other maintenance related items necessary to keep this property in a safe & sanitary condition. Areas that require maintenance will be recorded as a work order or brought to the attention of the director.

###### **SCHEDULED ROUTINE MAINTENANCE**

The Norton Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

* 1. **Pest Control/Extermination**

The Norton Housing Authority 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 extermination plan will begin with an analysis of the current condition at each property. The Maintenance Department and site manager shall make sure that an adequate schedule for treatment is developed to address any existing infestation. Special attention shall be paid to cockroaches & bed bugs. 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. All residents will be informed at least one week and again twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

* 1. **Landscaping and Grounds**

The Norton Housing Authority 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 includes numerous activities:

* Litter control
* Lawn care
* Maintenance of driveways, sidewalks and parking lots
* Care of flower and shrubbery beds and trees
* Maintenance of playgrounds, benches and fences

The Maintenance Department shall be responsible for the development of a routine maintenance schedule that shall include:

* A list of tasks that are required to maintain the property in a safety & sanitary condition
* The frequency with which the tasks must be performed;
* The equipment, materials, and supplies required to perform the tasks; and
* A schedule for their procurement.
  1. **Building Exteriors & Interior Common Areas**

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. Therefore, the Norton Housing Authority has established a routine maintenance schedule to ensure that they are always maintained in good condition. The components to be maintained include, public restrooms, lighting fixtures, common rooms and community spaces, exterior porches and railings, exterior siding and windows

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

* A list of tasks required to maintain a safe & sanitary condition;
* The frequency with which the tasks must be performed; and
* A list of materials, equipment and supplies required to perform the tasks.
  1. **Resident request Service**

This category of work refers to all resident generated work requests that fall into no other category. These are non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance or responded to before the resident calls.

It is the policy of the Norton Housing Authority to complete these work requests within seven (7) work days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above vacancies, scheduled routine and preventive maintenance. By following this procedure, the Norton Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost effective manner.

## contracting for services

The Norton Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. When the employees of the Authority have the time and skills to perform the work at hand, they will be the first choice to perform a given task. When the employees of the Authority have the skills to do the work required, but there is more work than there is time available to complete it, the Housing Authority will determine whether it is more cost effective to use a contractor to complete the work. If the Authority staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the Authority will decide whether it will be cost effective to train a staff member to complete the work.

Once the decision has been made to hire a contractor, the process set out in the Norton Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Maintenance Department will work with the Executive Director to facilitate the contract award. The Executive Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.

1. **ATTACHMENTS**
2. Emergency List
3. Preventative Maintenance Task Schedule

This policy was approved by the Board of Commissioners for the Norton Housing Authority on April 17, 2017.

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Board Signature

**Attachment 1**

Maintenance Emergencies

The following are Maintenance Emergencies that must be addressed ASAP:

* Roof Leak
* Water Leak
* Fire
* Refrigerator not working – if it will be for more than 24 hours
* Toilet, kitchen or bathroom sink with a major leak
* Toilet, kitchen or bathroom sink/tub clog
* Toilet not flushing
* No hot water –if it will be for more than 24 hours
* Window broken
* Door lock
* No heat
* No Electricity
* Lockout

**Attachment 2**

Site Inspection Monthly Report

Maintenance Man Inspecting: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Site - Woodland Meadows or Jacobs Way: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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* Storm Drains/ Catch Basins
* Septic System / Leaching Field
* Manholes – Water / Septic
* Exterior Lighting
* Exterior Emergency Lighting
* Interior Emergency Lighting
* Roofs / Gutters / Siding
* Fire Alarm Systems
* Emergency Generator Fuel Level
* Fencing
* Porches
* Other:
* Other:
* Other:
* Other: