## PHA Name : Housing Authority Of Spartanburg

PHA Code : SC003 MTW Supplement for PHA Fiscal Year Beginning : (MM/DD/YYYY): 10/1/2023 PHA Program Type: Combined MTW Cohort Number: Landlord Incentives MTW Supplement Submission Type: Annual Submission

#### **B. MTW Supplement Narrative**.

Spartanburg Housing is the fourth largest housing authority in South Carolina and serves over 6,500 residents within Spartanburg County. Our vision continues to surround improving the quality of life through housing by enhancing economic mobility for the families we serve, strengthening communities, and creating strategic partnerships. In collaboration with our community partners, Spartanburg Housing will support families as they move toward self-sufficiency. Spartanburg Housing will use the public housing and housing choice voucher funding flexibility to best meet the local need and implement our initiatives.

Spartanburg Housing would like to use MTW flexibility to help address economic mobility. The families we serve often have the fewest opportunities to move up the economic ladder. We will work with our community partners to provide more targeted education and workforce preparation and collaborate to help families gain greater mobility.

Spartanburg Housing has implemented a limited number of activities for the period noted in this supplement and will focus on landlord incentives (Damage Claims, Vacancy Loss Payments, and Other Landlord Incentives). These initiatives will address cost effectiveness by increasing utilization; self-sufficiency by providing incentives for new landlords and increase the number of families that are able to find suitable housing; and housing choice by expanding the number of available housing options for voucher holders. In addition, we will focus on third-party inspections. This initiative will address cost effectiveness by decreasing the expense of paying a third-party vendor.

# C. The policies that the MTW agency is using or has used (currently implement, plan to implement in the submission year, plan to discontinue, previously discontinued).

4. Tenent Dent Delicion			
1. Tenant Rent Policies			
a. Tiered Rent (PH)	Not Currently Implemented		
b. Tiered Rent (HCV)	Not Currently Implemented		
c. Stepped Rent (PH)	Not Currently Implemented		
d. Stepped Rent (HCV)	Not Currently Implemented		
e. Minimum Rent (PH)	Not Currently Implemented		
f. Minimum Rent (HCV)	Not Currently Implemented		
g. Total Tenant Payment as a Percentage of Gross Income (PH)	Not Currently Implemented		
h. Total Tenant Payment as a Percentage of Gross Income (HCV)	Not Currently Implemented		
i. Alternative Utility Allowance (PH)	Not Currently Implemented		
j. Alternative Utility Allowance (HCV)	Not Currently Implemented		
k. Fixed Rents (PH)	Not Currently Implemented		
I. Fixed Subsidy (HCV)	Not Currently Implemented		
m. Utility Reimbursements (PH)	Not Currently Implemented		
n. Utility Reimbursements (HCV)	Not Currently Implemented		
o. Initial Rent Burden (HCV)	Not Currently Implemented		
p. Imputed Income (PH)	Not Currently Implemented		
q. Imputed Income (HCV)	Not Currently Implemented		
r. Elimination of Deduction(s) (PH)	Not Currently Implemented		
s. Elimination of Deduction(s) (HCV)	Not Currently Implemented		
t. Standard Deductions (PH)	Not Currently Implemented		
u. Standard Deductions (HCV)	Not Currently Implemented		
v. Alternative Income Inclusions/Exclusions (PH)	Not Currently Implemented		
w. Alternative Income Inclusions/Exclusions (HCV)	Not Currently Implemented		
2. Payment Standards and Rent Reasonableness			
a. Payment Standards- Small Area Fair Market Rents (HCV)	Not Currently Implemented		
b. Payment Standards- Fair Market Rents (HCV)	Not Currently Implemented		
c. Rent Reasonableness – Process (HCV)	Not Currently Implemented		
d. Rent Reasonableness – Third-Party Requirement (HCV)	Not Currently Implemented		
3. Reexaminations			
a. Alternative Reexamination Schedule for Households (PH)	Not Currently Implemented		
b. Alternative Reexamination Schedule for Households			
(HCV)	Not Currently Implemented		
c. Self-Certification of Assets (PH)	Not Currently Implemented		
d. Self-Certification of Assets (HCV)	Not Currently Implemented		
4. Landlord Leasing Incentives			
a. Vacancy Loss (HCV-Tenant-based Assistance)	Currently Implementing		
b. Damage Claims (HCV-Tenant-based Assistance)	Currently Implementing		
c. Other Landlord Incentives (HCV- Tenant-based Assistance)	Currently Implementing		
5. Housing Quality Standards (HQS)			
a. Pre-Qualifying Unit Inspections (HCV)	Not Currently Implemented		
b. Reasonable Penalty Payments for Landlords (HCV)	Not Currently Implemented		
c. Third-Party Requirement (HCV)	Not Currently Implemented		
d. Alternative Inspection Schedule (HCV)	Not Currently Implemented		
6. Short-Term Assistance			
a. Short-Term Assistance (PH)	Not Currently Implemented		
b. Short-Term Assistance (HCV)	Not Currently Implemented		
7. Term-Limited Assistance			
a. Term-Limited Assistance (PH)	Not Currently Implemented		
b. Term-Limited Assistance (PH)	Not Currently Implemented Not Currently Implemented		
8. Increase Elderly Age (PH & HCV)			

Increase Elderly Age (PH & HCV)	Not Currently Implemented	
9. Project-Based Voucher Program Flexibilities		
a. Increase PBV Program Cap (HCV)	Not Currently Implemented	
b. Increase PBV Project Cap (HCV)	Not Currently Implemented	
c. Elimination of PBV Selection Process for PHA-owned		
Projects Without Improvement, Development, or	Not Currently Implemented	
Replacement (HCV)		
d. Alternative PBV Selection Process (HCV)	Not Currently Implemented	
e. Alternative PBV Unit Types (Shared Housing and	Not Currently Implemented	
Manufactured Housing) (HCV)		
f. Increase PBV HAP Contract Length (HCV)	Not Currently Implemented	
g. Increase PBV Rent to Owner (HCV)	Not Currently Implemented	
h. Limit Portability for PBV Units (HCV)	Not Currently Implemented	
10. Family Self-Sufficiency Program with MTW Flexibility		
a.PH Waive Operating a Required FSS Program (PH)	Not Currently Implemented	
a.HCV Waive Operating a Required FSS Program (HCV)	Not Currently Implemented	
b.PH Alternative Structure for Establishing Program	Not Currently Implemented	
Coordinating Committee (PH)		
b. HCV Alternative Structure for Establishing Program	Not Currently Implemented	
Coordinating Committee (HCV)		
c.PH Alternative Family Selection Procedures (PH)	Not Currently Implemented	
c.HCV Alternative Family Selection Procedures (HCV)	Not Currently Implemented	
d.PH Modify or Eliminate the Contract of Participation (PH)	Not Currently Implemented	
d.HCV Modify or Eliminate the Contract of Participation (HCV)	Not Currently Implemented	
e.PH Policies for Addressing Increases in Family Income		
(PH)	Not Currently Implemented	
e.HCV Policies for Addressing Increases in Family Income (HCV)	Not Currently Implemented	
11. MTW Self-Sufficiency Program		
a.PH Alternative Family Selection Procedures (PH)	Not Currently Implemented	
a.HCV Alternative Family Selection Procedures (HCV)	Not Currently Implemented	
b.PH Policies for Addressing Increases in Family Income		
(PH)	Not Currently Implemented	
b.HCV Policies for Addressing Increases in Family Income	Not Currently Implemented	
(HCV)		
12. Work Requirement		
a. Work Requirement (PH)	Not Currently Implemented	
b. Work Requirement (HCV)	Not Currently Implemented	
13. Use of Public Housing as an Incentive for Economic F	Progress (PH)	
Use of Public Housing as an Incentive for Economic	Not Currently Implemented	
Progress (PH)		
14. Moving on Policy		
a. Waive Initial HQS Inspection Requirement (HCV)	Not Currently Implemented	
b.PH Allow Income Calculations from Partner Agencies (PH)	Not Currently Implemented	
b.HCV Allow Income Calculations from Partner Agencies (HCV)	Not Currently Implemented	
c.PH Aligning Tenant Rents and Utility Payments Between	Not Currently Implemented	
Partner Agencies (PH)		
c.HCV Aligning Tenant Rents and Utility Payments Between Partner Agencies (HCV)	Not Currently Implemented	
15. Acquisition without Prior HUD Approval (PH)		
Acquisition without Prior HUD Approval (PH)	Not Currently Implemented	
16. Deconcentration of Poverty in Public Housing Policy (PH)		
Deconcentration of Poverty in Public Housing Policy (PH) Not Currently Implemented		
17. Local, Non-Traditional Activities		
a. Rental Subsidy Programs Not Currently Implemented		
b. Service Provision	Not Currently Implemented	

# C. MTW Activities Plan that Housing Authority Of Spartanburg Plans to Implement in the Submission Year or Is Currently Implementing

4.a Vacancy Loss (HCV-Tenant-based Assistance)
Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative Spartanburg Housing will provide landlords with a payment of \$500 when an HCV participant moves out and the landlord rents the unit to another HCV participant. If the landlord chooses not to rent the unit to another HCV participant, they wo forfeit this payment.
This would apply to all HCV units and landlords. This would not apply to PBV properties or landlords.
Which of the MTW statutory objectives does this MTW activity serve?
Housing choice
What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.
Increased expenditures
Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?
The MTW activity applies only to a subset or subsets of assisted households
Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?
New admissions and currently assisted households
Does the MTW activity apply to all family types or only to selected family types?
The MTW activity applies to all family types
Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?
The MTW activity applies to all tenant-based units
Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.
The activity was implemented on June 1, 2023. There have been 0 payments for vacancy loss.
Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?
No
Does this policy apply to certain types of units or to all units all HCV units or only certain types of units (for example, accessible units, units in a low-poverty neighborhood, or units/landlords new to the HCV program?
To all units
What is the maximum payment that can be made to a landlord under this policy?
\$500
How many payments were issued under this policy in the most recently completed PHA fiscal year?

\$0

0

#### 4.b. - Damage Claims (HCV-Tenant-based Assistance)

## Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Spartanburg Housing will provide landlords with up to \$1250 for damages caused by an HCV participant. Given the following steps have been followed:

1) Move In inspection completed and signed off by both the landlord and HCV participant

2) Move out inspection completed and signed off by both landlord and HCV participant

3) Itemized list of repairs and estimated cost to repair provided to Spartanburg Housing turned in within 15 days of move out of HCV participant

4) Established a reasonable cost of repairs (repair costs example attached)

This would apply to all HCV and PBV landlords.

#### Which of the MTW statutory objectives does this MTW activity serve?

Housing choice

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies to all assisted households

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The activity was implemented on June 1, 2023. There have been 0 payments for damage claims.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

Does this policy apply to certain types of units or to all units all HCV units or only certain types of units (for example, accessible units, units in a low-poverty neighborhood, or units/landlords new to the HCV program?

To all units

What is the maximum payment that can be made to a landlord under this policy?

\$1250

How many payments were issued under this policy in the most recently completed PHA fiscal year?

0

What is the total dollar value of payments issued under this policy in the most recently completed PHA fiscal year?

#### 4.c. - Other Landlord Incentives (HCV- Tenant-based Assistance)

## Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

1) Sign-On Bonus: Spartanburg Housing will provide each new landlord with a one-time \$250 sign on bonus. This bonus would be given to the new landlord after lease up of the first unit. This money would be directly deposited with their first Housing Assistance Payment. This would apply to new HCV landlords only. This would not apply to PBV landlords. 2) Landlord Referral Bonus: Participating landlords, who refers a new landlord to Spartanburg Housing, would receive \$100 bonus after the first unit is leased with the new landlord. This payment would be sent electronically to the participating landlord with their next Housing Assistance Payment. This would apply to existing HCV landlords only. This would not apply to PBV landlords. 3) Other Incentives: Spartanburg Housing will give each existing landlord a monetary award for every 5 years they have been with Spartanburg Housing.

The maximum award amount is \$100.

This would apply to HCV landlords only.

#### Which of the MTW statutory objectives does this MTW activity serve?

Housing choice

\$0

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies to all assisted households

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The incentives were implemented on June 1, 2023. There have been 3 payments for the sign-on bonus incentive for a total

of \$1500 and 0 payments for "other landlord incentives".

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

Does this policy apply to certain types of units or to all units all HCV units or only certain types of units (for example, accessible units, units in a low-poverty neighborhood, or units/landlords new to the HCV program?

Certain types of units only

What is the maximum payment that can be made to a landlord under this policy? \$250 is the maximum payment...for each new landlord

Referral Bonus: The maximum payment is \$100.

Other Incentives: The maximum payment is \$100.

How many payments were issued under this policy in the most recently completed PHA fiscal year?

0

What is the total dollar value of payments issued under this policy in the most recently completed PHA fiscal year?

D.	Safe Harbor Waivers.
DA	Will the MTW agency submit request for approval of a Safe Harbor Waiver this year?
D.1	No Safe Harbor Waivers are being requested.

E.	Agency-Specific Waiver(s).		
	Agency-Specific Waiver(s) for HUD Approval:		
	The MTW demonstration program is intended to foster innovation and HUD encourages MTW agencies, in consultation with their residents and stakeholders, to be creative in their approach to solving affordable housing issues facing their local communities. For this reason, flexibilities beyond those provided for in Appendix I may be needed. Agency-Specific Waivers may be requested if an MTW agency wishes to implement additional activities, or waive a statutory and/or regulatory requirement not included in Appendix I.		
	In order to pursue an Agency-Specific Waiver, an MTW agency must include an Agency-Specific Waiver request, an impact analysis, and a hardship policy (as applicable), and respond to all of the mandatory core questions as applicable.		
E.1	For each Agency-Specific Waiver(s) request, please upload supporting documentation, that includes: a) a full description of the activity, including what the agency is proposing to waive (i.e., statute, regulation, and/or Operations Notice), b) how the initiative achieves one or more of the 3 MTW statutory objectives, c) a description of which population groups and household types that will be impacted by this activity, d) any cost implications associated with the activity, e) an implementation timeline for the initiative, f) an impact analysis, g) a description of the hardship policy for the initiative, and h) a copy of all comments received at the public hearing along with the MTW agency's description of how the comments were considered, as a required attachment to the MTW Supplement.		
	Will the MTW agency submit a request for approval of an Agency-Specific Waiver this year?		
	No Agency-Specific Waivers are being requested.		
	Agency-Specific Waiver(s) for which HUD Approval has been Received:		
E.2	Does the MTW agency have any approved Agency-Specific Waivers?		
	MTW Agency does not have approved Agency-Specific Waivers		

F.	Public Housing Operating Subsidy Grant Reporting.
F.1	Total Public Housing Operating subsidy amount authorized, disbursed by 9/30, remaining, and deadline for disbursement, by Federal Fiscal Year for each year the PHA is designated an MTW agency.

Federal Fiscal Year (FFY)	Total Operating Subsidy Authorized Amount	How Much PHA Disbursed by the 9/30 Reporting Period	Remaining Not Yet Disbursed	Deadline
2022	\$2,068,534	\$1,618,502	\$450,032	2022-12-31
2023	\$1,934,803	\$1,349,052	\$585,751	2023-12-31

G.

#### MTW Statutory Requirements.

#### 75% Very Low Income – Local, Non-Traditional.

**G.1** HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW agency are very low-income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA must provide data for the actual families housed upon admission during the PHA's most recently completed Fiscal Year for its Local, Non-Traditional program households.

Income Level	Number of Local, Non-Traditional Households Admitted in the Fiscal Year*
80%-50% Area Median Income	0
49%-30% Area Median Income	0
Below 30% Area Median Income	0
Total Local, Non-Traditional Households	0

\*Local, non-traditional income data must be provided in the MTW Supplement form until such time that it can be submitted in IMS-PIC or other HUD system.

G.2	Establishing Reasonable Rent Policy.

Has the MTW agency established a rent reform policy to encourage employment and self-sufficiency? No

Please describe the MTW agency's plans for its future rent reform activity and the implementation timeline.

G.3	Substantially the Same (STS) – Local, Non-Traditional.	
The total number of unit months that families were housed in a local, non-traditional rental subsidy for the prior full calendar year.	0 # of unit months	
The total number of unit months that families were housed in a local, non-traditional housing development program for the prior full calendar year.	0 # of unit months	

## Number of units developed under the local, non-traditional housing development activity that were available for occupancy during the prior full calendar year:

PROPERTY NAME/ ADDRESS 0/1 2 3 4 5 6+ TOTAL POPULATION 'Popu BR BR BR BR BR BR BR DI UNITS TYPE* 'Popu Typ Oth	504 Accessible	Was this Property Made Available for Initial	What was the Total Amount of MTW Funds Invested into the Property?
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G.4	G.4 Comparable Mix (by Family Size) – Local, Non-Traditional.		
To demonstrate compliance with the statutory requirement to continue serving a 'comparable mix" of families by family			
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size to that which would have been served without MTW, the MTW agency will provide the number of families occupying local, non-traditional units by household size for the most recently completed Fiscal Year in the provided table.

Family Size:	Occupied Number of Local, Non-Traditional units by Household Size
1 Person	
2 Person	
3 Person	
4 Person	
5 Person	
6+ Person	
Totals	0

н.	Public Comment
	d you will find a copy of all of the comments received and a description of how the agency analyzed the nts, as well as any decisions made based on those comments.

I.	Evaluations.
No knov	vn evaluations.



### MAINTENANCE CHARGE SCHEDULE

Adopted: January 22, 2021

The following charges will apply to charges for cleaning, repair, and/or replacement as a result of misuse, abuse, theft, or negligence on the part of the resident. Residents will not be charged for normal wear and tear.

#### **Cleaning:**

Bathroom	\$ 50.00
Stove	40.00
Refrigerator	30.00
Kitchen	50.00
Bedroom (each)	40.00
Floors (each room)	30.00
Clean yard or roof	20.00
Remove trash and debris (per load)	40.00

### **Painting:**

Prorated on a 5-year schedule @ \$50 per room

#### Windows and Doors:

Replace door stop	12.50
Replace door keeper	17.00
Replace storm door	175.00
Replace storm door latch	20.95
Replace storm door closure	29.60
Door knob, exterior	22.50
Doorknob, interior	22.95
Door lock change w/2 keys	50.00
Door jamb replacement	93.50
Replace screen door/window frame	48.00
Replace window/door screen only	26.00
Replace patio door screen	26.00
Replace window	45.00
Replace window glass	30.00
Replace blinds/shades (each)	15.00
Window blind/shade brackets (per set)	14.00
Weather stripping (per door)	12.00
Replace bi-fold closet door	100.00

Repair closet door	20.00
Repair front or back door	40.00
Replace front or back door	300.00
Front or back door casing	150.00
Kick plate	25.00
Storm door closure	
Replace storm door grill	21.00

### Kitchen:

Unstop sink	40.00
Sink replacement	165.00
Sink stopper	12.00
Basket sink strainer replacement	25.00
Unstop sink drain	40.00
Repair faucet	15.00
Replace kitchen faucet	75.00
Faucet handles	15.00
Countertop	300.00
Range:	
Drip pan, 6 inch	16.00
Drip pan, 8 inch	18.00
Replace range controls	20.00
Repair gas range	30.00
Repair electric range	30.00
Oven units	50.00
Burners	
Small	26.95
Large	28.95
Replace oven handle	30.00
Replace oven hinges	13.00
Replacement oven rack	15.00
Heat switch	29.00
Range vent	60.00
Oven door gasket	25.00
Garbage disposal stopper	12.00
Garbage disposal splash guard	11.50
Stovetop elements, 6 inch	25.00
Stovetop elements, 8 inch	28.00
Range hood filter	18.00
Range (electric)	400.00
Range (gas)	400.00
<u>Refrigerator:</u>	
Ice trays	5.00
Vegetable bin	27.00
Inside door panel	45.00
Vegetable bin cover	30.00

Door shelf bar	30.00
Shelf support post	13.00
Shelf brackets	12.00
Door gasket	45.00
Control/thermostat	45.00
Shelves	25.00
Replace relay	25.00
Evaporator door	16.00
Freezer door hinges	14.00
Replace handle	23.50
Replace refrigerator	500.00

### **Bathroom:**

Tub stopper	10.00
Overflow plate	12.50
Shower head	16.00
Tub spout	37.00
Sink stopper	12.25
Unstop sink	25.00
Complete tissue holder	15.00
Tissue holder roller only	8.00
Complete shower rod with brackets	25.00
Shower rod brackets only (per set)	15.00
Complete towel bar set (includes bracket)	22.00
Towel bar only	13.25
Toilet blockage, removed with plunger	30.00
Toilet blockage, requiring snake	50.00
Toilet blockage, requiring dismantling	75.00
Toilet tank top	38.50
Toilet handle	12.25
Toilet replacement	150.00
Replace toilet bowl	35.00
Toilet seat	22.50
Repair toilet seat	12.50
Ceramic soap dish	22.50
Lavatory pop ups	30.00
Lavatory faucets	80.00
Replace medicine cabinet mirror	65.00
Medicine cabinet shelves	12.00
Replace Exhaust Fan	60.00

## Miscellaneous Interior Repairs:

Window thumb screw locks	13.00
Electrical switch and receptacle cover	12.00
Standard light bulb	12.00
Fluorescent light bulb	14.50

Definisemeter light hall	12.00
Refrigerator light bulb	12.00 13.50
Bi-fold closet doorknob	13.30
Repair closet shelf.	
Replace closet shelf	15.00
HVAC Thermostat	90.00
Replace thermostat cover	15.00
Repair thermostat	16.00
Hall light globe	15.00
Smoke detector (repair or replacement)	100.00
Walls, hole repair (2x2)	60.00
Walls, hole repair (4x4)	80.00
Walls, hole repair (larger)	100.00
Painting, per room	150.00
Interior door replacement	126.00
Repair exhaust fan	15.00
Replace exhaust fan	40.00
Change mailbox locks	15.00
Repair mailbox	17.00
Closet rods	15.00
Curtain rods	15.00
Window blinds	15.00
Specialty Blinds	35.00
Replace interior or exterior light globes	15.00
Repair baseboard (ea 3 ft)	10.00
Replace baseboard (ea 3 ft)	12.50
Vent covers	15.00
Mailbox/house keys(each)	12.50
Replace tile (each)	5.00
Replace entire tile floor (per room)	150.00
Replace handrails (interior)	22.00
Replace handrails (exterior)	32.00
Replace handrail brackets	14.00
False Emergency Calls	50.00
Replace Ceiling fan	120.00
Repair ceiling fan (blades/brackets, etc; each)	
	10.00

When applicable, families will be charged for maintenance and/or damages according to the Spartanburg Housing's current schedule. Work that is not covered in the schedule will be charged based on the actual cost of labor and materials to make needed repairs (including overtime, if applicable).

Notices of maintenance and damage charges are mailed monthly and are in accordance with requirements regarding notices of adverse actions. Charges are due and payable the first of the month falling 14 calendar days after billing. If the family requests a grievance hearing within the required timeframe, Spartanburg Housing will not take action for nonpayment of the charges until the conclusion of the grievance process. Emergency work orders will be responded to within 24 hours. The problem will either be solved or abated awaiting parts or contract personnel.