

HOUSING PROJECTS MANAGED BY HRDE MAINTENANCE PLAN

It would be impossible to provide detailed information as to how to make repairs on the variety of work which falls under "maintenance"; therefore, this section is designed not to provide "how to" information, but to provide information on policies and procedures of maintenance management.

Few other aspects of property management can get an owner into hot water faster than poor maintenance. Governmental agencies can provide untold amounts of grief to an owner whose communities are not well-maintained. There are pages of code provisions and regulations at the local, state and federal levels, which dictate the required physical condition of a community. For instance, LIHTC program requires Owners to certify that no code violations have been found or if an inspector has issued a violation, the owner must attach either a statement - summarizing the violation or a copy of each violation report to the annual owner certification and listing when and how the correction was made.

The goal of good maintenance management is to ensure that the community for which you are responsible remains productive throughout its useful life. You can better demonstrate that you are successfully fulfilling your job if you can show that you have completed as much maintenance work as possible with the resources available. The primary reason for the importance of maintenance management is that, after debt service, maintenance expenses are the largest part of any community budget and these expenses are that part of the budget most within the control of the on-site staff. The skill with which the maintenance work is managed can have a significant impact on the profitability of the community. The efficient use of the maintenance team will result in a lower cost for all work done. A good understanding of inventory can result in lower material costs. Better use of a preventive maintenance schedule can result in lower overall repair costs.

Maintenance personnel are important to a community because they offer a key source for information about what is going on around the community. Maintenance personnel probably have more day-to-day contact with residents than any other staff member as they are in and out of occupied units on a regular basis and are able to carry on more casual conversations with residents than those staff members regarded as "management".

In order to show that you have accomplished as much work as possible with the resources at hand, you must know: the work to be accomplished, the tasks most important to complete, and the most cost effective manner to accomplish the work.

The Maintenance Team

Typically, the manager is considered to be the person responsible for the condition and profitability of the community. However, the manager alone cannot produce results. Only with the support of *all* employees, can a manager expect to maintain a community in good order. The maintenance team, with its varied skills, talent and mechanical aptitude, are an essential part of maintaining the community. Being able to anticipate problems and overcome them before they become serious is the mark of an excellent maintenance team. The maintenance team includes the maintenance person responsible for repair and replacements and also staff members who perform cleaning, janitorial, and grounds work.

The maintenance team plays a role in public relations. With duties which call for the maintenance team to be in resident apartments or common areas, members of the team, many times, have more contact with residents, applicants, and vendors than the manager. How well duties are performed are seen to reflect management's commitment to the community. The team's appearance and conduct

when dealing with residents, applicants, and vendors is also perceived to reflect the attitude of management.

The maintenance team also acts as the "eyes" of the manager. Being about the community performing their duties, the maintenance team has the opportunity to see conditions which need to be brought to the manager's attention.

The Maintenance Team and Fair Housing

Too many times a maintenance person thinks that Fair Housing laws apply only to the office staff. This is not true. Maintenance personnel can be and are cited for Fair Housing violations. The failure to perform work consistently for all residents, discussing the resident profile (characteristics or make-up of resident households) of the community with applicants and vendors, and derogatory remarks made to or about residents can be reasons considered a violation of the Fair Housing laws. It is the policy of this company to provide equal service, and the failure to do so can be reasons for reprimand.

No staff member is to engage in conversation or action which implies a preference for or prejudice against a resident, applicant, visitor, vendor, contractor or employee based on race, color, sex, religion, age, disability, familial status, or national origin. Answering "yes" to questions such as: "are there children living here" or "do any blacks live here" may seem to be the "right" answer to show that discrimination is not practiced; but, it can be construed as a warning to a prospective applicant or other visitors to the community.

What is Maintenance

A dictionary definition of maintenance is "the keeping in a certain condition". It is the responsibility of the maintenance team to see that the community's physical attributes are kept in a condition consistent with the wishes of the Owner and the financial condition of the community. Maintenance needs can be split into three categories called: responsive, preventive, and deferred.

Responsive Maintenance

Responsive maintenance is maintenance performed because a current problem exists. While typically a request for a needed repair will come from a resident or manager, any employee or visitor to the community can report a problem. A work order is to be made out for any reported problem. Request for repairs are to be addressed within 24 hours or next scheduled work day. If there is to be a delay, the resident is to be advised within the 24 hour period of an approximate day that the repairs will be completed. Consider warranties and guarantees when determining work to be performed. There is no reason to pay for repair or replacement of an item under warranty. Many guarantees are valid only if service is performed by the manufacturer or their authorized installer.

The lease and other information provided to the resident states that requests are to be made to the office. Except in emergencies, if a member of the maintenance team is stopped by a resident and asked to perform maintenance, the member should politely advise the resident to call the office so that a work order can be written and the work can be scheduled. If the maintenance person is already in the apartment doing scheduled work and is asked to do other items or notices other items in need of repair, the maintenance person should consider the time involved and the need to complete other promised work before undertaking to make additional repairs. If it is decided that the work can be performed without delaying others unduly, the maintenance person may go ahead and make the needed repairs. If other repairs are done, this must be noted on the work order. If time is not available

to perform the work, the needed repairs are to be noted on the work order so that the office can schedule the work at a later date.

In the event the problem cannot be located, or it appears that there is nothing wrong, the maintenance person should indicate this on the work order and request the resident to call the office to discuss the problem. The manager is also to be advised that no problem was found. If the resident does not call within 48 hours, the manager should call the resident to see if there is still a problem.

If, while performing work, it appears that the problem or damage may be due to the resident's misuse or improper use of the apartment or one of its components, maintenance is to immediately notify the manager, if possible, before continuing with the work. It is especially important that any damage suspected as being from misuse be noted in detail on the work order. Also, if while working the maintenance person notices any lease violation, this should be reported to the manager.

Cannibalization is the practice of taking parts from one unit to another and is prohibited except in emergency situations or by direction from the manager. Adequate stock should be kept to allow repair and replacement of day-to-day components.

Preventive Maintenance

Preventive maintenance is scheduled maintenance of the components, fixtures and equipment, or systems (jointly noted as components throughout this section) of the community at specified times to reduce the need to perform responsive maintenance. The first step in preventive maintenance is to know the components which are located at the community. For instance, you may find: compressors, pumps, filters, sprinkler systems, heat pumps, appliances, compactors, disposals, water softeners, lift stations, fire hydrants, fire extinguishers, fire places, laundry vents, and intercoms.

The staff must know not only what components are part of the community, but, also where each is located and when and who is to service it. The way to get this information is to walk through the community and each building, looking at each component, and making a list as you go along. The list is to include the type of component, manufacturer, model number, warranty or guarantee, and location. A sample component list is provided later in this section. NOTE: This is also a good time to mark the location of shut-offs, clean-outs and other components of the community which may be needed from time to time.

The list is to be kept in a binder clearly marked "Components and Preventive Maintenance Schedule" and accessible to **all** staff members. **Update your list of components whenever a component is replaced or pertinent information changes.** Do the update at the time of the replacement or change. The list is also to be shown and reviewed by each new employee to help the employee become familiar with the community.

Once all pertinent information is accumulated, determine who is responsible for maintaining the component, you or a contractor, and how often the component needs to be serviced. If necessary, contact the manufacturer for instruction manuals to help you with this job. Draw up a yearly preventive maintenance schedule showing each piece of equipment and when it needs attention.

Consider work flow and regulatory requirements when setting up a preventive maintenance schedule. Don't over schedule; 2-4 hours per day should be adequate and still allow maintenance to handle unexpected problems without disrupting the planned schedule. Do not wait until the last minute to schedule service to components which must be serviced by a specific date such as fire hydrants.

Consider warranties and guarantees when determining work to be performed. Many warranties or *guarantees* are valid only if service is performed by the manufacturer or their authorized installer.

NOTE: Due to specialized knowledge, code, law, or regulation, service to a component may require a licensed worker. Be sure that a staff member or contractor meets requirements before allowing service to be performed.

NOTE: The maintenance of fire hydrants will vary depending on the community. At some, the responsibility is of the town or city in which the community is located, at others, it is the responsibility of the community. Other components, such as lift stations, may also be the responsibility of the town or city instead of the community. **It is the staff's responsibility to find out** who is responsible if this information has not already been attained.

A preventive maintenance schedule can easily be prepared by using a calendar or just a sheet of paper divided into 12 sections. A sample Preventive Maintenance Schedule form is provided later in this section. **A copy of the Preventive Maintenance Schedule is to be placed on the management office bulletin board.** As each service is completed, **mark off by initialing and dating that the service was performed.** Start a new schedule each year with the old schedule left in a preventive maintenance folder for reference.

NOTE: Interim inspections can be considered a form of preventive maintenance and may be included on the Preventive Maintenance Schedule. Other examples of possible preventive maintenance needs are:

- Draining and shutting off exterior water lines.
- Preparing beds for planting and winter.
- Preparing seasonal equipment for use and storage.
- Checking exterior building components such as gutters, downspouts, caulking and faucets.
- Checking grounds components such as lights, sidewalks, grates, drains, and lots/drives.
- Service of appliances; cleaning of coils, vents, fins; changing filters, light bulbs and batteries.
- Inspections and service of heaters, furnaces, water tanks and A/C units.
- Ordering seasonal items such as ice melt or mulch.

Deferred Maintenance

Deferred maintenance involves those items which have a predictable life span and can be expected to need care at a later date. A good system of responsive and preventive maintenance can help all components achieve their life expectancy.

Life Expectancy is considered when charging residents for damage and when preparing a budget for the community. For these reasons, records are kept of major repairs and replacements to help determine the remaining life of each component. The Regional Coordinator will request these records as needed. Any damage found which would affect the life of a major component is to be reported to the Regional Coordinator. The manager is to also advise the Regional Coordinator when replacement of the same type of component is experienced regularly.

Most manufactured components have expected life spans. If information concerning the component's life expectancy is not provided at the time of purchase, usually the vendor or manufacturer can provide this information to you. Listed below are life expectancy guidelines generally used by Management.

Roofs	20 years	Landscaping	10 years
Hot Water Tanks	10 years	Plush Carpet-Family	7 years
A/C Units	10 years	Plush Carpet-Senior	7 years
Painting-Flat-Family	5 years	Loop Carpet-Family	7 years
Painting-Flat-Senior	7 years	Loop Carpet-Senior	7 years
Painting-Eggshell-Family	5 years	Ranges	15 years
Painting-Eggshell-Senior	7 years	Refrigerators	10 years
Painting-Exterior	5 years	Disposals	7 years

NOTE: Unfortunately, no matter the care given, a component may be damaged or quit without notice. Consider warranties and guarantees when determining who should service any component.

The replacement of a component in an occupied unit will be determined in consideration of life expectancy. Based on life expectancy, HRDE has set guidelines to replace components in occupied units.

For painting, the guideline is every five years in communities designated for families and every seven years in communities designated for seniors. Residents may be charged for additional coats or re-paints needed prior to normal schedule, if such is needed due to resident misuse, damage, or abuse.

For carpet replacement, the guideline is every seven years. Generally, the care of carpet after move-in is the resident's responsibility unless management is directly responsible for damage, wear, or unclean condition due to an act of management or to an act which is management's responsibility, such as a sewer back up which cannot be determined to be of the resident's making.

For all other components, when needed.

The above are guidelines only. Replacement at individual communities is based on budget constraints and may vary. Each manager is to review yearly the replacement needs of the community. Residents are not to be charged for damage/abuse if life expectancy has been reached.

The Work-Order

A work order is to be made out for any reported problem. The work order used by HRDE is generated through the computer software. The work order facilitates various functions necessary to the management and maintenance of the community. The work order helps in assigning duties and scheduling time. The copy placed in the unit's Work Order File which provides a history of the repairs/replacements performed in each unit and community facility. Information on the work order helps control inventory.

When responding to the request, the maintenance person is given the work order. Managers are to review open work orders daily to determine why the work order is still open and to contact the resident as may be appropriate. The work order is returned to the manager when the work is completed. Then the Manager is to review the completed work order to: insure that all needed repairs have been made; determine if it is necessary to bill for damages; help determine the necessity to order parts; and make note of specific items which need to be written on the replacement/reconditioning log.

Taking a Work Order

When a problem is reported to management, the person taking the request should ask enough questions to be able to determine the exact problem and any steps which have been taken to resolve the problem. Keep asking questions until enough information is gained to allow for a proper response. Explain to the resident that by asking questions you can more easily ensure that the right tools and parts are brought to do the needed repair. If a call involves water leaks, overheating problems or other problems, which could lead to further damage, ask the caller to shut off or refrain from using the equipment or fixture.

Many times a maintenance visit can even be avoided, especially if dealing with equipment or fixtures, if routine questions are asked. Below are some questions which can be asked to determine if the problem can be easily fixed by the person calling.

NOTE: It is our responsibility to respond to requests. If the person cannot or will not make the repair, thank them for reporting the problem and complete a work order.

Appliance/heater/hot water tank does not work
No or little hot water
Toilet runs continuously

Has circuit breaker been checked?
Could you have exceeded capacity?
Has tank lid been lifted and chain checked? or
Could a tank cover or deodorizing tablet be blocking mechanism?

Dishwasher will not work/get dishes clean

Was the latch thrown? Or Do washer arms move freely?

Refrigerator runs but doesn't cool
Heat/AC does not heat/cool

Have the controls been checked?
Have the controls been checked?

Low water pressure or spurting at faucet

Has aerator been checked?

Completing a Work Order

When taking a work order be sure to fill out the resident's name, apartment number and get a clear description of the work to be performed. If more than one of the same type component, fixture or piece of equipment is located within the apartment, be sure to get the location (full bath, second bedroom, heater in living room under window, etc.)

Request permission to enter if the resident is not there. Landlord-Tenant law, agency regulations, and the lease require that the landlord receive permission from the resident before entering the unit except in case of emergency or upon giving 24 hours notice.

If the resident states that they want to be present and refuses permission to enter, explain that it is necessary to schedule an appointment during the maintenance person's regularly scheduled working hours. Do not schedule a maintenance person's work so that it will result in overtime. An appointment should be set and the maintenance person promptly advised so that work can be arranged to accommodate the appointment. If, due to an emergency or over scheduling, an appointment cannot be kept, the maintenance person must immediately notify the manager so the resident can be called and a new appointment set.

Prioritizing Work Orders

While it may be our intent to handle work orders in the order received, this is not always possible. Work orders must be completed based on the severity of the problem. When processing work orders, consider the four types of work or service which may be needed. These are:

Emergency - repairs or service needed to make an essential component usable or to stop the amount of damage which would occur if the repair was not made promptly (leaks, no heat or air conditioning, fires, floods, etc.);

Health and Safety - repairs or service which could result in accident or harm if not attended to promptly (damaged locks or lock outs, damaged tile or carpet which could result in a trip hazard, etc.);

Housing Quality Standards (HQS) - repairs which are needed to bring the unit back into compliance with program, law or code (no hot water, inoperable smoke alarm or appliances, etc.); and

Routine - the repair of a non-essential component.

When determining the order in which to take care of a work request, the most severe problem is to be handled first, but do not overlook the routine work order. While the problem may be minor in comparison with other needed work, it is important to the resident who called. To keep residents, you must effectively and timely address **all** resident maintenance needs. Be sure to let the resident know if any repair cannot be made within 24 hours or the next scheduled workday of the request.

Entering an Occupied Unit

Except in emergencies, no staff member may enter an apartment without giving 24 hours notice or by being given permission to enter by the resident. Specific procedures for entering a unit are as follows:

1. Knock on the door
2. Wait and if no response, knock again
3. Open the door with key, and while still outside, call out "Maintenance or Management"
4. Wait for response
5. If no response, step into unit and call out again
6. If no response, go ahead and complete work order

NOTE: A door hanger, which indicates a maintenance person is in the unit, is to be placed on the outside of the door before entry if the resident is not home. The use of these hangers lets a resident know that someone is in the unit if the resident arrives while work is being performed.

When the work is finished, complete the appropriate lines of the work order and have the resident sign on the signature line. If the resident is not home, this should be noted on the work order on the resident's signature line.

NOTE: If the resident was not home at any time during which work was being performed, the door hanger is to be filled out as appropriate and left on the door.

Finished Work Orders

The finished work orders are to be returned to the office. At this point, the manager is to complete any resident bills, enter appropriate information in the Reconditioning Log, and note any parts to order to replace stock.

If a resident is being billed for the repair/damage, the manager would also do a breakdown of charges on a section of the form; attaching calculation tape and invoices showing cost of materials used to the form. The manager would also note the date repair/damage costs were billed to the resident on the form. Once the manager has completed the review, the white copy of the work order is to be filed in the Maintenance File for the unit or facility in which the work was performed.

Replacement and Reconditioning Log

At times, it is necessary to know what and when work has been done in a specific unit or facility. A log of this information is to be kept with each Maintenance File. Information needed may vary depending on Regional Coordinator's or agency requirements. Check with your Regional Coordinator for specific requirements. At a minimum, the following information is to be noted on the Replacement and Reconditioning Log.

1. Date when unit or facility is painted and whether painting was partial or full; if partial, what parts were done.
2. Date when unit or facility carpet was cleaned or replaced and which was done.
3. Date when unit was cleaned for new move-in.
4. Date when any new appliances, heaters, air conditioner, disposal or other fixture was installed and any serial numbers of same.
5. Date when any major or capital improvement was made to a unit or facility, listing any applicable serial numbers.

Vendor/Product Binder

Keeping track of where and which products are bought can result in time saved when placing orders. An easy way to set up a vendor's list is to place the gold copy of each requisition in a binder or file folder alphabetically by vendor name. Add the phone number to the requisition and your list is complete. These copies can be used to help track down unpaid bills by limiting your search to purchase orders of the vendor requesting payment.

NOTE: If your community has a computer, a vendor and/or product list may also be kept this way.

Maintenance Files

"Maintenance Files" are to be set up to allow for the monitoring of the repairs and replacements made to an unit or facility (office, laundry, maintenance room, etc.) within the community. Separate files are to be kept on each unit or facility for completed work orders and the Replacement and Reconditioning Log. The files should be kept in a separate file drawer from tenant files. These files are **permanent**, in that, they are not purged when a change in occupants is made. As the files are permanent, the file headings should denote the unit number, not a resident's name.

Billing for Damages/Repairs

Residents are to be billed for damages which are considered over and above normal wear and tear to the apartment; **unless**, such damage is to a component which has exceeded its life span. Maintenance persons need to describe repairs so that a third party looking over the work order can make a determination regarding the reason for the repair. For instance, instead of saying unblocked; be descriptive, such as, cleared toilet blocked by small toy. Maintenance persons are to notify the manager of any suspected abuse or misuse.

Upon receipt of the completed work order showing resident abuse or misuse, the manager is to calculate the cost of the repair, including labor, and bill the resident. The resident has 30 days in which to make arrangements to pay the bill.

Be fair in your assessment of charges. Repairing a component once could be considered normal wear and tear based on age and the circumstances. Repairing the same item more than once may indicate misuse or abuse. Charges for damage to components with predictable life spans will be based on the remaining life only. For instance, a plush carpet is expected to last 5 years, at the time of move-in two years ago, the carpet was new. The resident advises there is a problem and upon checking the carpet is damaged and requires replacement at a cost of \$750. The resident would be charged the cost of the replacement for 3 years or \$450.

Residents are to be charged for work which is performed over and above normal wear and tear including charges for additional painting or cleaning needed because of resident abuse or damage. Residents who vacate before the expiration of their initial lease term and who have not been relieved of the contractual obligation for good cause, are subject to a prorated charge for: expenses incurred to make the unit ready for a new resident, damages, and rent. Check the resident's lease regarding termination and re-renting to help determine charges.

Calling an Outside Service

Occasionally it is necessary to call in an outside service to do repairs, preventive or deferred maintenance. This may be necessary because regulations or law require licensed or certified personnel to perform the work; or because of the need for special equipment; or because the work is not typically or expected to be performed by on-site personnel. The manager is responsible for seeing that outside service providers have proper certification or license, proper equipment, and good references as may be required to perform the work needed.

NOTE: A staff member should accompany an outside contractor whenever possible to see that the work is performed. If the contractor was called in because staff did not have the expertise to perform the work needed, the staff member who would normally be responsible for the work should oversee the work and use this as a training lesson by asking questions and observing the actions of the contractor.

A requisition must be written, prior to any work being performed; except non-reoccurring expenditures under \$100 may be incurred and emergencies may be handled. If the contractor is unable to give a specific amount due to the type of service being performed, a "not to exceed" amount is to be requested. Managers must request prior permission to have the work done if the amount is expected to be over the manager's approved spending limit.

NOTE: Reoccurring services, such as painting, only requires approval at the time it was bid. See the Disbursement section of the manual for more information concerning the requisition.

Getting Bids

Good business practices and agency regulations require competitive bidding be done in an attempt to ensure the best service at the best price for work performed at each community.

HUD requires at least three bids to be solicited for any large expenditures; and, with expenditures over \$5,000, all three bids must be submitted to HUD with the request for payment through reserve funds. HUD also requires that expenditures over \$20,000 receive permission for the work prior to work being performed.

Rural Development requires two bids for any large expenditure and prefers to have all bids submitted prior to any work being performed.

Company policy is to solicit enough bids to provide a good basis for a comparison of prices (normally considered to be three) with the bids submitted to the Regional Coordinator prior to work being performed.

Auditors are also requesting verification of the bidding process when looking at large ticket items or expenditures to associates or affiliates (HRDF, employee's friends, family or business). In order to standardize the bidding practices, the following procedures are to be followed when receiving and submitting bids:

1. The manager will submit copies of bids and completed purchase comparisons to Regional Coordinator prior to the work being performed, for approval if the cost is over manager's approved spending limit or if work is to be done on a regular contracted basis. This would include services such as painting and lawn care.
2. On all work with costs over \$1,000; no less than three (3) written bids are required. Any difficulty in obtaining bids should be discussed with your Regional Coordinator.
3. On all expenditures over \$1,000; copies of at least the minimum number of bids required by the Company must be attached to the back of the requisition and/or contract when it is sent to the office, and copies of all bids received are to be kept attached to the back of the community's copy of the requisition/contract.
4. On work using **associated persons or companies** (friends, relatives, employees' outside businesses, or HRDF/HRDE); comparative bids must be solicited if the **yearly cost exceeds \$500 for a specific type of work within a 12 month period.** three bids from non-associated persons or companies are to be attached to the purchase order. In addition, any employee who authorizes work by an associated person or company, must sign a disclosure indicating that no personal benefit is derived from the use of the person or company.

NOTE: If a person or company is providing an on-going service (painting, cleaning, lawn services, etc.) it is only necessary to attach competitive bids and disclosure to the first purchase order submitted for the year.

NOTE: Management recognizes that some vendors/contractors, such as cable companies, typically do give awards, gifts, or service to persons in property management for including literature in move-in packets or placing it on display. Any benefit given to an employee **must be disclosed.** Employees must sign a disclosure and send it to the Vice President if a benefit is received. Management reserves the right to discontinue any benefit received by an employee if it is deemed inappropriate in regards to the responsibilities of a managing agent.

5. Proof of Insurance, business license and a W-9 must be provided and attached to the purchase order by a successful bidder for any contracted services regardless of the amount of the contract. Proof of Insurance must also include an addendum showing coverage is extended to the community.
6. Contracts should be written on any expenditure over \$5000 for which specific requirements or conditions must be met.

Specifications

One of the hardest jobs is determining what each bid says and if each bid is comparable to another in the scope of work and cost. Before getting bids, determine the work which needs to be performed. Develop specifications for the work to be performed and give a copy to each person bidding. If

possible, mark the area which requires work. If the bidder does not agree with your specifications, ask that he submit two bids, one to specifications and one with his recommendations. You can then review both against other bids and determine acceptability. At the end of this section are specifications for a variety of work. Tailor these specifications to suit your needs and develop other specifications as may be needed.

Receiving Purchases

When receiving goods, check the order for completeness. List any discrepancies, and report it to the vendor immediately. If required to sign off some evidence of delivery or pick-up, be sure that the document shows discrepancies; obtain a copy and submit it to the office with the invoice.

Returning Purchases

It is sometimes necessary to return items to the vendor. Always get a receipt for items returned and submit it to the office with a copy of the original requisition. If the invoice has not yet been sent for payment, mark this copy to show the return. If the invoice has already been processed, be sure to get a credit toward future purchases. Do not hold credits, use the credit when you next submit an invoice for payment. **Never accept cash for a returned item.** If you do not expect to use the vendor in the near future, ask for refund by check made out to the community and mailed to the bookkeeping office. Process the check as a credit against the account originally charged, indicating the reason (returned goods) on the worksheet.

Turnovers

Turnover, also called make ready or reconditioning, is the process of making a vacant unit ready for the next household. Turnover takes in all repairs, replacements, painting, and cleaning needed to make the unit ready. Units are to be put back, as close as possible, to the original condition.

The length of time needed to turn a unit will vary depending on condition. The proper scheduling of work and pre-move-out inspections will make a big difference in how long it takes to turn the unit. A unit, left in good condition with proper scheduling and inspections, can be turned in three days (Day 1-Maintenance; Day 2-Painting; Day 3-Cleaning, Carpet, Inspection). **This is your goal.** If a unit is not turned within 10 days, a written explanation must be given to explain why.

NOTE: HUD pays 50 - 80% of the market rent for a period up to 60 days on vacant ready units. HUD communities need to keep turnover time to a minimum to maximize the amount of money received.

Think ahead. Generally you know 30 days in advance when a person plans to vacate; plan your schedule to accommodate turning the unit. Notify staff, define duties, contact contractors, order needed parts, and inform Regional Coordinator of any expected problems.

Never wait for supplies or service. Develop a list of back-up suppliers and contractors to call if regular supplier or contractor cannot meet your deadline.

Reconditioning a Unit at Turnover

At turnover, certain work will be performed based on the condition of the unit, length of previous occupancy, and any upgrading which may be in process. While the move-out inspection form will show obvious work needs, it does not provide a complete listing of work which may need to be

performed. The maintenance person must consider the overall unit and its components when turning a unit. Develop a routine for turning units and follow it. A checklist of the components of the unit is helpful in assuring that all components are checked. A sample checklist may be found later in this section.

Work performed during turnover falls in three categories and is to be performed in order: maintenance, unit cleaning, and carpet cleaning/replacement. Each person needs to be aware of the duties for which he/she is responsible when turning the unit. Sample lists of duties are provided later in this section.

It is important to change locks at turnover to limit your liability should someone with a key enter the unit after it is re-rented. Each community is to keep at least one spare set of locks to use at turnover and for resident-requested lock changes. If multiple units are vacant at the same time (4 or more), locks are to be switched between units. If 1 is vacant, use the spare set. If 2 or 3 units are vacant, the spare set is to be used on one with the others receiving a re-keyed set from another unit unless additional spare sets are available.

It is management policy to paint units which are vacant to make the unit ready for the new resident. It is also management policy to clean carpet at turnover, unless the carpet is scheduled for replacement.

In order to ensure consistency, each community will provide the interior paint to be used in vacant, occupied units and common areas. The allowable time for employees to complete painting in vacant units is listed below. Unless there is extreme damage supported by a move-out inspection with pictures, no additional time will be allowed. If it is found that an employee cannot complete painting in the time allotted, contact your Regional Coordinator to discuss the situation. A decision will be made to either allow additional time or obtain an outside service. If the decision is to hire an outside service, a decision will also need to be made as to whether or not the employee's hours need to be reduced to reflect the change in duties. The amount of work to be done and the time available to do it should also be considered when determining whether to have staff or an outside service paint units.

Efficiency	10 hours
One Bedroom	12 hours
Two Bedroom Flat	14 hours
Two Bedroom Townhome	16 hours
Three Bedroom Flat	16 hours
Three Bedroom Townhome	18 hours

If using an outside service to paint, three bids are to be solicited before choosing a painter. Costs will vary depending on area. Listed below are average costs incurred when using an outside painter. These may be used as a guideline when reviewing bids.

Efficiency	\$182.00
One Bedroom	\$208.00
Two Bedroom Flat	\$243.00
Two Bedroom Townhome	\$263.00
Three Bedroom Flat	\$260.00
Three Bedroom Townhome	\$280.00
Second Coats	\$100.00
Ceilings	\$ 10.00

Maintenance is generally responsible for preparing the unit for painting and ensuring that an adequate paint supply is on hand and available for use. When using a contractor, the contract painter is

responsible for providing all materials, supplies and equipment, except the paint.

When selecting an outside service to clean or replace carpet, 3 bids are to be solicited. Cost will vary greatly depending on location of community, type of carpet, and size and configuration of the unit. Review bids with Regional Coordinator before deciding whom to use.

After each segment of work (maintenance, cleaning and carpet) is completed, the manager should review for completeness. After all work is said to be completed, the manager must check over the unit to ensure that the work was properly executed.

Vacancy Reconditioning Log

Required by HUD, one Vacancy Reconditioning Log (vacant status) is completed for each unit during turn-over. The form must be submitted to HUD with Vacancy Special Claims. All dates must be consistent with dates provided in other move-out documents.

Inspections

Inspection of a community is needed to judge the quality of maintenance being performed and to discover problems which are in need of attention. Inspections may be performed by mortgagee, a regulatory authority or agency, or the owner. In addition, management requires the following unit inspections: turnover inspection, move-in, post-move-in, pre-move-out, move-out, and interim. Management also requires exterior inspection of the buildings, inspection of systems and of curb appeal.

Develop a pattern when conducting inspections. A simple pattern for use in the units is to turn right and follow the right wall throughout the unit, looking up and down as you go through each room. A variation of this pattern can be used to inspect exterior buildings. A pattern to be used for system and curb appeal inspections should also be designed.

Turnover Inspections

Once all work is completed to make a unit ready for move-in, an inspection is to be conducted to check on the work and the actual readiness of the unit. Any work found to be incomplete or unsatisfactory is corrected at this time. This is also a good time to make note of the items which are out of the ordinary, such as wallpaper; or, not to be brought back to new condition, such as repaired chips in counter tops or small stain on carpet.

Move-In Inspections

The Move-in Inspection is done with the resident, before the resident takes occupancy of the unit. A Unit Inspection form is to be used. The resident is to sign the form and is to receive a copy for their records once the inspection is completed. The original form is to be placed in the resident's file.

The inspection report is used to document the condition of the unit at move-in; and is used to support any charges which may be charged to a resident because of misuse or mistreatment during his/her residency or at move-out. A maintenance person may accompany the manager and resident on this inspection or may conduct the inspection. Benefits of allowing the maintenance person to take part or conduct a move in inspection are: (1) allows the new resident an opportunity to meet with the maintenance person, (2) allows the maintenance person to explain the workings of equipment and

fixtures, and (3) gives the maintenance person a chance to determine and possibly fix any repair items found during the inspection.

Even new units can have flaws; and units which have been in prior service will almost always have flaws, damages, or changes which will not be "put right" before a new resident moves in. **Any variances from the "typical" or new replacements are to be noted on the inspection report.** This would include, but is not limited to, items such as stains on carpet, wallpaper or border, cracks in tile, nicks and chips in cabinets, counters, doors, and molding; or in case of a replacement, new carpet or refrigerator.

Ideally, all work which is to be done to the unit to ready it for occupancy has been completed prior to the move-in. However, if any work is left undone, this is to be noted on the inspection form. A work order is to be written. Work left undone at move-in is to be completed within 24 hours of move-in. If it is not possible to complete it within 24 hours, the reason must be documented on the work order; and the resident advised of the date work will be completed. One copy of the signed inspection form is to be given to the resident; the original signed inspection form is to be placed in the resident's file.

Post Move-In Inspections

After completing the move-in inspection, the manager or maintenance person should advise the new resident that a post-move-in inspection will be held in about 30 days. A Unit Inspection Form is used for this inspection. If there, the resident should sign the form; if not there, the signature line should be noted with "Resident Not at Home". A copy of the inspection form is left with the resident or where the resident can see it; the original is filed in the resident's file. This inspection is used by the manager not only to record any problems but also to address any concerns the resident might have regarding the operation or care of the unit. It may also allow the manager to see and stop any problems with housekeeping or use before the problem becomes an issue.

Pre-Move-Out Inspections

Once a resident gives notice of his/her intent to vacate, the manager is to do a walk-through inspection to note items which will need repaired or replaced at move-out. This can be done on a Unit Inspection Form. It is not necessary to leave a copy with the resident. The reason for the pre-move-out inspection is to give the manager and maintenance team an opportunity to determine the time and materials which will be needed to turn the unit when it becomes vacant, thus reducing turnover time. At this time, staff should: check inventory to determine if needed materials are available or need to be ordered, put contractors on notice, schedule staff, determine cost of noted charges to the exiting resident; and review applicant's file for readiness.

NOTE: This inspection does not replace the move-out inspection which is to be done once the unit is vacant and the keys returned.

Move-Out Inspections

Once a resident has removed all of his/her possessions from the unit and returned the keys, the manager will conduct a move-out inspection using a Unit Inspection Form. Once the inspection is completed, the resident signs the form and receives a copy. If the resident is not there, this is noted on the resident's signature line on the inspection form. The original is always placed in the resident's file.

The move-out inspection will be compared with the move-in inspection to determine if any of the needed repairs or replacements are chargeable to the exiting resident or were part of the unit at move-in. All damage and changes are to be listed on the inspection report as is the need for cleaning for which the resident is responsible. If keys are not returned or the unit abandoned, this should also be noted. Once the inspection is completed, the manager will prepare work orders, assign staff, and prepare requisitions for contractors as is needed to turn the unit.

Interim Unit Inspections

In addition to the above, the manager will conduct interim inspections of occupied units using the Unit Inspection Form. At a minimum, one annual inspection will be conducted in housing for the elderly/disabled and two annual inspections will be conducted in family communities. As with the other inspections, after signing, the resident is given a copy of the inspection with the original being placed in the resident's file. If the resident is not at home, this is noted on the resident's signature line of the inspection form and the resident's copy left where it can easily be found by the resident. In addition to damage and changes, housekeeping, health and safety concerns, and noted lease violations should be noted on the form. Once the inspection is completed, work orders are to be written. The manager will also advise the resident, in writing, of any findings noted during the inspection which need to be addressed and re-inspected in ten days. If it is found that the resident is to be held responsible for repairs or replacement, unless continued damage would occur if not corrected, work should not be done until the resident has been advised of the finding and cost. A form letter is available later in this section.

Scheduling Unit Inspections

Residents are to be encouraged to participate in move-in and move-out inspections with a specific time, convenient to both management and resident, scheduled. All inspections should be scheduled during normal working hours. **Inspections are never to be conducted after dark.** Interim inspections which involve all units should be scheduled to cause the least disruption in the staff's day-to-day duties. Consideration should be made of the schedule of all staff members who will be involved in either conducting inspections, completing work, or otherwise addressing findings of the inspections.

As long as the yearly requirement is met, the manager may choose to do inspections all at one time or over the period of time. For an example, a manager of a family community consisting of six buildings and requiring twice yearly inspections, can do one building a month to meet the requirement. If doing inspections over a period of time, be sure that a record is kept so that inspections are done in an orderly fashion.

How to Complete the Unit Inspection Form

When completing an inspection form, be specific. Many times, the inspection form is reviewed by persons, including judges and management personnel, who have not seen or will not see the unit in the condition noted on the form.

You must give enough detail so that the person reviewing the form knows exactly what was wrong. Note color, size and location of stains. Note location and size of cracks and nicks. Note where and what border or wallpaper has been applied. Give condition of appliances, fixtures, equipment and components. Take pictures to support your findings. If it is a move-in inspection, note what repair was made and how, for example, 1/4" chip in counter to right of kitchen sink has been sealed.

Remember that the inspection form is used to substantiate your claim for payment of damages and

cleaning. The inspection, while used to determine needed action by staff and contractors, is not primarily designed for use as instructions for work to be performed. That is the function of work order. **The primary purpose of the inspection form is to document any problems.** Do not use the inspection form to tell staff and contractors what to do; but to tell what the problem is. For example, do not say "replace light bulbs"; instead, say "4 light bulbs missing in bathroom". Every area on the form must be checked, do not leave any area blank.

NOTE: Showing the repairs and replacements made prior to move-in also helps to clarify charges if the item is damaged again by the new resident.

Charging for Damages and Cleaning

During their residency and at move-out, residents are responsible for maintaining the unit and its components and specified cleaning. Residents may not be charged during occupancy or move-out for normal wear and tear or repairs or replacement of items which have fulfilled their life expectancy.

Vacating residents may not be charged for work performed if the work performed does not involve a cost over and above what is usually experienced. For example, if a resident leaves the oven dirty, the resident can only be charged if the cost to clean the oven is more than the regular cost to clean.

In addition, on items with an expectant life, only the cost associated with the remaining life can be charged. Except for items causing damage and after move-out, a resident is to be advised in writing that a charge will be assessed prior to the work being performed. The resident is to be billed promptly after the work is completed.

NOTE: A resident has the right to request permission to make payments. If permission is given, the resident is to sign a re-payment agreement.

Housekeeping Concerns

Everybody's housekeeping standards are different. What is acceptable to one is not acceptable to another. However, management does have the right to expect a certain standard of housekeeping based on health and safety issues, proper use and maintenance of supplied components, fixtures, or equipment, encouragement of reasonable insurance rates, or discouragement of infestation. Residents are to be informed in writing if it is determined that poor housekeeping may result in: an increased chance of infestation; damage to a component, fixture, or equipment; increased insurance rates; or a health or safety concern.

As housekeeping is subjective, courts have found that management cannot assume a resident's understanding as to what is required. The manager should be specific in advising the resident of the action which is to be taken to bring the problem into acceptance.

NOTE: Housekeeping not only covers cleaning, it also covers care of equipment, fixtures, and components and concerns for health and safety. For instance, if a resident has drapes which cover the heater; it is reasonable to request the resident to tie back or shorten the drapes in winter to reduce the risk of fire.

Notifying Resident of Inspection Findings

A resident is to be advised in writing of any charges which are to be assessed or of the need to clean. A letter, entitled "Notice of Inspection Findings", and a form to show inspections findings, entitled "Noted Areas of Concern During Interim Inspection", are provided at the end of this section. The

manager should complete these if any inspection findings indicate that the resident is responsible for the damage or cleaning.

Failing a Unit Inspection

If a resident fails an interim inspection because of excessive damage or poor housekeeping practices, additional inspections are to be scheduled. In cases of excessive damage, the resident's unit is to be inspected monthly to determine if additional damages are present. If none are found after a three-month period, the resident can then go to a 3-month inspection. If no damages are found during the 3-month inspection, the resident can go back to routine inspections.

In cases of poor housekeeping, the manager will allow the resident 10 days to correct the problem. A manager may allow more than one time period if needed to satisfy concerns for health, safety, and damages.

Once the period for correction has past, the manager will conduct an inspection to see that the necessary corrective action was taken. If corrective action is taken but the need for improved housekeeping practices was considered extreme, the manager will continue to inspect the unit once a month until the resident passes three consecutive inspections. Once the resident has passed 3 consecutive inspections, the resident will go back to routine inspections.

NOTE: The words excessive and extreme were not used lightly. Managers are not to impose inspection standards which cannot be supported by documentation or would not be considered "reasonable" in a court of law. Generally, excessive damage is damage which is caused by misuse or abuse and occurs frequently. Housekeeping is considered extreme when the conditions promote infestation or odors; result in damage to provided components; or when the conditions promote a hazardous condition such as increased risk of fire or the inability to quickly leave the unit in an emergency.

If a resident fails to pass 2 consecutive inspections for any reason, the Regional Coordinator is to be notified to determine a course of action to resolve the problem. The inspections and any supporting documentation are to be made available to Regional Coordinator upon request.

Curb Appeal

Curb Appeal is the impression your community makes when someone enters the community. Curb Appeal can greatly influence prospective residents in making a decision to consider your community as their home.

You should inspect your grounds, parking lot, sidewalks, entries, and common areas daily to ensure that everything is in good condition. You are required to complete a Curb Appeal Checklist once per year and send a copy of the annual Curb Appeal Checklist to the Regional Coordinator. A copy of the Curb Appeal Checklist is provided later in this section.

Building Inspections

Close attention must be paid to the exterior and structural components of your buildings and landscaping. Wear and tear is usually so gradual it is sometimes overlooked until the cost of the repair or replacement is high. Thorough structural inspections are to be completed twice a year. A checklist is provided for your use.

System/Equipment Inspections

Components of the community which require by code, law, regulation, service agreement, or good maintenance practice, service to maintain their life and function are considered for the purpose of this manual as systems and equipment. Systems include such components as intercoms, sprinklers, elevator, alarms, and security. Equipment includes such components as compactors, lawn equipment, office equipment such as copiers, and maintenance equipment such as saws and shovels.

Based on code, law, regulation, service agreement or good maintenance practice, each system and specified piece of equipment must be maintained at specified intervals. Who services each will be determined based on code, law, regulations, service agreement or skill level of staff. A sample Systems/Equipment Checklist is provided to allow staff to itemize who is to service each component and the frequency service is to be performed. The typical service period is noted on some of the components listed; however, the type of components and service period may vary from community to community and staff should tailor the form to the specific community. A copy of the completed checklist should be placed in the front of the manual for future reference.

NOTE: Generally, maintenance and inspection of the **fire hydrants** is the responsibility of the city; however, there are exceptions and each community must find out if this is the city's responsibility or that of the community.

Periodically maintaining maintenance and lawn equipment can extend the life and make work go easier and smoother. Below is a list of services which should be routinely performed.

- Drain gasoline from mowers, weed eaters and leaf blowers each fall.
- Clean all grass and dirt out of mower decks and drive areas as needed and each fall.
- Change oil, clean carburetors and filters in maintenance and lawn equipment each spring.
- Sharpen all lawn mower blades, shovels, etc.
- Clean snow blowers/salt spreaders as needed and each spring.
- Drain gasoline from snow blowers each spring.
- Remove mud, salt and other foreign substances from snow shovels before storing in spring.
- Sharpen and lightly oil saw blades.
- Check over electrical equipment to be sure wiring and other components are in good repair.
- Routinely change batteries/charge equipment.
- Check over ladders and other non-electrical equipment to be sure each is in good repair.

Outside Reviews and Inspections

Periodically, agencies, mortgage companies, and owners will wish to conduct a review or inspection of the community and/or files. Staff are to be courteous and professional when participating in a review or inspection. Generally, 30 days' notice will be given prior to the review; however, this is not mandatory. When notifying management of a review, instructions will be given outlining the steps which management is to take for the inspection. This can include, but is not limited to, notifying residents of the review and possible entry into their apartments; and specific information regarding resident and applicant profiles; turnover, vacancy, marketing, and financial information.

Preparing for an Outside Inspection

We want to put our best foot forward when an inspection is to be held. Common, office and maintenance areas will be inspected as well as apartments. All of these areas are to be clean and in good repair. Anticipate materials needed to take care of damage found during the inspection, especially HQS findings. Items such as batteries, switch and outlet plates, extra fire extinguishers if

provided by the community for resident use, spare outlets and switches, assorted screws, hinges, strike plates, and knobs, smoke detectors, caulk, spackle and breaker plates should be part of your normal inventory. Check to make sure you have a supply on hand prior to the inspection. Check over system inspection schedules to make sure you have met your requirements. Check fire extinguishers within the common areas to ensure that the charge is good. Advise your Regional Coordinator of any problem areas which cannot be addressed prior to the inspection.

What To Do During an Outside Inspection

Most often, a representative of the on-site staff, usually the manager, will accompany an outsider during the inspection. Take a notebook. List items found during the inspection which are in need of repair or attention. As you will have a limited time in which to address findings, get a head start by writing work orders at the conclusion of the inspection. Make a copy of all work orders if the inspection will require a written response.

Agency Inspection Findings

During agency inspections, the inspector will be looking for general deficiencies in the maintenance of the units and common areas, accessibility compliance, and Housing Quality Standard violations.

A Housing Quality Standard (HQS) violation will result in a "failed" inspection for a particular unit. HQS findings must be **corrected immediately**. The manner of reporting the correction will vary depending on the agency conducting the inspection. Generally:

Housing Authorities require written confirmation within twenty-four hours of the inspection. Rural Development requires confirmation as part of the written response to the review. HUD (REAC) requires written confirmation within seventy-two hours of the inspection.

To respond to a Housing Authority finding, the manager will follow instructions provided by the Housing Authority. Generally, the manager is required to call back to the authority requesting a re-inspection of the unit after the correction is made and within a specified time frame.

To respond to a Rural Development finding, generally the manager is required to send documentation to support the correction to the Regional Coordinator, who will then respond to the agency. If a specific time frame for making the correction was given by Rural Development, the correction must be made in the time frame given.

HQS violations noted during a HUD (REAC) inspection must be corrected and the correction reported **within 72 hours** of the inspection. REAC will advise management of the need for correction by providing the manager with a notice of the finding. The manager is required to sign this notice showing receipt. Once the correction is made, documentation, such as work orders or invoices, must be **faxed** to the Regional Coordinator.

NOTE: It is the policy of this company to have all HQS violations corrected **within 72 hours**, regardless of the time frame given within any agency report.

Inventory and Inventory Control

An adequate supply of materials, parts and components are to be kept on hand to allow for the prompt repair/replacement of a component when reported. When deciding what and the number of items which should be kept on hand, determine the work which is usually needed at the community

with consideration given to the length of time to procure the item, the necessity of the item and budget restraints. For instance, if you find that you have to replace 6 - 8 disposals each year, then, a replacement kept in stock would be recommended. On the other hand, as the life expectancy for a range is 20 years, it would not make sense to have one available in a community which is less than 20 years old. Knowing the needs of your community and keeping only the stock on hand to meet those needs can help keep expenses down and money available for needed inventory. Additionally, you need to know what inventory is available.

A list of all items located at the community for use by staff in making repairs or managing the community needs to be recorded and the records kept up to date. The manager and maintenance persons should keep a project inventory and parts list which shows the name of the item, where purchased, number to be kept in stock and cost of the item. When determining how many of an item is to be kept, consider the cost, necessity and length of time to receive once ordered. As the needs of the community will change, inventory records should also be updated yearly to insure that the correct inventory is being kept.

Also, a list of capital property owned by the community needs to be maintained. This list includes appliances, equipment and furnishings in apartments, common areas and work areas. An inventory of capital items, called an Inventory List, will be kept on a computer system in the home office. Additions to the Inventory List, deletions from it, and transfer of items must be submitted to the home office by way of the Inventory Control Form. Sample Inventory Lists are available later in this section.

Let your Regional Coordinator know of inventory which cannot be used or is no longer needed. Provide the Regional Coordinator with a listing of the item, generic and brand name, number on hand and cost to purchase. Give sizes, if appropriate. The Regional Coordinator will consider options for the use or disposal of unusable or unneeded items.

Reconditioning an Occupied Unit

From time to time, it is necessary to perform painting or replacements in a unit which is occupied. Notify your Regional Coordinator of painting and replacement needs. Replacements which may occur during occupancy may be for carpet, appliances, heaters, hot water tanks, air conditioning units, cabinets, and disposals. The reason for this replacement may be from misuse, expiration of life span, or update of components.

Reconditioning of an occupied unit can be very disruptive to the resident. Perform work in a timely and professional manner. Explain the steps that the resident needs to take prior to and during the service. Always have the resident move breakables, valuables and keepsakes away from the work area prior to the work being performed. Work with resident so he/she is prepared for the work which is to be done. Let the resident know the areas where work will be performed, times the work will be done, and any curtailments of service (water, use of entry, etc.) which will occur. Keep the resident informed of delays, changes, or changes in length of time to complete the work.

It is the preferred policy of this company to have carpet cleaning/replacement and possibly painting done by an outside contractor/service. Other work may also require an outside contractor or service. It is very important that a "Permission to Enter" form is completed by the resident prior to having any reconditioning work done in an occupied unit. Be sure that supplies which are to be provided by the community are available in adequate supply to do the work. Prep the area as may be needed.

Making Repairs

It would be impossible to outline all the steps to take when making all repairs, however later in this section is a list of what to look for when making a repair on some simple day-to-day items. Consider the following when making repairs:

1. Do work orders in order with preference given to emergencies, health and safety, and HQS.
2. Check for the simple solution first.
3. Perform work in a professional manner.
4. Keep the resident informed of delays in performing work.
5. Clean up the area after work is completed.
6. Let the manager know if the work is beyond your capabilities or knowledge.
7. Don't take parts from one unit to complete another unless the manager has approved because of emergency.
8. Use proper tools and materials.
9. Report to the manager any damage to a resident's possessions which was caused by your work.

Replacements

When a component cannot be repaired, a replacement will be needed. If the replacement is from inventory, be sure to update the inventory list to show the component was used.

From time to time it will be necessary to replace a major component, such as carpet, within a unit or common area. Approval from the Regional Coordinator and Vice President must be received before the replacement of major components except individual hot water tanks. For replacements of over \$500, the prior approval from HUD is required. In cases where reserve funds are to be used, it will be necessary to receive approval from the governing agency to withdraw funds from reserve. Requests for use of reserve funds require the submission of 2-3 bids.

Emergency Calls

Life at an apartment community goes on 24 hours a day; 365 days a year without regard to weekends, holidays or vacations. A system is in place at each community to allow residents to call in emergency maintenance requests. Each resident and staff member has been given phone numbers and has been advised of what constitutes an emergency maintenance request. It is the manager's responsibility to respond to emergency maintenance calls promptly and courteously whenever they occur. The manager may be required to call out a maintenance person to handle certain emergencies.

It is the manager's responsibility to see that coverage is available for those times when a person will not be available to handle emergency maintenance calls. To ensure proper coverage, managers should develop a contact list which includes pager and phone numbers; not only of the community's employees, but of any other employees who have agreed to act on behalf of an unavailable maintenance person. The list can also include information pertaining to contractors who perform services to the community. A sample list is provided later in this section. The Regional Coordinator should be provided a copy of the list annually or if a change occurs.

Key Control

Laxity in key control can be a serious breach in safety and can result in a substantial cost to the community. This is especially true if the community has a master key. To promote safety:

1. All keys must be kept in a **locked** cabinet away from public view with only authorized personnel having access to the cabinet.
2. The distribution of master keys is to be limited to the Regional Coordinator, manager, maintenance persons, or other employees authorized for access by the Regional Coordinator.
3. Master keys are never to be loaned to a resident or vendor. It only takes a minute to make a copy.
4. Locks are to be changed at turnover with a mastered set.
5. Never give out keys to a resident's apartment without first getting a signed release.

"Walking" the Property

Managers are required to "walk" the property every day. During periods when the manager is not available, this task falls to the maintenance person. However, this does not relieve any of the staff from being on the look out for potential hazards, lease violations, or general repairs. Each staff member is to report any potential hazards, lease violations, and the need for general repairs. The appearance of the community's common areas conveys to residents and others that management cares. It also provides residents with a visible reminder of acceptable standards in maintaining their own residency.

Extermination

Extermination will occur monthly. Only those substances regulated or approved by federal, state, county and local laws, rules and regulations are to be used. The substances are to be applied in accordance with manufacturer's recommendations and label instructions. Prior to application, consideration is to be given to allow for time for ventilation. As the use of pesticides may adversely affect the health of staff and/or residents, the manner and of application, as well as the product chosen, will be determined in consideration of any reported or known allergies or conditions.

The use of pesticides in occupied units will be done only after prior notice to the occupant. Notice is to be no less than 24 hours. Messages are to be checked prior to authorizing treatment to help ensure that any concerns of residents reach the manager.

To help control the influx of insects, vacant units should be treated whenever possible. Treatment should take place no longer than one week prior to occupancy or less than 2 days.

Security

No staff member is to indicate or imply that security is provided, by design or service, at any apartment community. Do not discuss security with residents or applicants because the truth is that no housing can be 100% secure; and if you promote security, you may very well incur a liability for which you would not normally be held responsible. If a building has doors that require a key to gain access, this is a "limited access" building or entry. Other components or services should also be indicated by names which do not imply or use the word "security".

Many crimes occur because of carelessness such as: a failure to lock doors and windows, allowing strangers into a building, and propping doors open for convenience. However, there are things which

can be provided to promote safety for residents and property. For example:

1. Change locks at all move-outs.
2. Install and maintain in working order deadbolts and peepholes.
3. Equip and maintain in working order window and patio door locks.
4. Keep parking areas, walks, stairs, lobbies, and halls well-lit.
5. Keep vehicles, vacant units, storage areas, mechanical rooms, offices, and maintenance areas locked.
6. Maintain building and apartment numbers; ensuring numbers are clearly visible; not obstructed or worn.
7. Control the use and storage of keys, especially master keys.

General Safety

There are many ordinary hazards in an apartment community, from weak railings to torn carpet. No unsafe condition should be allowed to exist. Pay particular attention to the common and exterior areas, especially those which are not normally used by the staff such as the playground. All staff members should be on the look-out for unsafe conditions. Unsafe conditions are to be corrected immediately.

In addition to unsafe conditions, activities and duties performed by staff can result in potentially hazardous conditions. Use appropriate signs or barriers to mark work areas which may result in hazardous conditions, such as wet floors, electrical cords or hoses running across walkways, obstacles placed on walk-ways or the possible fall of materials when working high.

Fire hazards, can be minimized by following a few rules:

1. Regularly inspect or have inspected fire prevention equipment or components such as fire extinguishers, hydrants, sprinklers and smoke alarms.
2. Follow manufacturers' recommendations on storage of flammable materials.
3. Follow codes and regulations regarding storage of flammable materials.
4. Keep paint and other flammable materials away from furnaces, boilers and hot water tanks and require residents to do the same.
5. Dispose of trash promptly and require residents to do the same.
6. Drain gas-powered equipment before storing. Store gas in a vapor-lock can.
7. Have an evacuation plan and be sure staff and residents know what to do.

If a fire occurs:

1. Evacuate the affected building.
2. Call the fire department immediately.
3. Check designated meeting places to determine if anyone is missing; advise fire department.
4. Send someone to the front of the community to direct the fire department to the right area.
5. Cut off utilities and shut down elevator.
6. Contact your Regional Coordinator as soon as possible.

Maintenance Safety

Wear protective clothing when dealing with abrasive materials or waste. Be consistent in the wearing of protective clothing. Staff cannot decide to wear it when performing work in one unit and not another. **The failure to be consistent in the wearing of protective clothing can result in a discrimination suit;** if such a failure can be perceived or attributed to a person's fear or prejudice against another. When deciding upon proper clothes to be worn while performing work, staff should

take into consideration possible dangers of the job. The company has a dress code policy. Questions regarding proper dress should be referred to the Regional Coordinator.

Follow manufacturer's directions when using equipment and materials. Use tools and materials designed for the work to be performed. Maintain equipment in a good order, replacing broken or malfunctioning equipment.

Before performing service to machines or equipment, **"isolate" the device** to insure that the machine or equipment is stopped, un-powered and locked or tagged so another cannot start it while work is being performed. A lockout/tagout kit should be used at each community. The kit can be as simple as having tags which would notify another that the machine or equipment is being serviced and is not to be used.

Use signs and/or barriers to mark off work areas which are open to others, if such areas could be hazardous. Use signs to notify others of potential hazards such as wet floors or low clearances. Develop procedures for emergencies. Agree upon an area to meet in case of fire or other disaster. Set procedures for evacuations. Practice fire drills. Inspect for problems. A Safety Inspection is provided.

Reporting Accidents

Accidents are to be reported immediately. If the accident involves a staff member, the employee is required to complete an Incident Report and seek immediate medical attention, regardless of how minor the accident. A "Workers' Compensation" form should also be completed and submitted to the home office.

Hazardous Waste

The disposal of hazardous waste is regulated by law. Notify your supervisor before working with hazard waste. Check federal, state and local regulations and codes for proper procedures for working with and/or the disposal of hazardous waste. If special knowledge is required, call your Regional Coordinator for permission to employ an outside contractor.

Lead-Based Paint

While requirements for notifying residents of the possibility of lead-based paint may vary depending on the program involved, all communities, including conventionally-financed housing, **built prior to 1978** must notify each resident in some manner. Information concerning lead-based paint notification to new residents is available within the Move-Ins section of this manual.

In addition to notifying residents at move-in, regulations governing lead-based paint also requires notification of residents when renovation/maintenance activities are to take place. All renovation/maintenance is covered **except**:

1. minor repairs and maintenance work that disrupts two square feet or less of painted surface per component;
2. emergency renovation or maintenance activities (health, safety, continued damage);
3. renovations or maintenance in housing, built prior to 1978, in which a written determination has been made by a state certified inspector that the components affected are lead-based paint free and the renovator has a copy of that determination;

4. housing for the elderly or persons with disabilities unless any child who is less than 6 years of age resides or is expected to reside in such housing;
5. any 0-bedroom dwelling.

Notification requirements will vary depending on the area which is to be renovated or maintenance. Renovation includes sanding and/or scraping painted surfaces, minor electrical or plumbing which disturbs painted surfaces and removal of large structures such as walls, ceiling, large surface re-plastering, major re-plumbing, and window replacement. Notice must be given no earlier than 60 days before beginning renovation/maintenance and no less than 7 days by certificate of mailing before the work is started. The manner of notice is:

1. For renovations/maintenance in individual apartments, renovators/staff are required to provide an adult resident of the apartment with a copy of the "**Protecting Your Family From Lead in Your Home**" pamphlet and be able to document that by a **written acknowledgment**, a certification, or certified mailing.
2. For renovations/maintenance in common areas of multi-family housing, the renovators/staff are required to provide:
 - a. the pamphlet to the owner of the property and be able to document that written acknowledgment or certificate;
 - b. written notice to each unit including the general nature and locations of the planned renovation/maintenance activities, the expected starting and ending dates; and a statement of how each resident can obtain the pamphlet, at no charge, from the renovator; and
 - c. keep a written record of the steps taken to comply with these requirements for a period of three years.

The Pamphlet

Copies of the pamphlet, "Protecting Your Family From Lead in Your Home" (Document Number 055-000-00507-9), are available from the Government Printing Office at 202-512-1800. Persons who wish to make their own reproductions of the pamphlet may obtain camera read copy from the National Lead Information Center at 800-424-5352. The material must be copied in full and not revised in any way, except to add any state and local sources of information or attachment of company name, logo, and contact information in the space provided for same. Alternate pamphlets, developed by state organizations, may not be used unless these pamphlets have been specifically approved by EPA for use under this rule.

Lead-Based Paint Notification Recordkeeping

Records necessary to show compliance with this rule are required to be kept for three years following the completion of the renovation activities at the risk of penalties of \$25,000 per day. To meet these requirements, the manager will maintain a binder entitled "Renovation Notification". Forms have been provided to document that notification has been made.

Protect yourself and others from breathing dust created by renovation/maintenance projects by:

1. keeping all non-workers, especially children, pregnant women and pets outside work area.
2. breaking large projects into several small projects to control the amount of lead dust made. Clean up after each phase of the project.
3. wearing a properly fitted respirator equipped with HEPA filters.
4. wearing protective clothing such as coveralls, shoe covers, goggles, and gloves to keep dust off your skin. Launder/clean these items separately.

5. changing your clothes and shoes before leaving the work area.
6. machine washing your work clothes separately from other family laundry.
7. showering and washing hair right after finishing work to reduce dust contamination.
8. not eating, smoking or drinking in the work area. Wash hands and face before eating, smoking, or drinking.
9. if state regulations allow, disposing of used wash water down a toilet, never on ground.

Setting Up to Work Outside on Lead-Based Paint

Prepare the work area by:

1. covering the ground and any flowers or plants with 6 mil polyethylene plastic sheeting to catch dust and trash. Extend the plastic sheeting beyond the work area far enough to catch all waste materials. The plastic should extend at least 5 feet from the base of the house and an additional 3 feet for each story.
2. using bricks or rocks to hold the edges of the plastic sheeting in place. Place wood studs under the edges of the sheeting to block liquid from escaping.
3. avoiding work in windy conditions. If winds are more than 15 miles per hour or chips and dust are blowing off the plastic sheeting, set up a barrier to block the wind or do work another day.
4. covering sandboxes with 6 mil polyethylene plastic sheeting. If possible move play equipment and other belongings at least 20 feet away from the work area.
5. not blasting or power washing lead-based painted surfaces, as this creates large amounts of dust and waste water that contain lead and can contaminate large areas.

Replacing or Working on Windows Finished with Lead-Based Paint

When working on windows:

1. Seal off the work area by covering entryways with 6 mil polyethylene plastic sheeting, if working on a window from inside.
2. Tape 5 mil plastic over the entire inside window opening, if you are working on the window from the outside.
3. Cover the floor inside under the window with 6 mil polyethylene plastic sheeting to catch any fall dust. Also cover the ground outside the window.
4. Spray the window sill and frame with water to reduce dust.
5. Remove the window unit from the outside, if possible. Collect all dust and paint chips. Dispose of them in a sealed plastic bag.

Setting Up to Work Inside on Lead-Based Paint

To keep dust from spreading throughout the unit/common area, take the following safeguards:

1. Close off the work area by covering entryways with 6 mil polyethylene plastic sheeting and taping it in place with duct tape. Be sure to leave windows open for proper ventilation, if necessary.
2. Remove furniture, area rugs, curtains, food, clothing, and other household items until cleanup is complete. Items which cannot be removed from the unit/common area should be tightly wrapped in 6 mil polyethylene plastic and sealed with duct tape until all work and clean-up is complete.

3. Turn off forced-air heating and air conditioning systems during work. Then, cover heating and air conditioning vents with a layer of 6 mil polyethylene plastic sheeting. Tape the sheeting in place with duct tape.
4. Cover openings, such as gaps around pipes and between floorboards, with plastic or duct tape to prevent lead dust from sifting down to lower floors and rising to upper floors.
5. Cover exposed surfaces that cannot be removed, such as floors, carpeting, counter-tops, and shelves, with 6 mil polyethylene plastic sheeting.
6. Tape around the door seals of refrigerators to prevent dust from contaminating the food inside.

Preparing Lead-Based Paint Surfaces for New Paint or Wall Covering

You can reduce the risk of exposure to lead by:

1. Cover the floor and furniture with 6 mil polyethylene plastic sheeting.
2. Avoid sanding lead-based painted surfaces whenever possible. If you must sand, use a sander with a vacuum attachment connected to a HEPA filter-equipped vacuum cleaner, or use a wet-sanding sponge.
3. Wipe the area you are sanding often and rinse the sponge in a bucket of water. Strain out any chips of paint and dispose of them in heavy-duty plastic bags. If allowed by state regulations, dispose of waste water down the toilet. Wash the walls with automatic dishwasher detergent or a lead-specific cleaning agent, rinse, and let dry before painting or wallpapering. Be careful while wet sanding because wet plastic can be slippery. Exercise caution when using paint strippers since they contain toxic chemicals.

Cutting, Scraping, Drilling or Sawing Lead-Based Painted Surfaces

1. Cover everything near or inside the work area with 6 mil polyethylene plastic sheeting.
2. Spray the work area surface with water to reduce the amount of dust.
3. Do not use a high-temperature heat gun or open flame torches to loosen paint.

Carpet Removal from a Lead-Based Paint Area

If removing or replacing carpet, take the following steps to avoid spreading lead dust:

1. Mist entire surface of the carpet with water to keep dust down.
2. Roll carpet inward to avoid spreading dust to other areas.
3. Wrap carpet and pad in 6 mil polyethylene plastic, tape seams closed with duct tape.
4. Vacuum floor with a HEPA filter-equipped vacuum cleaner after carpet is wrapped; but before you remove it.
5. HEPA vacuum the floor again after you remove the carpet.

Lead-Based Paint Dust and HVAC Systems

Heating, ventilation, and air conditioning system ducts can accumulate dust for many years. If you suspect that the dust contains lead, follow these steps when replacing or cleaning the ducts:

1. Cover the floor under the ducts with 6 mil polyethylene plastic sheeting to catch any falling dust.
2. Use a HEPA filter-equipped vacuum cleaner to remove dust from the inside of the ducts before beginning work.

3. Rinse the duct pieces in an area well away from the unit/common area before reinstalling them. If you are disposing of old duct pieces, first wrap them in 6 mil polyethylene plastic and seal with duct tape.

Lead and Plumbing

Not only the painted surface, but if you are working on older pipes that contain lead solder, you should be concerned about lead hazards in plumbing. Disturbing lead-soldered pipes can dislodge pieces of lead solder that can get into your drinking water or come to rest in aerators or the bottom of pipes or joints. Follow these precautions to reduce lead hazards in plumbing:

1. Follow practices outlined above in the section on preparing surfaces when you break through walls or floors to reach pipes.
2. Use adequate ventilation to avoid inhaling dangerous fumes from soldering.
3. Promptly discard solder pieces when you finish work, using safeguards listed in the section on cleaning up lead waste.
4. Use lead-free solder when working on drinking water plumbing.
5. After work is finished:
 - a. Remove aerators and clean out any debris. Look carefully for grit or solder pieces.
 - b. Flush supply lines you have been working on with the aerators removed.

Lead-Based Paint Dust and Removal of Large Structures

When demolishing and/or removing large structures painted with lead-based paint, such as walls, door frames, floor coverings, and ceilings, you are likely to be left with large amounts of dust and trash that contain lead. To reduce exposure to large amounts of lead dust:

1. Seal off work area by covering entryways with 6 mil polyethylene plastic sheeting.
2. Cover nearby windows with 6 mil polyethylene plastic sheeting.
3. Turn off forced-air heating and air conditioning systems. Cover heating and air conditioning vents with a layer of 6 mil polyethylene plastic sheeting.
4. Remove rugs and furniture from work area, if possible.
5. Cover the floors and the furniture in the work area and adjoining areas with 6 mil polyethylene plastic sheeting.
6. Wet the surface and debris as you demolish it to keep dust levels down.
7. Remove and dispose of trash properly. Allowing debris to accumulate in the work area increase the risk of spreading dust throughout the unit/common area.
8. Wear protective clothing and a respirator when removing materials which may contain lead.

Cleaning Up Lead Waste

Pay special attention to cleanup activities to prevent contaminating other areas or exposing people to lead. Everyone working on the job is to take the precautions given below to help prevent lead contamination.

If you are doing remodeling work, it may be necessary to use a hazardous waste facility for lead trash disposal. Call your State lead program contact to see how you should dispose of waste.

Personal Cleanup

1. Do not take off your respirator until after you have removed your outer protective clothing.
2. Vacuum dust from clothing using a HEPA filter-equipped vacuum cleaner.
3. Wash your hands and face whenever you leave the work site.
4. Change your clothes and shoes before leaving the worksite. Machine wash separately.
5. Shower and wash your hair right after finishing work to prevent spreading lead dust.

Daily Site Cleanup

1. Dispose of construction trash in a heavy-duty plastic bag. Carefully remove the dust and trash from the plastic sheeting to avoid contaminating other areas. If possible, pass the trash out a window to avoid carry it through the house.
2. Strain out paint chips from liquid waste and dispose of them in a heavy-duty plastic bag, Dispose of the remaining water down a toilet if allowed under state regulations.
3. Mop the floors with an automatic dishwasher detergent in areas where there is little dust, or vacuum with a HEPA filter-equipped vacuum cleaner. When mopping use a disposable mop, since the mop used for cleaning lead dust could spread the dust if it was used in regular cleaning. Change wash water frequently.
4. Rinse with clean water. Dispose of used water down toilet.
Vacuum the plastic sheeting covering wall-to-wall carpeting with a HEPA filter-equipped vacuum cleaner.
5. Wet-sweep outside areas with lots of dust and trash by using a garden hose to spray these areas with water. Avoid dry sweeping. Shovel trash into heavy-duty plastic bags placed in cardboard boxes for support.
6. Clean tools with an automatic dishwasher detergent.
7. Seal off the entryways with 6 mil polyethylene plastic if you have to leave the work area unattended.

Final Cleanup

1. Start cleanup work from the dirtiest part of the work area and work toward the clean area of the unit/common area.
2. Work from the top of the room toward the bottom, cleaning ceilings first then walls, counters, and floors.
3. Carefully remove any plastic sheeting used to protect surfaces by rolling or folding inward.
4. Wash floors and walls with automatic dishwasher detergent or other lead-specific cleaning product. Dispose of used wash water down a toilet, if allowed by state regulations.
5. Vacuum floors, walls, and wall-to-wall carpeting with a HEPA filter-equipped vacuum cleaner.
6. Vacuum baseboards, chair rails, window sills, casings, shelves and counter-tops again, once they are dry.

Community Information Sheet

Each community is different not only in program and resident profiles, but in the components, equipment and materials which make up the physical site. New employees or employees transferring from other communities do not know the specific requirements of each community. Many times, the inspection and care needed for a particular component of the community is missed, not because of bad management or maintenance, but because an employee was not familiar with what needed to be done.

The staff of each community should go through and list the required inspections and care needed for the different components and systems located in the community. Are you responsible for flushing fire hydrants, or is this the responsibility of the city? Do you have a battery-operated system which requires re-charging? Elevator? Fire Extinguishers? Sump Pumps? Lift Station? Laundry Equipment? Water Shut-offs? In the front of the manual, space has been provided to list information which is specific to your community. You are encouraged to use this section to note items of importance about your community.

Laundry Equipment and Repairs

The care and repair of laundry equipment will vary depending on the owner of the equipment. However, in all cases, the site staff has the first responsibility for arranging for repair. Down machines not only are an aggravation to the resident, but also result in lost revenue for the community. Prompt repair of laundry equipment is expected. If you are unsure of your responsibility for repairs, contact your Regional Coordinator for instructions.

Blue Prints and Maps

Blue prints and maps of the community are helpful for a variety of reasons. They show the location of important features of your community, provide an easy reference when getting bids, and show the layout and boundaries of your community.

A set of "as built" blue prints should be available at each site. These are to be kept in a safe and secure place, accessible when needed. Changes to components and the date made are to be shown on blue prints, noted in **red pencil**, to keep the blue prints up to date. If blue prints are not available, a sketch of the community, noting components and their location can be done and should prove to be helpful.

A map of the layout of the community is also helpful and is recommended. One page of the blue prints will usually be a layout of the community. This can be reduced and used in various ways, such as:

1. new staff members can use it as a reference to help find apartments and facilities.
2. applicants can use it to help decide which apartment to take.
3. new residents can use it as a reference to facilities.
4. staff can use maps to provide details on the area in which work is to be performed.
5. police, fire department, EMS and the post office can use it to help identify apartments.

Signage

Signs are to be well-designed and constructed, easily-readable, neat, clean and in good repair. Check signs weekly for deterioration and needed repair. Do not use hand-printed signs. If it is important enough to have a sign, do it right.

Requests by Residents to Perform Work Outside Normal Duties

From time to time, employees may be asked by a resident to perform work outside their normal duties for a fee. How to handle such requests is to be discussed with the Regional Coordinator prior to any work being performed. The Regional Coordinator has the right to forbid or allow such work for residents. The Regional Coordinator may also allow this as part of the regular duties with the resident being charged. The decision will be made by the Regional Coordinator.

Rev. 9/09

Planned Maintenance Schedule

	Daily	Weekly	Bi-Weekly	Monthly	Quarterly	Semi-Annually	Annually
Grounds							
Police area around buildings							
Sweep sidewalks							
Mulch shrubs							
Lawn care							
Snow removal							

Site Utilities							
Storm drains-flush out debris							
Parking lots, reseal and stripe							

Building Exterior							
Clean gutters and downspouts							
Inspect roofs, repair as needed							
Inspect siding, repair as needed							
Window cleaning							
Inspect doors, adjust and lube Hinges, locks and hardware							
Lighting							
Exterior painting							
Storage buildings-inspect, repair							

Building Interior							
Extermination of all units							
Common areas cleaned							
Inspection of all units							
HVAC inspection and services							
Hot water heater inspection							
Trash removal							
Elevators cleaned							

Common Areas							
Laundry room							
Community room cleaned							
Management office cleaned							
Trash compactor room cleaned							
Stairways inspect and cleaned							
Corridors							

Mechanical Systems							
Elevator maintenance contracts							
HVAC systems							
Fire pumps, sprinkler systems							
Fire extinguishers							
Exhaust fans							