

Housing Authority of Portland

Maintenance Management in the
Asset Management Environment

NAHRO Conference in Atlanta 2006

October 15th, 4:30 – 6:00pm

Principles of HAP's Transition to Site Based Management

- Blends best practices of public and private sectors, creating a management structure that is more in alignment with proven property management practices.
- Achieves greater consistency in how HAP asset manages all of its real estate (including public housing and affordable housing portfolios)
- Reduces administrative costs and provides greater financial and programmatic efficiencies.
- Improves customer service and increases stability and livability for residents
- Allows HAP to enhance its stewardship of public housing assets and funding.

Key Milestones in HAP's Transition to Site Based Management

June 2004

- Site-based management model pilot begins in the West area, 600 units in a specific geographic region in the City of Portland. This pilot included:
 - Having maintenance staff report to site managers.
 - Shifting central vacate and preventative maintenance functions to site-based maintenance staff.
 - Implementation of site-based procurement.

September 2004

- Site-based management model is implemented across the entire public housing portfolio of 2,300 units. Three regions (East, West, and North) are consolidated into two regions (East and North/West)
- Two management positions (property manager and maintenance supervisor) are eliminated.

Key Milestones continued. . .

October 2004

- HAP centralized warehouse is closed.
- Administration/operations facility rented from Multnomah County is closed.

December 2004 - January 2005

- Staff training on site-based budget development is conducted. Training emphasized the important role played by maintenance staff in the development of budgets for all properties.

February 2005

- Site-based budgets finalized for all public housing properties.

March 2005

- All public housing staff attended nationally acclaimed landlord training, customized for HAP's new system, which covered new screening criteria concepts and resident lease enforcement/livability expectations. This training emphasized Fair Housing principles specifically for maintenance staff.

Key Milestones continued. . .

September 2005

- First resident housed that had been through entire new system from applying onsite to moving into PH apartment community.
- All PH staff attend training focused on training maintenance staff on new lease and general lease enforcement practices. This training emphasized the critical role that maintenance staff play in lease enforcement.

February 2006

- Site-based rent collection system implemented. This new process makes the first week of the month very busy for site managers and assistant site managers.

May 2006

- Lease enforcement system revamped to reflect clearer expectations in criteria for residency and lease. Site staff trained on new system and expectations.

Key Milestones continued. . .

Summer 2006

- After nearly two years of site-based maintenance experiences and analysis the PH management team begins planning for refinement of maintenance approaches and training.

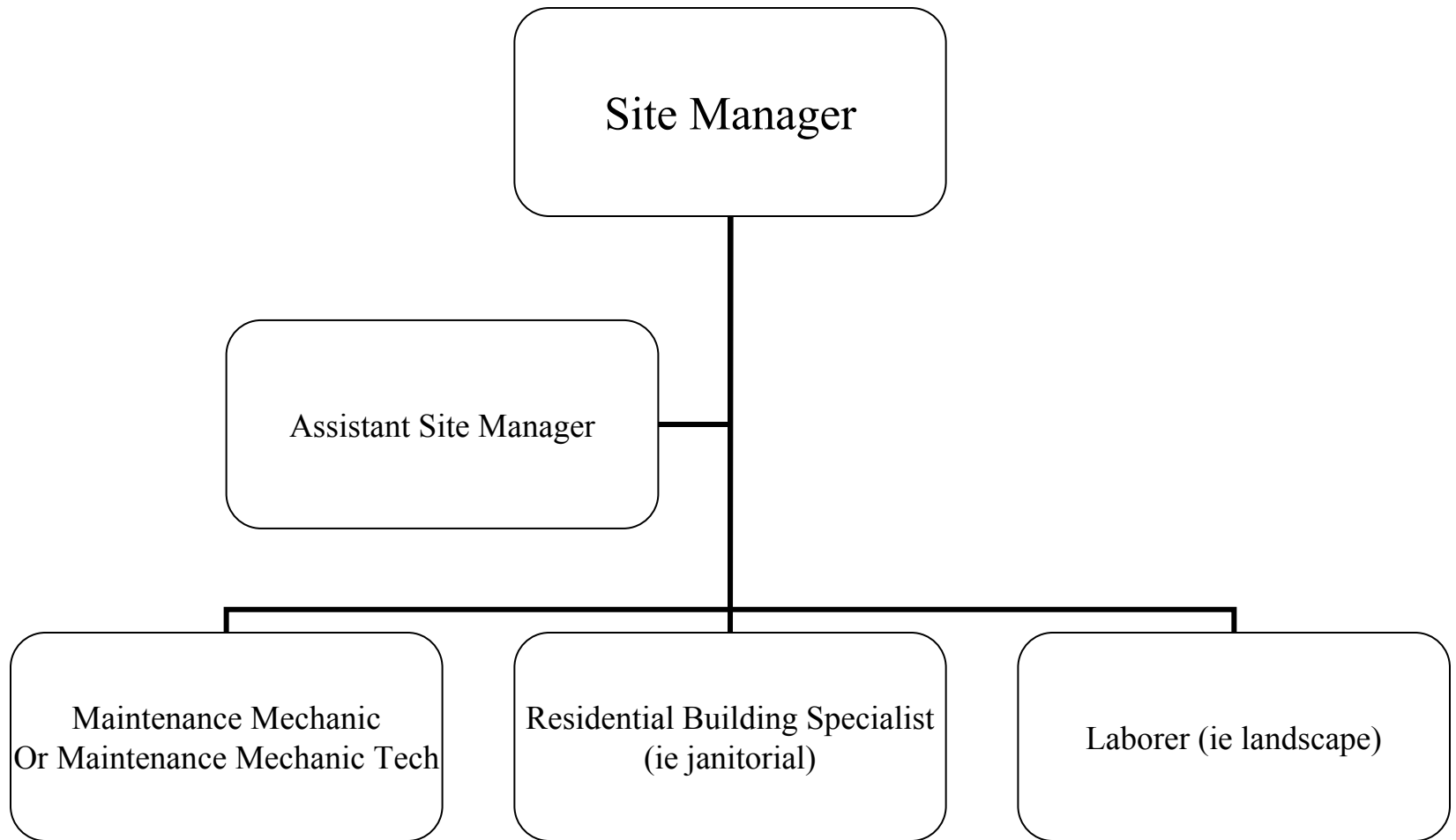
September 2006

- Laborers (ie maintenance staff responsible for landscaping) go from site-based assignments to 2 person or 4 person teams with routes assigned by geographical areas.

October 2006

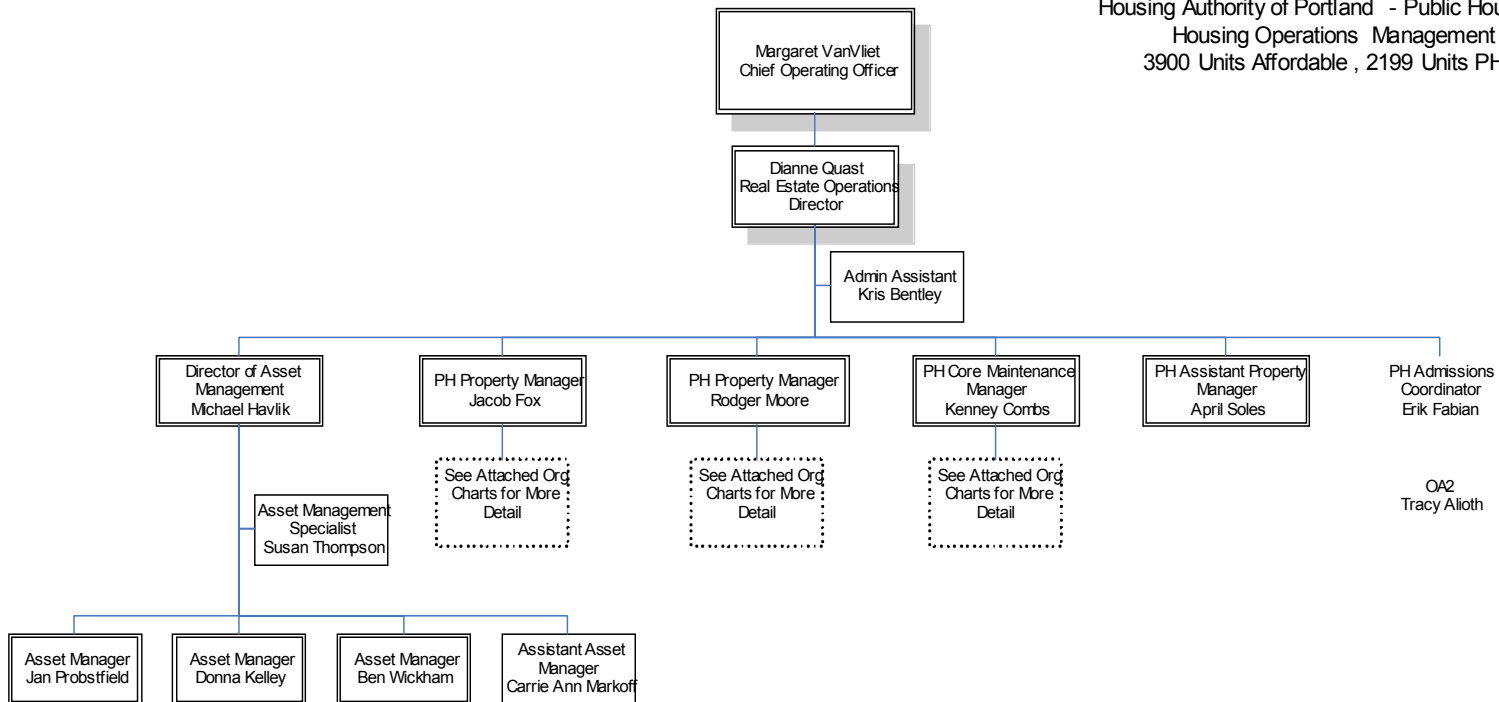
- Two long-term Maintenance Mechanics have been assigned to help analyze and refine the site-based teams.
- HAP hires Real Estate Operations Director to oversee both the public housing portfolio and the affordable housing portfolio.
- PH management team has been integrated with the affordable housing management team.

Site Based Team Members



Current Management Team Structure

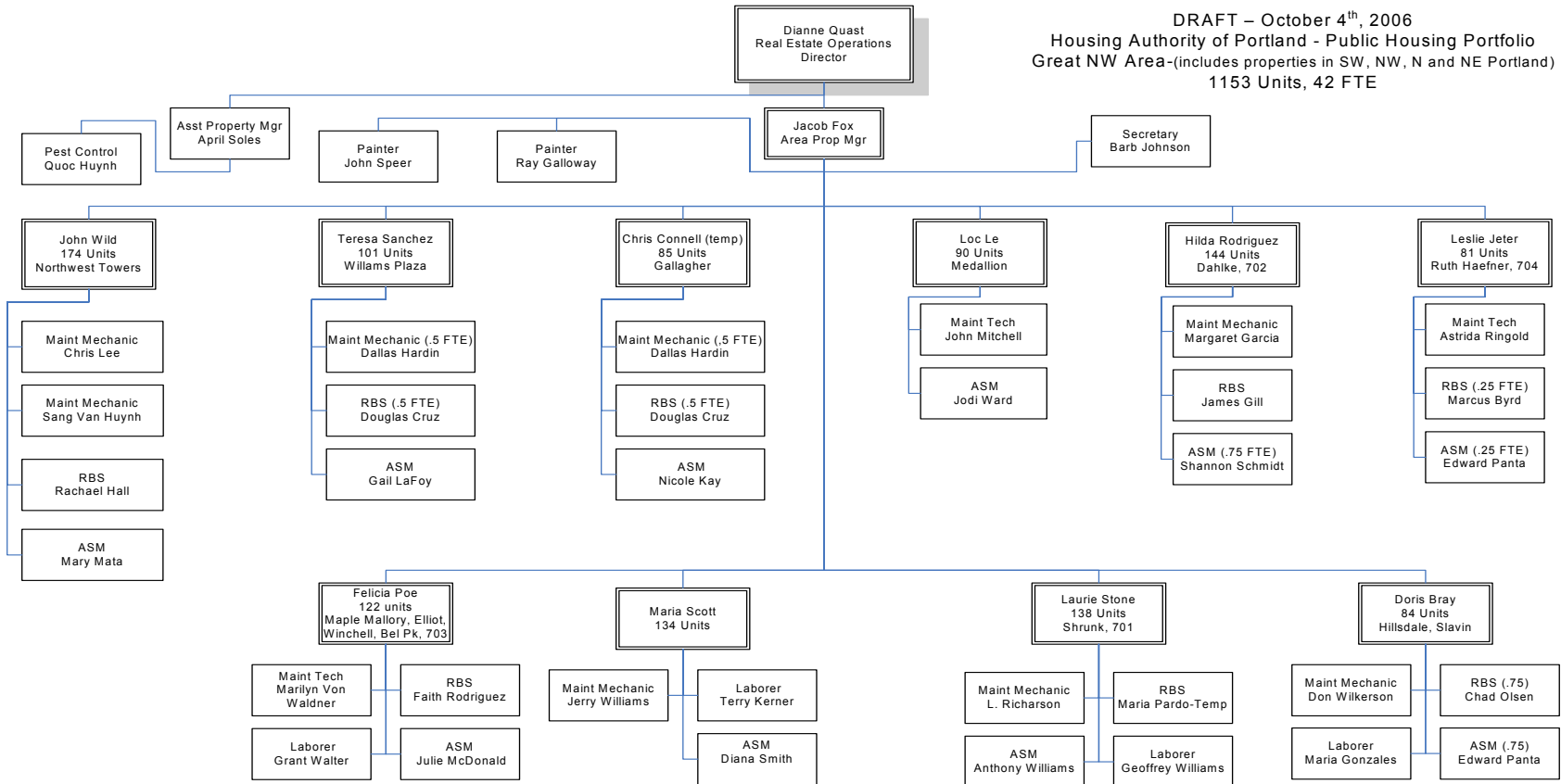
DRAFT – October 4th, 2006
 Housing Authority of Portland - Public Housing Portfolio
 Housing Operations Management Team
 3900 Units Affordable , 2199 Units PH , 12 FTE



See Attached Org Charts for More Detail

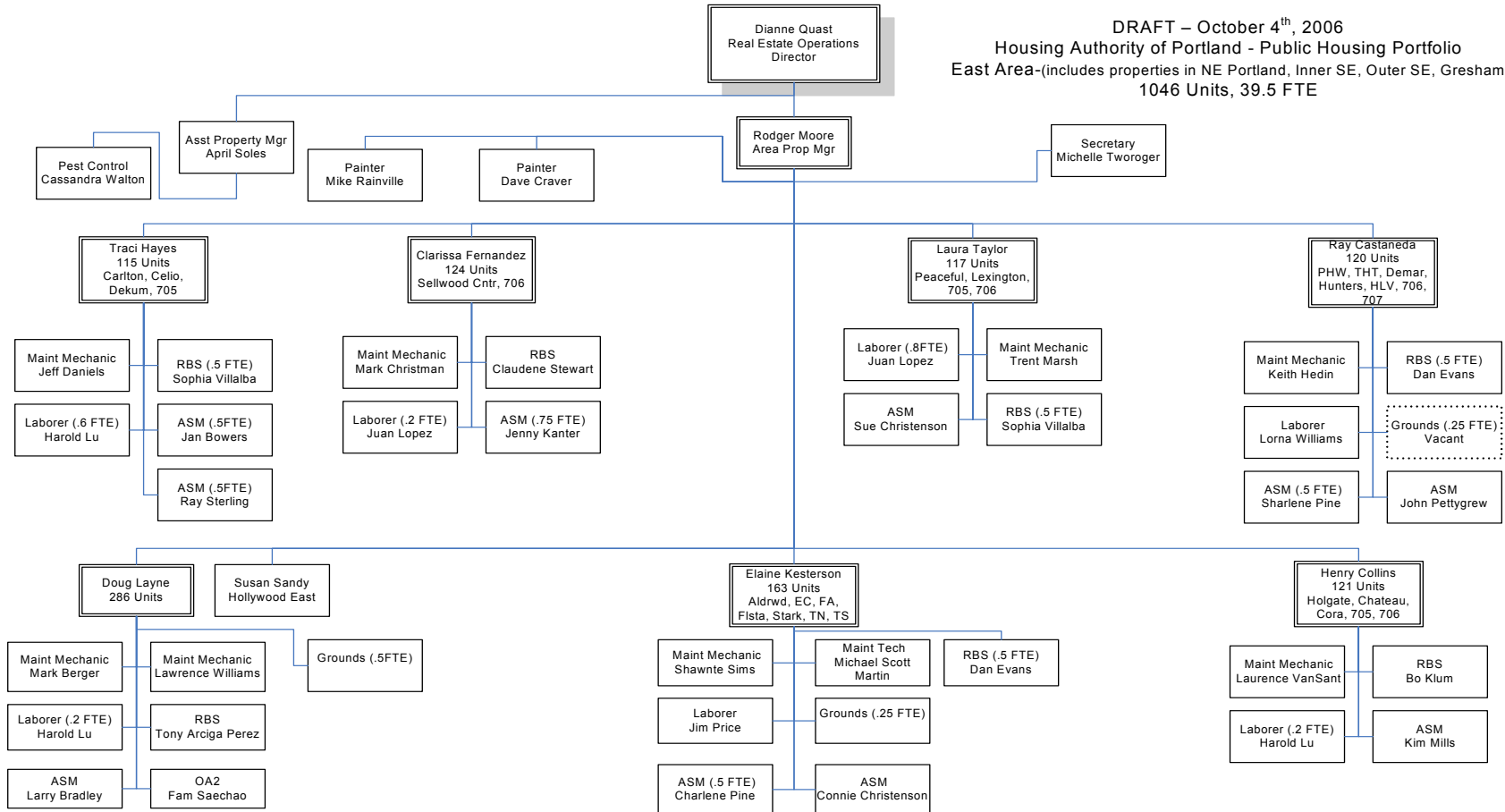
Great Northwest Region

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 Housing Authority of Portland - Public Housing Portfolio
 Great NW Area-(includes properties in SW, NW, N and NE Portland)
 1153 Units, 42 FTE



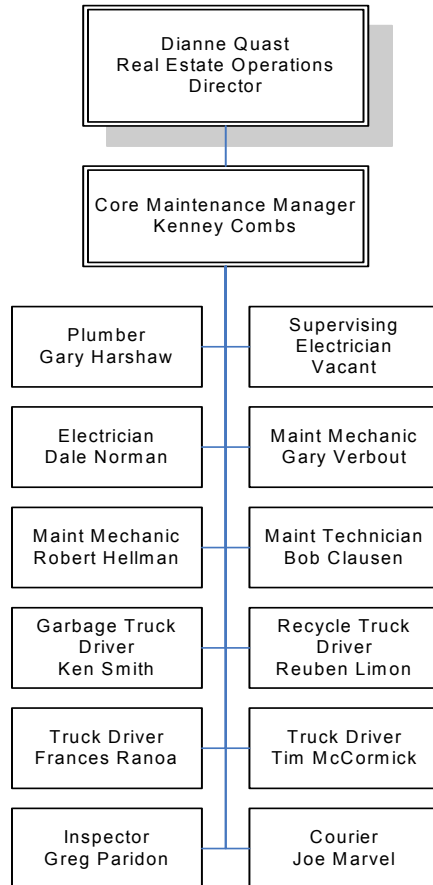
East Region

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 Housing Authority of Portland - Public Housing Portfolio
 East Area-(includes properties in NE Portland, Inner SE, Outer SE, Gresham
 1046 Units, 39.5 FTE



CORE (ie fee for service) Maintenance Team

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Housing Authority of Portland - Public Housing Portfolio
Core Maintenance Team
12 FTE



The Transition Hasn't Been Easy
and We Still Have Refinements
that Need to be Made

Refinements Planned for Upcoming Year

- Initially we completely decentralized the landscape maintenance. We are now testing a fee for service model where each area has two teams of two laborers each. We will add temporary staff to these teams for special projects and seasonal fluctuations.
- We will dedicate two Maintenance Mechanics to training and supporting site-teams. These Mechanics will also help us prepare for upcoming retirements of key maintenance staff.
- In December budget planning for next fiscal begins and changes to team staffing levels could be made.

Refinements continued. . .

- We will reassess the reporting structure for pest control and painting staff.
- We will also be making changes to how our annual inspections are performed. Currently an inspector from the CORE team will inspect an entire building at once and it floods the site-based team with work orders.
- Inventory management needs to be revisited and possibly additional controls put in place.
- Our site managers will receive additional training on supervising maintenance staff and facility management.

Thanks for allowing HAP to share it's experience with you. We are committed to the site-based management model and will continue to refine our approach. If you have any ideas about how we could make our operations better we'd greatly appreciate your input!

For more info contact Jacob Fox –
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