



THE CITY OF CHANDLER HOUSING AND REDEVELOPMENT MAINTENANCE POLICY

The City of Chandler Housing and Redevelopment's (the "City's Housing Office") maintenance section is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of housing properties and providing the best service to tenants. 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 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. Safety program; and
- F. A long-range planning system.

By developing a maintenance system that has these components in place, the City's Housing Office will have the tools it needs to control the performance of maintenance work.

1.1 PRIORITY SYSTEM

The work priorities adopted exemplify the 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 are the following:

- A. Emergencies;
- B. Scheduled Operations and Services;
- C. Vacancy Preparation; and
- D. Tenant Generated Work Order Requests

Placing planned maintenance and vacancy preparation work ahead of tenant work requests does not indicate that tenant requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing it will decrease tenant generated work orders and maintain the property in a manner that will keep and attract good tenants.

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 needed to carry out the activities; and
- 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 Maintenance Supervisor will take into consideration certain factors:

- A. Local housing codes;
- B. Uniform Physical Condition Standards (UPCS);
- C. City of Chandler job descriptions.

Nothing in the documents listed above will prevent the City's Housing Office from setting a standard that is higher than that contained in the documents.

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's Housing Office 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 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.

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

- A. Preprinted number
- B. Source of request (tenant or internal.)
- C. Priority assigned
- D. Location of work
- E. Date and time received
- F. Worker(s) assigned
- H. Description of work requested

- I. Description of work performed
- J. Actual time to complete
- K. Materials used to complete work
- L. Tenant charge
- M. Tenant signature (if available)
- N. Staff signature when complete

1.5 TRAINING

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

The Maintenance Supervisor is responsible for developing a training curriculum for the maintenance staff and working with personnel department staff to identify the means of delivering the training.

1.6 SAFETY PROGRAM

Safety is a core value of the City's Housing Office. Each employee considers safety their personal responsibility as an integral part of every job, task and assignment. Maintenance staff shall follow the City's Safety and Occupational Health Division's Safety Plan when performing maintenance activities.

1.7 LONG-RANGE PLANNING

The City's Housing Office will put in place a long-range maintenance planning capability in order to ensure the most cost-effective use of housing resources and the maximum useful life of housing 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 tenant 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 properties;
- F. A cost estimate to provide the specified capital improvements.

By developing a work plan, the City's Housing Office will be able to anticipate its staff, equipment and materials needs. It will also be possible to determine need for contracting particular services.

2.0 MAINTAINING THE PROPERTY

All maintenance work performed at the properties can be categorized by the source of the work. Each piece of work originates from a particular source: An emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or a tenant request.

2.1 RESPONDING TO EMERGENCIES

Emergencies are the highest priority source of work and will be completed or mitigated within twenty-four (24) hours. The City's Housing Office 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 tenant or staff or that is related to fire safety and includes:
- Unhealthy or undrinkable water supply,
 - Gas leak,
 - Broken/blocked sanitary sewer line,
 - Absence of a working heating system when outside temperature is below 50 degrees Fahrenheit (except for Kingston Arms and/or families who have a medical condition that require heating),
 - Absence of a working air conditioner when the outside temperature is 100 degrees or above (except for Kingston Arms and/or any families who have a medical condition that requires cooling),
 - 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 smoke detector and carbon monoxide (CO) detector,
 - Absence of a functioning toilet in the unit,
 - Exposure to toxic materials.
- 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 or not a situation is an emergency, he or she will consult with the Maintenance Supervisor. If a supervisor is not available, the employee will use his or her best judgment to make the decision.

For emergencies that occur after regular working hours, the City's Housing Office shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a maintenance employee to be 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 materials and supplies. The designated employee shall prepare a work order and report on any emergency within twenty-four (24) hours after abatement of the emergency.

2.2 PREPARE VACANT UNITS FOR REOCCUPANCY

It is the policy of the City's Housing Office to reoccupy vacant units as soon as possible. This policy allows the City's Housing Office 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 an average turn-around time of ten (10) business days. In order to do so, he or she must have a system that can perform the following tasks:

- A. Forecast unit preparation needs based on prior years' experience;
- B. Estimate 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.

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.

If vacant units require additional repairs that exceed the average turn-around time, the Maintenance Supervisor has the ability to create special teams for vacancy turnaround or to hire contractors to meet goals.

2.3 PREVENTIVE MAINTENANCE PROGRAM

Preventive maintenance is part of the planned or scheduled maintenance program. The purpose of the scheduled maintenance program is to anticipate maintenance requirements and make sure it can be addressed in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the properties operating. Major systems include heating and air conditioning, electrical, life safety, roofs, and plumbing.

- A. General Operating Systems

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 and 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 and CO detectors in units,
9. Mechanical equipment,
10. Sanitary drains,
11. Domestic water,
12. Parking areas.

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 and Housing Project Coordinator are responsible for the development of a roof maintenance plan that includes 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 City's Housing Office maintenance staff will usually undertake only minor roof repairs.

C. Vehicle/Equipment Maintenance

The City's Housing Office 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 inform the Housing Maintenance Supervisor of 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 City's Risk Management Division.

D. Lead-Based Paint

Maintenance staff shall follow the City's Lead Hazard Control Plan when performing maintenance activities that may disturb lead based paint. The Maintenance Supervisor shall coordinate such work with the City's Environmental Management Division and Safety and Occupational Health Division.

E. Asbestos

Maintenance staff shall follow the City's Asbestos Management Plan when performing maintenance activities that may disturb asbestos containing building materials (ACBM). The Maintenance Supervisor shall coordinate such work with the City's Environmental Management Division and Safety and Occupational Health Division.

F. Mold

Maintenance staff shall follow the City's Mold Hazard Control Plan when performing mold remediation activities. The Maintenance Supervisor shall coordinate such work with the City's Environmental Management Division and Safety and Occupational Health Division.

G. Life Safety Systems

The City's Housing Office adheres to life safety systems and frequently reviews standards to ensure compliance with the National Fire Protection Association 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 is notified by the City's third party fire protection contractor of the schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

Commercial (Head Start, Family Investment Center, Community Buildings, Maintenance Office)

1. Fire alarms and fire alarm systems
2. Fire extinguishers

3. Emergency lighting
4. Smoke detectors
5. Sprinkler systems

The schedule will include the required testing and servicing as required by manufacturer's recommendations.

2.4 INSPECTION PROGRAM

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

A. Dwelling Unit Inspections

The unit inspection system has two primary goals:

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

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

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

The maintenance staff or the Housing Quality Standards Inspector shall perform the unit inspection program. During each inspection, the staff shall perform specified preventive and routine maintenance tasks. Any other work items noted at the time of the inspection will be documented on inspection form. All uncompleted work items shall be converted to a work order within twenty-four hours of the completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within 25 days of the inspection.

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 tenant request for service or accompanying a contractor, he or she shall record on an inspection form 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. Building and Grounds Inspections

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 tenants. 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's Housing Office 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. Laundry facilities
3. Common entries
4. Grounds
5. Parking lots
6. Sidewalks and fences
7. Lawns, shrubs and trees
8. Trash collection areas
9. Building foundations

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

Nothing in this policy shall prevent any City employee from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the City's Housing Office.

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 (24) hours and completed within thirty (30) days.

2.5 ***SCHEDULED ROUTINE MAINTENANCE***

The City's Housing Office 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's Housing Office will make all efforts to provide a healthy and pest-free environment for its tenants. It will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The Maintenance Supervisor will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed/certified housing personnel.

The Integrated Pest Management Plan will begin with an analysis of the current condition at each property. The Maintenance Supervisor shall make sure that an adequate schedule for treatment is developed to address any existing infestation. Special attention shall be paid to cockroaches. The schedule will include frequency and locations of treatment. Different schedules may be required for each property.

Tenant cooperation with the extermination plan is essential. All apartments in a building must be treated for the plan to be effective. Tenants will be given information about the extermination program at the time of move-in. All tenants will be informed at least one week before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment. If necessary, the instructions shall be bi-lingual to properly notify the tenant population.

B. Landscaping and Grounds

The Maintenance Supervisor 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:

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 shall be responsible for the development of a routine maintenance schedule that shall include the following:

1. A clearly articulated standard of appearance for the grounds that acknowledges but is not limited to HUD and local code standards;
2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;
3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and

C. Building Exteriors and Interior Common Areas

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

1. Family Investment Center Lobby
2. Public restrooms
3. Lighting fixtures
4. Common rooms and community spaces
5. Fences/Patios
6. Building walls
7. Windows

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 and Exterior Painting

The appearance and condition of the paint within each unit is important to unit condition and tenant satisfaction. Accordingly, the Maintenance Supervisor will develop a plan to ensure that interior paint in tenant 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 will set out the conditions for the consideration of a painting request. These standards include the period of time that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included including the conditions under which a tenant will be allowed to paint his or her own unit.

2.6 TENANT GENERATED WORK ORDERS

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

It is the policy of the City's Housing Office to complete these work requests within three (3) to seven (7) days. 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's Housing Office believes it can achieve both good tenant service and a maintenance system that completes the most important work first and in the most cost effective manner.

3.0 CONTRACTING FOR SERVICES

The City's Housing Office will contract for maintenance services when it is in the best interests to do so. When the maintenance staff has the time and skills to perform the work at hand, they will be the first choice to perform a given task. When the maintenance staff has the skills to do the work required, but there is more work than there is time available to complete it, the City's Housing Office will determine whether it is more cost effective to use a contractor to complete the work. If the maintenance staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the City's Housing Office 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's Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Housing Manager and the Maintenance Supervisor will work with the City's Purchasing Division to facilitate the contract award. 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 City's Housing Office to get the work product it requires.

4.0 MAINTENANCE CHARGES

1. Routine maintenance (labor charges) performed by maintenance staff during regular business hours 8:00 A.M. 4:00 P.M., Monday – Friday is charged at a rate of \$42.00 per hour. A minimum labor charge of \$21.00 is charged for all service calls.
2. Maintenance performed by maintenance staff (labor charges) after hours (other than the normal posted business hours) is charged at a rate of \$63.00 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 around residences 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 \$42.00 per hour with a minimum charge of \$21.00. After hours lockouts will be billed at time and a half rate of \$63.00 per hour, with a minimum charge of \$63.00. Material charges may be additional.
6. Lock changes are billed at \$26.07 per core, 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 maintenance staff.
8. Refusal or inaccessibility to perform monthly pest control service will result in a \$60.00 rescheduling fee plus cost of materials.
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. The cost of materials in all cases will be the actual cost of the materials plus a 10% fee for handling. (This includes taxes and postage/handling/trip fees.)
11. Charges for materials or repairs caused by tenant 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 vender if not done by city staff.

5.0 KEY INFORMATION AND CHARGES

Key Information

Tenants will receive two (2) keys at move-in and when the door has to be rekeyed by installing a different core (recore).

Additional Keys

The cost for each additional key is \$3.00.

Additional Keys with No Recore Request

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

Lost Keys

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

# of Locks	Total Cost
2	\$ 91.14
3	\$ 117.21
4	\$ 153.78
5	\$ 179.85
6	\$ 205.92
7	\$ 242.49
8	\$ 268.56
9	\$ 305.13

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

Bedroom Door Locks

If the tenant is requesting a bedroom door lock be installed, the tenant must fill out the proper request for the approval of the modifications. If approved, the tenant will be informed that it is a one-time non-refundable rental fee covering the lock, core, keys, and installation of one bedroom door.

The amount charged (rental) to the tenant will be \$ 53.00 per bedroom door.

Payment

Keys must be paid in advance