

Quality Maintenance Program

Update, Spring 2019

QMP Purpose and Goals:

- **Perform preventative maintenance tasks on all occupied apartments**
- **Concentrate on Operational Payback tasks that will save energy and money**
- **Utilize high quality parts that will stand the test of time**
- **Create more efficient ordering and standardization of materials**
- **Reduce Work Orders**
- **Give high-rises that are awaiting major renovations a refresh**
- **Initiate pilots at Horn and Glendale, adjust with lessons learned, then roll out agency wide**
- **Improve Customer Goodwill**



Horn QMP Progress

\$986

Horn Average
Spend per Unit*

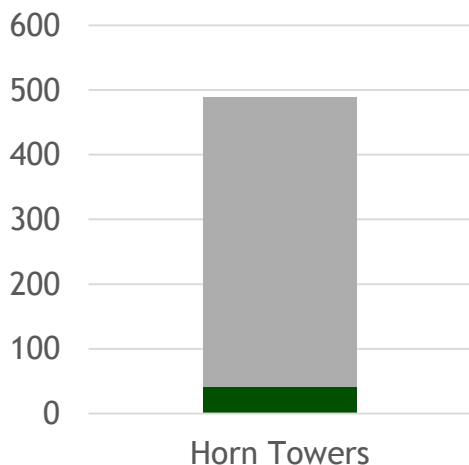
over

158

Potential WOs
Discovered and
Remedied

**Labor (\$293), Materials (\$220) and
contractor (\$473) costs including
estimated LED retrofit quote.
Does not include start-up costs*

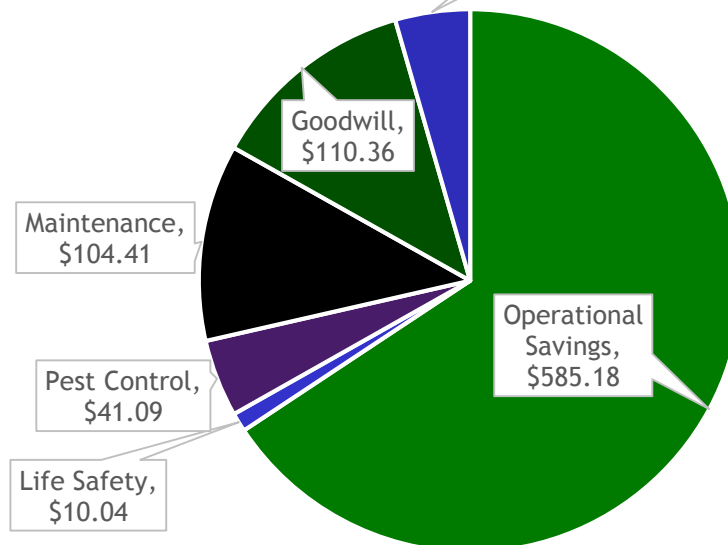
Horn QMP



- Total Horn Units (489)
- Inspection Completed (41)
- QMP Complete (41)

Avg Unit Execution Cost by Benefit

**Does not include admin labor*
Appearance, \$39.72



3110 '07 & '08 Stack Complete
'01 Stack Scheduled for 5/13

Next up: '02, '03, '04, '05, and then '06

Approx.

\$40,000

Total Spend on 41 Units



Tasks Completed in More than 6 Units At Horn (lighting upgrades are planned but not complete)

No. of Units	Task	Benefit
41	Replace smoke detector batteries	Life Safety
41	Clean out or replace aerators	Operational Savings
41	Replace Constant Air-Flow Regulators	Operational Savings
41	Replace shut off valves in shower, sinks, and toilet	Operational Savings
41	Replace lighting with LED fixtures (planned)	Operational Savings/Goodwill
41	Clean fin tube radiation without removing covers	Operational Savings
41	Clean under and behind fridge and oven	Pest Control
41	Replace hood range filters	Operational Savings
41	Replace caulking around windows, countertop, cabinet base, fridge bottom inside, shower, toilet, and sinks	Pest Control/Maintenance
41	Install kickplates on front door	Operational Savings
41	Install curtain rods (2 rooms)	Goodwill
41	Replace showerheads	Operational Savings/Goodwill
19	Add escutcheon plates to pipe openings	Pest Control
15	Tighten cabinet handles	Operational Savings
14	Provide and/or install AC insulated cover (new covers on order)	Operational Savings
13	Reglue cove base	Appearance
10	Replace shades	Appearance
9	Tighten towel bar or toilet paper holder	Maintenance
9	Install anti-tip on stove	Life Safety
8	Repair window	Maintenance
8	Replace missing/loose tiles	Maintenance
8	Repair/replace drawer glides in cabinets	Operational Savings
7	Fix leaking toilet	Maintenance



Highrise/Horn QMP Updates and Lessons Learned

- **Feedback from Residents**

- Residents are pleased that they didn't have to move out and that so much work was done in their unit.
- One complaint that was about the shower head was too high. A second, lower hook was installed and she is thrilled now.
- A few comments about the length of the curtain rods have been reported but no major complaints.

- **Materials**

- Need to ensure most, if not all, materials are onsite prior to beginning work on a group of units. Not having about 40% of the materials needed significantly delayed completion of the QMP in the '07 stack and had a negative impact on the residents.
- Still waiting on aerators, pantry wheels, oven knobs, and LED lights to be installed in the '07 stack because material delivery and decisions were not complete when work was being executed.
- Building Maintenance is confident that using the amount of materials purchased for the '07 stack is a good representation of what will be needed for the rest of Horn.



Highrise/Horn QMP Updates and Lessons Learned

- **Tenant Communication**

- Many of the residents reported that they were “not aware” that they needed to be gone or that they needed to do any prep work.
- The Communications Department is helping refine the notices so they more clearly state what is expected of the residents. A call-in line for the Somali residents to use has been set up to speak the notices to those who cannot read.
- For the '08 stack, Horn's Management Aid will start knocking on the doors scheduled for the QMP that day around 7:30 to remind them that they need to be out by 8am.

- **Contractors**

- There was a general consensus among the QMP team that contractors do one stack at a time before each stack receives the QMP. The team can then better respond to issues that arise after contractors have been in the units when they are already working in those same units.
- Background checks should be performed to ensure contractors can enter units without an escort.
- In the event that contractors cannot receive clearance or if a last minute change to the assigned pre-approved contractors happens, the escorts should be prepared to perform work in the units while they are escorting. Tasks might include:
 - Cabinet repairs (drawer glides, hardware tightening, shelf clips installed)
 - Hood filters replaced
 - Hinge pin door stops installed
 - Install kickplates
 - Fridge repairs
 - Holes around pipes filled and escutcheon plates installed



Horn Next Steps

Tasks Needing to be Completed Over Next Two Months for Horn QMP

- **May 3:** Order supplies in bulk for the rest of 3110
- **May 13:** Inspections for 01 Stack
- **May 17:** Fill permanent Highrise QMP team positions
- **Week of May 20:** Hold a meeting with all 3110 Horn residents explaining QMP process
- **May 28:** Begin work on other stacks (Next in order are Stacks 01, 02, 03, 04, 05, and 06).



Glendale QMP Progress

\$1,257

Glendale Estimated
Average Spend per
Unit*

over

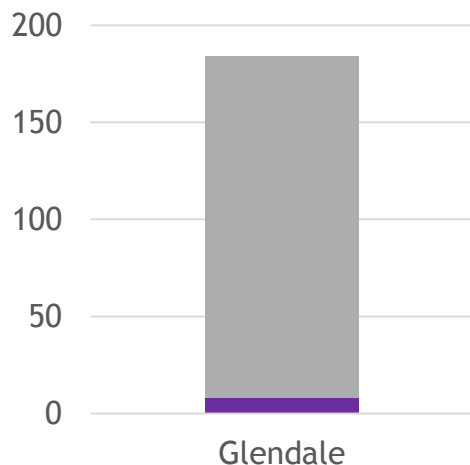
80

Potential WOs
Discovered and
Remedied in 8 units

**Estimated Labor (\$639) and
Materials (\$620).*

*Does not include start-up costs or cost
of full kitchen remodel in one unit*

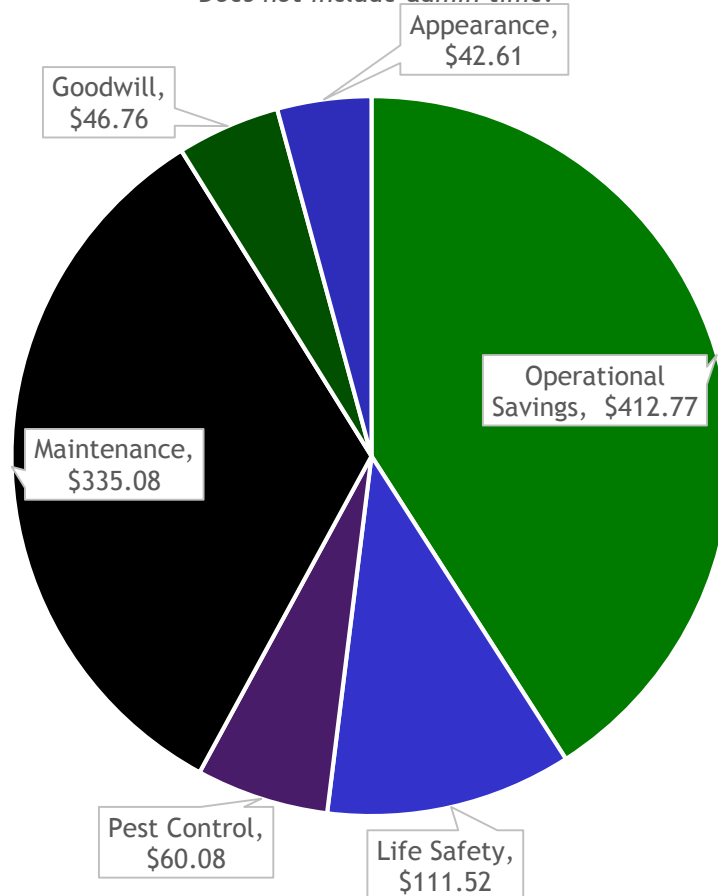
Glendale QMP



- Total Glendale Units (184)
- Inspection Completed (8)
- QMP Complete (0)

Avg Unit Estimated Execution Cost of Work Scheduled by Benefit

**Does not include admin time.*





Glendale QMP Scope

- The QMP will focus on doing tasks that save money in the long run and provide the highest operational payback such as:
 - Cleaning vents and fans to heat and ventilate units better, provide cleaning air, and save energy
 - Sealing/caulking holes in walls and around plumbing will help slow down bug migration, reduce pest control call backs, and reduce the chance of mold build-up.

- Every unit will receive:

Task	Benefit
Replace smoke detector batteries	Life Safety
Clean out or replace aerators	Operational Savings
Clean vents and diffusers	Operational Savings
Install new LED fixtures	Operational Savings
Clean under and behind fridge and oven	Pest Control
Replace hood range filters	Operational Savings
Replace ceiling fan in LR with new LED energy efficient fan	Operational Savings
Update outlets and switches in kitchen	Life Safety/Appearance
Replace all interior entry door knobs	Operational Savings
Replace caulking around windows, countertop, cabinet base, fridge bottom inside, shower, toilet, and sinks	Pest Control/Maintenance
Install curtain rod in LR	Goodwill
Replace interior bathroom window trim with PVC material	Appearance
Clean bathroom fan including cover and fan motor	Operational Savings
Replace furnace filter	Operational Savings
If there is a dryer, verify proper hookup, provide proper hookup if needed, and clean out vent	Life Safety

- One unit will receive:
 - New kitchen cabinets, countertop, sink, faucet, and flooring
 - New bathroom vanity and faucet.



Glendale Next Steps

Tasks Needing to be Completed Over Next Three Months for Glendale QMP

- ***Week of April 29th: Start and complete all QMP work at Glendale test building***
- **May 13 - 17:** Reassess Glendale process.
- **June 3:** Begin inspections of next set of units
- **June 7:** Fill permanent Glendale/Scattered Sites QMP Team positions
- **June 10:** Develop and distribute flyers to All Glendale residents announcing QMP for the remainder of the property.
- **Mid-June:** Hold a meeting with all Glendale residents explaining QMP process