



## **Nogales Housing Authority Maintenance Policy**

The City of Nogales Housing Authority's maintenance section is responsible for managing the maintenance functions in the most cost effective manner possible while maximizing the useful life of housing division properties and providing the best service to housing division residents.

The following policy statements are designed to establish the structure of an effective and efficient maintenance system.

### **1.0 COMPONENTS OF A MAINTENANCE SYSTEM**

The City of Nogales Housing Authority maintenance system shall include certain components:

- A. A system of priorities for work requests
- B. Comprehensive working procedures
- C. Performance goals
- D. A work order system
- E. A skills training program
- F. A long-range planning system

By developing a maintenance system that incorporates these components, the public housing authority will have the tools necessary to control the performance and quality of maintenance work performed.

### **1.1 PRIORITY SYSTEM**

The work priorities adopted by the City of Nogales Housing Authority exemplify its philosophy of delivering maintenance services. 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 City of Nogales Housing Authority are the following:

- A. Emergencies
- B. Resident Generated Work Order Requests
- C. Deficiencies identified during inspections that are non-life threatening
- D. Deficiencies identified during inspections that are life threatening
- E. Scheduled Operations and Services
- F. Vacancy Preparation (AKA make ready)
- G. Deficiencies discovered while performing other work orders (identified on-site)



## **1.2 DEVELOP PROCEDURES**

The Maintenance Supervisor will ensure that there are sufficient clear procedures in place to allow staff to implement this maintenance policy statement. All procedures will include the following:

- A. A statement of purpose
- B. The job title(s) of the staff member(s) responsible for carrying out the activities in the procedure
- C. Any forms or application of technology needed to carry out the activities
- D. The frequency of any specified activities

After their adoption, maintenance procedures will be reviewed and updated as needed.

## **1.3 DEVELOP PERFORMANCE STANDARDS AND GOALS**

The Maintenance Supervisor will establish measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards, the City of Nogales Housing Authority will take into consideration certain factors:

- A. City of Nogales housing codes
- B. HUD Housing Quality Standards
- C. Public Housing Assessment System (PHAS) standards and Uniform Physical Conditions Standards (UPCS)
- E. City of Nogales job descriptions and employee skillset

Nothing in the documents listed above will prevent the City of Nogales Housing Authority from setting a standard that is higher than that contained in the document.

These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

## **1.4 WORK ORDER SYSTEM**

The City of Nogales Housing Authority shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost to complete, days to complete, and hours to perform. This information is required for the Housing Department to plan for the delivery of maintenance services as well as evaluate performance. 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 in electronic form or unless otherwise permitted, in writing.

Work orders will contain, at a minimum, the following information:

- A. Source of request (resident or internal)
- B. Priority assigned (A, B, C, D, and E)
- C. Location of work
- D. Date and time received



- E. Worker(s) assigned
- F. Description of work requested
- G. Description of work performed
- H. Actual time to complete
- I. Materials used to complete work
- J. Resident charge (if applicable)
- K. Resident signature (when available)
- L. Photographs (before and after)

### **1.5 TRAINING**

In order to allow its staff members to perform to the best of their abilities, the City of Nogales Housing Authority recognizes the importance of providing the staff with opportunities to refine technical and technological skills, increase and expand craft skills, and learn new procedures. Each employee must participate in at least 8 hours of training annually.

The Maintenance Supervisor in conjunction with the Executive Director is responsible for developing a training plan for each staff member and to identify the means of delivering the training.

### **1.6 LONG-RANGE PLANNING**

The City of Nogales Housing Authority will put in place a long-range maintenance planning capability in order to ensure the most cost-effective use of Housing Division resources and the maximum useful life of Housing Division properties.

The Maintenance Supervisor will develop a property-specific long-range planning process that includes the following components:

- A. A property maintenance standard
- B. An estimate of the work required bringing the property to the maintenance standard
- C. An estimate of the work required keeping the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work
- D. An estimate of the on-going cost of operating the property at the maintenance standard
- E. A market analysis of the property to determine if there are any capital improvements needed to make the property more competitive
- F. A cost estimate to provide the specified capital improvements
- G. A revised work plan and cost estimate of maintaining property at the improved standard.

By developing a work plan, City of Nogales Housing Authority will be able to anticipate its staff, equipment and material needs. It will also be possible to determine need for contracting particular services.



## **2.0 MAINTAINING THE PROPERTY**

All maintenance work performed at the City of Nogales Housing Authority properties can be categorized by the source of the work. Each piece of work originates from a source: An emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, a resident request or any means not identified in this document that may constitute action from the housing authority.

### **2.1 RESPONDING TO EMERGENCIES**

Emergencies are the highest priority source of work. It is the policy of City of Nogales Housing Authority to remedy all emergencies within 24 hours of its report and to respond to such within 30 minutes or a reasonable time to deploy resources to address the emergency. The City of Nogales Housing Authority will consider a work item to be an emergency if the following occur:

A. The deficiency that poses an immediate threat to life, health/or safety of a resident or staff or that is related to fire safety and includes:

- Unhealthy or undrinkable water supply
- Absence of potable water supply
- Gas leak
- Broken/blocked sanitary sewer line
- Absence of a working heating system when outside temperature is below 50 degrees Fahrenheit.
- Absence of a working cooling system when the outside temperature is 90 degrees Fahrenheit or above
- Any condition that jeopardizes the security of the unit
- Major plumbing leaks or flooding, waterlogged ceiling or floor in imminent danger of falling
- Hazardous electrical system.
- Inoperable or missing smoke detector
- Absence of a functioning toilet in the unit
- Exposure to toxic materials
- Non-working refrigerator
- Non-working range
- Or any situation deemed as an emergency by housing staff

B. The deficiency will cause serious damage to the property structure or systems if not repaired or mitigated within twenty-four (24) hours.

If a staff member is unsure whether a situation is an emergency, he or she will consult with the Maintenance Supervisor or Director for guidance. If a supervisor is not available, the employee will address the situation as if it were an emergency.

For emergencies that occur after regular working hours, the City of Nogales Housing Authority shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a housing employee on call after hours and weekends as well as a list of qualified pre-approved contractors, open purchase orders for obtaining required supplies or equipment, and access to housing materials and supplies.



The designated employee shall prepare a work order and report on any emergency within twenty-four hours after abatement of the emergency. Currently, the Maintenance Supervisor or designee will be the person on-call starting Monday at 8:00 a.m. through Friday at 5:00 p.m. Maintenance personnel will be responsible for being on-call after 5:00 p.m. on Friday and continue until 8:00 a.m. on Monday. Holidays falling on a Monday, Friday, Saturday and Sunday may affect this schedule and the employee covering the weekend on-call duty will be required to be on-call during these holidays. In an event that a holiday be determined to fall in all other days, the Maintenance Supervisor will assume that responsibility. This schedule is subject to change and approval by the Director or designee.

## **2.2 PREPARE VACANT UNITS FOR REOCCUPANCY**

It is the policy of the City of Nogales Housing Authority to reoccupy vacant units in a period NO longer than twenty (20) calendar days. This policy allows the Housing Division to maximize the income produced by its properties and operates attractive and safe properties.

The Maintenance Supervisor is responsible for developing and implementing a system that ensures a turn-around time for vacant units does not to exceed twenty (20) calendar days. In order to do so, he or she must have a system that can perform the following tasks:

- A. Unit is vacated and inspected by Housing Inspector and Maintenance Supervisor
- B. Housing Inspector provides report to Maintenance Supervisor
- C. Maintenance supervisor forecasts unit preparation needs based on prior years' experience and his own judgement.
- B. Maintenance supervisor estimates both the number of units to be prepared and the number of hours it will take to prepare them; and
- C. Control work assignments to ensure prompt completion.
- D. Maintenance supervisor provides estimated time of completion (no longer than 20 days). This time has to be agreed upon with internal staff assigned for this unit in writing.
- E. Maintenance supervisor is required to keep control of time frames and work closely with maintenance staff in order to stick to agree upon timeframes.
- F. Maintenance Supervisor will inspect the property prior to it being deemed ready to lease. Under no circumstance shall a unit be shown and leased to a tenant without the final authorization of the Maintenance Supervisor.
- G. Executive Director may delegate the above responsibilities to himself or a Maintenance Staff during the Maintenance Supervisor's absence.

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 Supervisor has the ability to create special teams for vacancy turnaround or to hire contractors when that is required maintaining the Housing Divisions goals.



In the event that the maintenance supervisor determines that a unit needs more than twenty (20) days due to the conditions it is left in and the nature of the work required (modernization), NHA will request that such unit is removed temporarily from its inventory and be placed under a HUD allowed vacancy status (i.e. undergoing modernization or offline). Maintenance supervisor along with Director will determine the appropriate time frame for the unit to be ready and placed back in the available rental inventory. The request will be submitted to HUD by the Director.

### **2.3 PREVENTIVE MAINTENANCE PROGRAM**

Preventive maintenance is part of the planned or scheduled maintenance program of the City of Nogales Housing Authority. The purpose of the scheduled maintenance program is to allow the Housing Division to anticipate maintenance requirements and make sure the Housing Division 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 and air conditioning, electrical, life safety and plumbing.

#### **A. General Operating Systems**

As part of City of Nogales Housing Authority's maintenance plan, we recognize that the heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems. 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 City of Nogales Housing Authority based on available funding.

The systems covered by the preventive maintenance program include but are not limited to:

1. Retention basins
2. Emergency lighting
3. Play structures
4. HVAC systems
5. Exhaust fans
6. Exterior lights
7. Fire extinguishers and other life safety systems
8. Smoke detectors
9. Mechanical equipment and vehicles
10. Sanitary drains
11. Domestic water
12. Parking areas

A specific schedule will be part of the maintenance plan.

#### **B. Roof Repairs/ Replacement**



Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage and prompt discovery of any deficiencies.

The Maintenance Supervisor is responsible for the development of a roof maintenance plan. This plan will identify specific dates for roof maintenance and/or replacement for all City of Nogales Housing Authority's units.

This plan shall include these features:

1. The type, area, and age of roof
2. Warranties and/or guarantees in effect
3. Company that installed the roof
4. Expected useful life of roof
5. History of maintenance and repair
6. Inspection schedule

The Housing Division maintenance staff will usually undertake only minor roof repairs. Therefore there should be a list of approved roofing contractors to take on more serious problems for roofs no longer under warranty.

### **C. Vehicle/Equipment Maintenance**

The City of Nogales Housing Authority will protect the investment it has made in vehicles and other motorized equipment by ensuring that all equipment is serviced on a regular schedule developed by the city's Fleet Services Division. The vehicles and equipment to be covered include:

1. Cars, trucks and vans
2. Tractors
3. Chain saws
4. Hedge trimmers
5. Leaf blowers
6. Weed cutters
7. Lawn Mowers

The city's Fleet Services Division will work with the Housing Maintenance Supervisor 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 Maintenance Supervisor 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 as required by Risk Management.

### **D. Lead-Based Paint**

1. The City of Nogales Housing Authority is committed to controlling lead-based paint hazards in all its dwellings, especially family dwellings constructed before 1978. All City of Nogales Housing Authority properties



were tested in 2016 for the presence of lead with NO evidence found. All testing documentation is available at NHA's office.

## **E. Life Safety Systems**

The City of Nogales 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 Maintenance Supervisor 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:

1. Fire alarms and fire alarm systems
2. Fire extinguishers
3. Emergency lighting
4. Smoke detectors
5. Sprinkler systems

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost effective way to perform the work including the decision to hire a contractor.

## **2.4 INSPECTION PROGRAM**

The City of Nogales Housing Authority's goals of efficiency and cost-effectiveness are achieved through a carefully designed and rigorously implemented inspection program. This program calls for the inspection of all areas of the Housing Division's facilities -- the dwelling units, the grounds and building exteriors, and major service systems.

### **A. Dwelling Unit Inspections**

The unit inspection system of the City of Nogales Housing Authority has two primary goals:

1. To assure that all dwelling units comply with UPCS standards set by HUD and local codes
2. To assure that the staff of the City of Nogales Housing Authority knows the condition of each unit for which it is responsible at all times

The achievement of these goals may require more than the annual HUD required inspection. The Maintenance Supervisor is responsible for developing a unit inspection program that schedules inspections at the frequency required.

For all non-emergency inspections, the resident shall be given at least 48 hour written notice of the inspection.

The maintenance staff shall endeavor to complete all inspection-generated work items within thirty (30) days of the inspection, unless there is an emergency repair (24 hours).



All maintenance staff is responsible for monitoring the condition of dwelling units. Whenever a maintenance staff member enters a dwelling unit for any purpose, such as completing a resident request for service or accompanying a contractor, he or she shall record on the work order system any required work he or she sees while in the apartment. These work items shall also be converted to a service request within twenty-four hours of discovery.

#### B. UPCS Inspection

Regular inspections of the property grounds and building exteriors are required to maintain the curb appeal of the property. This curb appeal is required to maintain the attractiveness of the property for both current and prospective residents. The inspection procedure will specify the desired condition of the areas to be inspected. This defined condition will include any HUD or locally required standards. The existence of these standards shall not prevent the City of Nogales Housing Authority from setting a higher standard that will make the property more competitive in the local market.

Building and grounds inspections must cover these areas:

1. Community room and other common space
2. Gymnasium
3. Laundry facilities
4. Common entries
5. Grounds
6. Parking lots
7. Sidewalks and fences
8. Lawns, shrubs and trees
9. Trash collection areas
10. Building foundations

An inspection form will be developed for common areas and building exteriors and grounds. The staff member responsible for the inspection shall note all deficiencies on the work order system and ensure that these deficiencies are recorded within twenty-four hours of the inspection. The City of Nogales Housing Authority will complete all inspection-generated work items within 25 days of the inspection.

Nothing in this policy shall prevent any City of Nogales 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 immediately.

#### C. Systems Inspections

The regular inspection of all major systems is fundamental to a sound maintenance program. The major systems inspection program overlaps with the preventive maintenance program in some areas. To the extent that inspections, in addition to those required for scheduled service intervals, are needed, they will be a part of the



inspection schedule. Any work items identified during an inspection shall be converted to a work order within twenty-four hours and completed within thirty days.

## **2.5 SCHEDULED ROUTINE MAINTENANCE**

The City of Nogales 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.

### **A. Pest Control/Extermination**

The City of Nogales Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Housing Division will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests. Each unit will be treated annually or as frequently needed. This will be scheduled and coordinated by Maintenance Supervisor and Housing Inspector and will follow procurement process.

### **B. Building Exteriors and Interior Common Areas**

The appearance of the outside of Housing Authority buildings as well as their interior common areas is important to their marketability. Therefore, the City of Nogales Housing Authority has established a routine maintenance schedule to ensure that they are always maintained in good condition. The components to be maintained include:

1. Public restrooms
2. Lighting fixtures
3. Common rooms and community spaces
4. Fences/Patios
5. Building walls

The Maintenance Supervisor 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:

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 performing the tasks.

### **D. Interior Painting**

The appearance and condition of the paint within each unit is important to unit condition and resident satisfaction. Accordingly, the City of Nogales Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained.



As part of this plan painting standards will be developed that include:

1. Surface preparation
2. Protection of non-painted surfaces
3. Color and finish
4. Paint quality
5. Methods of application approved

The plan is to paint the interior of each unit every 5 years OR after vacancy. In an event, that a tenant requests permission to paint the interior of a home the maintenance Supervisor will takes all necessary steps to paint the interior.

#### F. Flooring

It is the policy of NHA to replace flooring at each unit as it is deemed necessary by our Inspector and the Maintenance Supervisor. Floor repair/replacement can be initiated through an inspection or a resident reported work order. Maintenance supervisor will make an initial determination if floor replacement/repair is needed based on its cosmetic look or if it poses a safety risk for the residents. The inspections and subsequent final decision will be documented on the work order software.

### **2.6 RESIDENT GENERATED WORK ORDERS**

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 City of Nogales Housing Authority to complete these work requests within seven (7) days or as reasonable as possible. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will be given a priority above scheduled routine and preventive maintenance. By following this procedure, the City of Nogales 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.

The work order system for NHA works as follows:

1. Work order is generated after a tenant calls to report a concern.
2. Work order is logged on the service order module for tracking and follow up by office staff.
3. Work order is given to the Maintenance Supervisor

In most instances, orders will be assigned to the worker assigned to a specific site. There may be times where the work order may be assigned to a different maintenance technician that is assigned to another site or take the work order himself depending on workloads, schedules, etc. Although the electronic module tracks whom



a work order is assigned to, it is still the responsibility of the Maintenance Supervisor to assign a maintenance technician the work order on the same day it is generated.

4. Office staff will follow up with the assigned maintenance technician on the following schedule
  - a. Next day to ensure it has been assigned (obtain expected time frame from technician)
  - b. On the 3<sup>rd</sup> day (if technician has not called in to close the work order).
  - c. On the 5<sup>th</sup> day (if technician has not called in to close the work order).
  - d. On the 7<sup>th</sup> day to ensure it is closed that day.

It is the responsibility of the maintenance technician to inform office staff of any work orders that have been closed and the results. All work order movement is tracked and saved on the electronic module where any office staff is able to check the status. If a work order requires additional time (more than seven (7) business days), the technician must inform the maintenance supervisor and the office staff and provide valid reasons. Some of these reasons shall include but not limited to shortage on supplies, uncooperative resident, accessibility issues, etc. It is the responsibility of the Maintenance Supervisor to ensure that, unless there are valid reasons, work orders are completed within 7 days. That may include times where workload may be heavy. Executive Director must be informed by office staff of those work orders that will take/have taken longer than seven (7) business days for escalation.

### **3.0 CONTRACTING FOR SERVICES**

The City of Nogales Housing Authority will contract for maintenance services when it is in the best interests of the Housing Authority to do so. When the employees of the Housing 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 Housing Authority have the skills to do the work required, but there is more work than there is time available to complete it, the City of Nogales Housing Authority will determine whether it is more cost effective to use a contractor to complete the work. If the Housing Authority staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the Housing 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 City of Nogales Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Maintenance Supervisor will work with the Finance Manager to facilitate the contract award. The 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 Housing Authority to get the work product it requires.



## 4.0 MAINTENANCE CHARGES

1. Routine maintenance (Labor Charges) performed by Housing Maintenance Staff during regular business hours 8:00 A.M. 5:00 P.M., Monday – Friday is charged at a rate of \$20.00 per hour. A minimum labor charge of \$20.00 is charged for all service calls.
2. Maintenance performed by Housing Maintenance Staff (Labor Charges) after hours (other than the normal posted business hours) and on weekends is charged at a rate of \$35.00 per hour.
3. Maintenance charges for afterhours service requests that require an outside contractor or vendor will be charged at the rate the contractor charges plus the cost of materials.
4. Charges to clean yards, alleys, or the area of responsibility of the tenants will be charged at the rate the contractor charges plus the cost of materials, or the hourly staff costs and charges as referenced in #1 above.
5. Lockouts during regular business hours will be billed at a rate of \$20.00 per call. After hours lockouts will be billed rate of \$35.00 per call. Material charges may be additional.
6. Lock changes are billed at the cost of the materials plus labor.
7. Repairs for broken windows will be charged the rate the contractor charges for labor and materials if done by a contractor, or the appropriate hourly maintenance rate plus the cost of materials if the work performed is done by the housing maintenance staff.
8. Refusal or inaccessibility to perform routine pest control services will result in the tenant absorbing all costs of materials, labor and rescheduling fees.
9. Labor charges related to damages and repairs cost for items found not to be normal wear and tear at the time of move out will be charged at the standard maintenance charge per hour for labor plus the cost of materials. Contractor costs (if any) will be charged at the actual contractor invoice amount.
10. Charges for materials or repairs caused by resident misuse or abuse will be charged at the standard maintenance hourly rate plus the cost of materials if done by city staff or the actual cost charged by an outside vendor if not done by city staff.

## 5.0 KEY INFORMATION AND CHARGES

### Key Information

All locks installed come with two (2) keys PER LOCK



### **Additional Keys**

The cost for each additional key is \$3.00.

### **Additional Keys with New Core Request**

If a resident requests additional keys because of a lost key and refuses to have their unit locks re-cored, the resident will be required to sign a "*Liability Wavier*" prior to the additional key being issued.

### **Lost Keys**

If the resident loses their key and request to change the locks the charges are as follows:

$$\textit{Total Core Charge + Trip Charge/Labor + Total Key Cost = Total Cost}$$

### **Payment**

Keys must be paid for in advance or under a payment plan approved by Executive Director OR Finance Manager (during his absence).