

**Overview and Certification**

# Chatham Housing Authority

## Annual Plan for Fiscal Year 2021

### For State-Aided Public Housing

The Annual Plan is a document compiled by housing authority staff in advance of each new fiscal year. The plan serves as both a tool for the Local Housing Authority (LHA) to reflect upon the prior fiscal year, and as an opportunity to develop a clear and transparent plan that builds on successes, identifies needs, and corrects any issues that have arisen in prior years. Additionally, the Annual Plan is an important tool for tenants, who may use the document to better understand the operations and needs of their housing authority, advocate for changes to policies and procedures, access data about the housing authority, and participate in their housing authority's governance.

In addition to the physical document, the Annual Plan is also a process of public engagement. Throughout the Annual Plan process, the LHA executive director or their designee will be expected to review the Plan with any Local Tenant Organizations (LTO's) and Resident Advisory Board (RAB) before the LHA presents the plan to the Board; make a draft available for review to all residents and the general public; post on the website and make a copy available to each LTO at least 30 business days before the public hearing; hold a hearing on the document; and collect, integrate, and report back on substantive comments. Additionally, the Local Housing Authority Board of Commissioners will read, offer recommendations, and approve the Annual Plan in advance of its submission to DHCD.

The law that mandates the Annual Plan is [An Act Relative to Local Housing Authorities, Massachusetts General Laws, Chapter 121B Section 28A](#). The regulation that expands upon Section 28A is [760 CMR 4.16](#). The regulations that address Local Tenant Organization (LTO) and resident participation in the Annual Plan are [760 CMR 6.09 \(3\)\(h\)](#) and [760 CMR 6.09\(4\)\(a\)\(4\)](#).

The Chatham Housing Authority's Annual Plan for their 2021 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
  - a. Tenant Satisfaction Survey
  - b. Performance Management Review

**State-Aided Public Housing Developments**

The following table identifies the state-aided public housing units with developments of more than 8 units listed separately. Units in developments of 8 or fewer units are aggregated as noted. Units that the LHA provides to assist clients of the Department of Mental Health (DMH), the Department of Developmental Services (DDS), or other agencies are also aggregated separately.

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-01	Elderly	ANCHORAGE 667-01	6	1972	40
705-01	Family	CAPTAINS LANDING 705-01	4	1988	10
667-02	Elderly	CONGREGATE 667-02	1	1988	19
	Family	Family units in smaller developments	1		2
	Other	Special Occupancy units	2		14
Total			14		85

**Massachusetts Rental Voucher Program (MRVP)**

The Massachusetts Rental Voucher Program (MRVP) is a state-funded program that provides rental subsidies to low-income families and individuals. In most cases, a “mobile” voucher is issued to the household, which is valid for any market-rate housing unit that meets the standards of the state sanitary code and program rent limitations. In some cases, vouchers are “project-based” into a specific housing development; such vouchers remain at the development if the tenant decides to move out.

Chatham Housing Authority manages 11 MRVP vouchers.

**LHA Central Office**

Chatham Housing Authority  
240 Crowell Road, Chatham, MA, 02633  
John Stewart, Executive Director  
Phone: 508-945-0478  
Email: chathamha@verizon.net

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Alan Mowry	Chair		06/01/2014	05/31/2022
Kathleen Bailey		State Appointee	05/23/2017	05/31/2019
Priscilla Ford	Member		06/27/2017	05/31/2023
Janice O'Connell	Member		06/27/2017	05/31/2020
Shirley Smith	Vice-Chair	Tenant	06/01/2015	05/31/2021

Plan History

The following required actions have taken place on the dates indicated.

REQUIREMENT		DATE COMPLETED
A.	Advertise the public hearing on the LHA website.	05/20/2020
B.	Advertise the public hearing in public postings.	05/20/2020
C.	Notify all LTO's of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	06/01/2020
E.	Hold quarterly meeting with LTO to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present.	07/21/2020
G.	Executive Director presents the Annual Plan to the Board.	07/21/2020
H.	Board votes to approve the AP.	07/21/2020

Certification

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, John Stewart, Executive Director of the Chatham Housing Authority, certify on behalf of the Housing Authority that: a) the above actions all took place on the dates listed above; b) all facts and information contained in this Annual Plan are true, correct and complete to the best of my knowledge and belief and c) that the Annual Plan was prepared in accordance with and meets the requirements of the regulations at 760 CMR 4.16 and 6.09.

Date of certification: 07/23/2020

**Overview and Certification**

This Annual Plan (AP) will be reviewed by the Department of Housing and Community Development (DHCD) following the public comment period, the public hearing, and LHA Board approval.

**Capital Improvement Plan (CIP)****Capital Improvement Plan****DHCD Description of CIPs:**

The Capital Improvement Plan (CIP) is a five year plan which identifies capital projects, provides a planning scope, schedule and budget for each capital project and identifies options for financing and implementing the plan. The CIP identifies anticipated spending for each Department of Housing and Community Development (DHCD) fiscal year (July 1 to June 30) based on the project schedules.

Local Housing Authorities (LHAs) receive yearly awards from DHCD (Formula Funding Awards) which they target to their most urgent capital needs in their CIP. They may also receive special awards from DHCD for specific projects which meet specific criteria. Special awards may be given for certain emergency, regulation compliance, energy and water conservation, and other projects. The first three years of the CIP are based on actual awards made to the LHA, while years four and five are based on estimated planning amounts, not actual awards.

LHAs may sometimes secure other sources of funding and assistance that you will note in their CIP, such as: Community Preservation Act (CPA) funding, Community Development Block Grant (CDBG) funding, Local Affordable Housing Trust Funds (AHTF), HOME grants, income from leasing a cell tower on their property, savings from net meter credit contracts with solar developers, utility rebates and contracted work from utility providers, and Sheriff's Department work crews. However, not all of these funding sources are available every year, or in all communities.

The CIP includes the following parts:

- A table of available funding sources and amounts
- A list of planned capital projects showing spending per fiscal year
- A table showing special awards and other funding for targeted projects, if any, which supplements Formula Funding awarded to the LHA
- A 'narrative' with a variety of additional information.

**Additional Remarks by Chatham Housing Authority**

We recently finished re-siding our 667-1 buildings, and all the roofs have been replaced. Our next big project concerning the 667-1 buildings is the replacement of the windows.

**Capital Improvement Plan (CIP)****Aggregate Funding Available for Projects in the First Three Years of the CIP:**

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$354,178.89		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$35,417.89		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$318,761.00	\$303,415.20	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$6,392.93	\$6,000.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$49,778.50	\$49,062.40	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$262,589.57	\$248,352.80	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$8,875.00	\$8,875.00	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$327,636.00	\$312,290.20	Total of all anticipated funding available for planned projects and the total of planned spending.

**Capital Improvement Plan (CIP)****CIP Definitions:**

**ADA Set-aside** is funding allocated within the Formula Funding (FF) for use on projects that improve accessibility for people with disabilities. 10% of FF awards are designated for this purpose.

**Available State Bond Funding** is the amount of State Bond Funding available to the LHA for the first three years of the CIP. It is calculated by totaling all of FF and Special Awards granted to the LHA through the end of the third year of the plan and subtracting the amount of these funds spent prior to July 1 of the first year of the plan.

**Amount spent prior to the plan** is the total amount of Formula Funding (FF) and Special Awards spent prior to July 1 of the first year of the plan.

**Capital project** is a project that adds significant value to an asset or replaces building systems or components. Project cost must be greater than \$1000.

**CDBG** stands for Community Development Block Grant, a potential source of project funds.

**CPA** stands for Community Preservation Act, a potential source of project funds.

**CapHub Project Number** is the number given to projects entered into DHCD's project management system known as CapHub.

**DMH Set-aside** is funding allocated within the Formula Funding (FF) for use on facilities leased to the Department of Mental Health (DMH) program vendors, if any exist at this LHA.

**DDS Set-aside** is funding allocated within the Formula Funding (FF) for use on facilities leased to the Department of Developmental Services (DDS) program vendors, if any exist at this LHA.

**Formula Funding (FF)** is an allocation of state bond funds to each LHA according to the condition (needs) of its portfolio in comparison to the entire state-aided public housing portfolio.

**Operating Reserve** is an account, funded from the LHA operating budget, primarily used for unexpected operating costs, including certain extraordinary maintenance or capital projects.

**Other Funds** could include other funding by the city or town or from other sources.

**Special Awards** are DHCD awards targeted to specific projects. Award programs include funds for emergencies beyond what an LHA can fund, for complying with regulatory requirements, for projects that will save water or energy use, and various other programs the department may run from time to time.

**Total Cost** is the sum of investigation, design, administration, permitting, and construction costs for a project

**Unrestricted Formula Funding (FF)** is money awarded to the LHA by DHCD under the Formula Funding program other than amounts set aside (restricted) for accessibility improvements or for facilities operated by DMH or DDS.

**Capital Improvement Plan (CIP)****Regional Capital Assistance Team**

Chatham Housing Authority participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:

- o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.
- o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.
- o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.



## Capital Improvement Plan (CIP)

Formula Funding and Special DHCD Award Planned Spending - Other funding not included

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2020	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
055017	2008 FF Master CFA	ANCHORAGE 667-01	\$7,900	\$7,900	\$-1,350	\$40	\$450	\$450	\$412	\$0
055037	FF: Retaining wall replacement	CONGREGATE 667-02	\$37,456	\$37,306	\$150	\$0	\$0	\$0	\$0	\$0
055044	FF: Selective Siding Replacement	ANCHORAGE 667-01	\$16,798	\$16,798	\$0	\$0	\$0	\$0	\$0	\$0
055045	FF: AC Condenser replacement	MAY INSTITUTE 689-01	\$38,723	\$4,600	\$212	\$33,911	\$0	\$0	\$0	\$0
055048	Re-surface Parking Lot	ANCHORAGE 667-01	\$86,262	\$0	\$0	\$86,262	\$0	\$0	\$0	\$0
055049	New Siding	MAY INSTITUTE 689-01	\$7,000	\$0	\$0	\$7,000	\$0	\$0	\$0	\$0
055050	Repair Sidewalks	KENNEDY-DONOVAN 689-02	\$7,340	\$0	\$0	\$7,340	\$0	\$0	\$0	\$0
055051	Multiple Vacant Unit Turnovers	ANCHORAGE 667-01	\$8,559	\$8,559	\$0	\$0	\$0	\$0	\$0	\$0
055053	H&S FY20: . Floor tile is starting to curl up .		\$8,875	\$0	\$951	\$7,925	\$0	\$0	\$0	\$0
•	Replace Windows	ANCHORAGE 667-01	\$163,464	\$0	\$0	\$29,142	\$134,323	\$0	\$0	\$0
•	New Kitchen Countertops and Sinks	ANCHORAGE 667-01	\$198,058	\$0	\$0	\$0	\$0	\$0	\$198,058	\$0
•	Wall Repairs	MAY INSTITUTE 689-01	\$4,500	\$0	\$0	\$4,500	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$584,934	\$75,163	\$-37	\$176,118	\$134,772	\$450	\$198,470	\$0

**Capital Improvement Plan (CIP)**

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
055053	H&S FY20: . Floor tile is starting to curl up .	H&S FY20: . Floor tile is starting to curl up .	\$0	\$0	\$0	\$8,875	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$0	\$0	\$0	\$8,875	\$0	\$0	\$0	\$0

## **Capital Improvement Plan (CIP) Narrative**

### **Including Requests to DHCD & Supporting Statements**

#### **1. Request for increased spending flexibility.**

DHCD designates a spending target (cap share) and an allowable spending range for each year of the CIP. A Housing Authority may request to shift the cap shares of the first three years in order to increase scheduling flexibility. A CIP utilizing this flexibility is called an Alternate CIP. The total spending over three years and over five years must continue to meet the limits set by DHCD. DHCD will approve an Alternate CIP only with acceptable justification and only if funding is available.

Chatham Housing Authority has submitted an Alternate CIP with the following justification:

- The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it
- Other

The window replacement project is broken up in year 2 and 3 and it does not make sense to spread over into year 4

#### **2. Request for additional funding.**

A Housing Authority may request additional funding from DHCD for projects that qualify as emergencies, required legal compliance upgrades, or sustainability improvements.

Chatham Housing Authority has not requested additional funding.

#### **3. Overall goals of the Housing Authority's CIP**

Chatham HA goals continue to address health and safety issues first, vacant units and updating building envelopes. We are addressed health and safety issues utilizing H&S funds to replace floor tiles that create tripping hazards. In this plan we will be addressing window replacement at our 667-1.

#### **4. Changes from the Housing Authority's previous CIP**

Every new CIP differs from the previous CIP because projects have been completed and a new year has been added with new projects. These changes and other significant changes to the content of the CIP are highlighted below:

This years plan doesn't differ from the 2020 CIP

#### **5. Requirements of previous CIP approval**

There were no special conditions attached to the approval of our previous CIP.

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 05/18/2020.

**7. Capital Planning System (CPS) updates**

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 05/04/2020.

**8. Project priorities**

All the projects in our CIP are high priority (Priority 1 and 2 projects).

**9. High priority deficiencies**

We have included all of our high priority (CPS priority 1 and 2) projects in our CIP.

**10. Accessibility**

We are not aware of any accessibility deficiencies in our portfolio.

**11. Special needs development**

Chatham Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 02/19/2020.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 1/2019 to 12/2019.

The following table lists the DHCD thresholds for Per Unit Monthly (PUM) expense for electricity, natural gas, oil, and water use and the developments at the Housing Authority that have expenses in excess of the thresholds, if any.

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60

667-01

The LHA finds the high water usage at this property unusual but recently found and replaced a leaking hot water tank. The LHA will continue to monitor.

**13. Energy or water saving initiatives**

Chatham Housing Authority is not currently pursuing any energy or water-saving audits or grants that could affect CIP project scope, costs or timing of projects.

**14. Vacancy rate**

Our unadjusted vacancy rate reported to DHCD is as follows. (The unadjusted vacancy rate captured in these figures is the percentage of ALL housing units that are vacant, including both offline units being used for other purposes and units with DHCD vacancy waivers.)

5% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

Chatham Housing Authority will address the excess vacancies in the following manner:

The LHA experienced an unusual amount of vacancies at the same time when his maintenance staff was out on workers compensation injury. The LHA did hire a temp to turnover the units but it did create a delay.

**15. Vacancies**

Chatham Housing Authority has no units listed as vacant, proposed to be vacant, or at risk of becoming vacant.

Maintenance and Repair Plan

**Maintenance Objective**

The goal of good property maintenance at a public housing authority is to serve the residents by assuring that the homes in which they live are decent, safe, and sanitary.

**About This Maintenance and Repair Plan**

This Maintenance & Repair Plan consists of several subsections describing maintenance systems followed by charts showing typical preventive maintenance, routine maintenance, and unit inspection tasks and schedules. These subsections are:

- a. **Classification and Prioritization of Maintenance Tasks** - Defines and prioritizes types of work to be accomplished by maintenance staff and vendors. Explains how the housing authority is expected to respond to work orders (tasks or requests) based on the work order classification.
- b. **Emergency Response System** - Defines what constitutes an emergency and how to notify staff of an emergency.
- c. **Normal Maintenance Response System** - How to contact the maintenance staff for a non-emergency request.
- d. **Work Order Management** - Description of the housing authority's system for managing work orders (tasks and requests).
- e. **Maintenance Plan Narrative & Policy Statement** - Self-assessment, basic information, and goals for the coming year, along with a description of the housing authority's maintenance program.
- f. **Preventive Maintenance Schedule** - A listing and schedule of tasks designed to keep systems and equipment operating properly, to extend the life these systems and equipment, and to avoid unexpected breakdowns.
- g. **Routine Maintenance Schedule** - A listing and schedule of ordinary maintenance tasks such as mopping, mowing, raking, and trash collection required to keep the facilities in good condition.
- h. **Unit Inspections** - Scheduling of annual unit inspections.

### **Classification and Prioritization of Maintenance Tasks**

Maintenance items are tracked as “work orders” and are classified in the following categories. They are prioritized in the order listed. The following classifications and prioritization are required by the Department of Housing and Community Development (DHCD).

- I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
  - **Goal: initiated with 24 to 48 hours.**
- II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
  - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
  - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**
- III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
  - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
  - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.
- IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
  - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
  - Inspections are the other source of programmed maintenance.
    - o Inspections are visual and operational examinations of parts of our property to determine their condition.
    - o All dwelling units, buildings and sites must be inspected at least annually.
    - o **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**
- V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
  - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
  - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

### Emergency Request System

For emergency requests call the numbers listed here. Qualifying emergency work requests are listed below.

METHOD	CONTACT INFO.	TIMES
Call LHA at Phone Number	508-945-0478	7:30am - 4:00pm Monday thru Friday
Other	508-945-0478	Emergency WO prompt rings ED's cell

Our 667-1 development has medical pull-cords that automatically call 911 emergency services. Other medical emergencies should dial 911.

List of Emergencies - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the Chatham Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (Call 911)
Gas leaks/ Gas odor (Call 911)
No electric power in unit
Electrical hazards, sparking outlets
Broken water pipes, flood
No water/ unsafe water
Sewer or toilet blockage
Roof leak
Lock outs
Door or window lock failure
No heat
No hot water
Snow or ice hazard condition
Dangerous structural defects
Inoperable smoke/CO detectors, beeping or chirping
Elevator stoppage or entrapment



### Normal Maintenance Request Process

Make normal (non-emergency) maintenance requests using the following methods:

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service		
Call Housing Authority Office	508-945-0478	24 Hrs.
Submit Online at Website		
Email to Following Email		
Other		

### Work Order Management

A. DHCD review of this housing authority's operations shows that the authority uses the following system for tracking work orders:

Type of work order system: PHANetwork

Work order classification used:

Emergency	✓
Vacancy	✓
Preventative Maintenance	
Routine	
Inspections	✓
Tenant Requests	✓

B. We also track deferred maintenance tasks in our work order system.

C. Our work order process includes the following steps:

Step	Description	Checked steps are used by LHA
1	Maintenance Request taken/submitted per the standard procedures listed above for the Emergency Request System and the Normal Maintenance Request Process.	<input checked="" type="checkbox"/>
2	Maintenance Requests logged into the work system	<input checked="" type="checkbox"/>
3	Work Orders generated	<input checked="" type="checkbox"/>
4	Work Orders assigned	<input checked="" type="checkbox"/>
5	Work Orders tracked	<input checked="" type="checkbox"/>
6	Work Orders completed/closed out	<input checked="" type="checkbox"/>
7	Maintenance Reports or Lists generated	<input checked="" type="checkbox"/>

D. Additional comments by the LHA regarding work order management:

We are also using PHA Network to manage Preventative and Routine work orders.

#### **Maintenance Plan Narrative**

Following are Chatham Housing Authority's answers to questions posed by DHCD.

- A. Narrative Question #1: How would you assess your Maintenance Operations based on feedback you've received from staff, tenants, DHCD's Performance Management Review (PMR) & Agreed Upon Procedures (AUP), and any other sources?

It is working well, most work orders are done the same day as long as parts don't need to be ordered.

- B. Narrative Question #2: What changes have you made to maintenance operations in the past year?

We are using the PHA Network software to better track work orders.

- C. Narrative Question #3: What are your maintenance goals for this coming year?

Continue to build on the progress we have made with the new system.

**D. Maintenance Budget Summary**

The budget numbers shown below are for the consolidated budget only. They do not include values from supplemental budgets, if any.

	Total Regular Maintenance Budget	Extraordinary Maintenance Budget
Last Fiscal Year Budget	\$89,031.00	\$0.00
Last Fiscal Year Actual Spending	\$94,099.00	\$0.00
Current Fiscal Year Budget	\$96,027.00	\$17,000.00

**E. Unit Turnover Summary**

# Turnovers Last Fiscal Year	15
Average time from date vacated to make Unit "Maintenance Ready"	35 days
Average time from date vacated to lease up of unit	58 days

**Attachments**

These items have been prepared by the Chatham Housing Authority and appear on the following pages:

Preventive Maintenance Schedule - a table of preventive maintenance items showing specific tasks, who is responsible (staff or vendor), and the month(s) they are scheduled

Deferred Maintenance Schedule - a table of maintenance items which have been deferred due to lack of resources.

# Chatham Housing Authority

## Preventative Maintenance Manual

### **January:**

- 1) Check Hallways for burned out lights
- 2) Inspect and clean around dumpsters
- 3) Clear snow as needed

### **February:**

- 1) Inspect and clean around dumpsters
- 2) Clear snow as needed
- 3) Check Basements for water leaks

### **March:**

- 1) Inspect and clean around dumpsters
- 2) Inspect building exteriors for winter damage/all locations
- 3) Clear snow as needed

### **April:**

- 1) Inspect and clean around dumpsters
- 2) Check and clean AC condensers, test units to ensure they work
- 3) Spring clean-up of common areas.
- 4) Check Basements for water leaks

### **May:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as needed
- 3) Check outside lights/all locations

### **June:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as needed
- 3) Check exterior trim for paint or rot, paint or replace as needed
- 4) Check Basements for water leaks

### **July:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as needed
- 3) Trim overgrown tree limbs as needed

### **August:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as needed
- 3) Check exterior trim for paint or rot, paint or replace as needed
- 4) Check Basements for water leaks

### **September:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as need
- 3) Prepare winter equipment for use

### **October:**

- 1) Inspect and clean around dumpsters
- 2) Mow Lawns as needed
- 3) Inspect storm doors
- 3) Check exterior trim for paint or rot, paint or replace as needed
- 4) Check Basements for water leaks

### **November:**

- 1) Inspect and clean heating systems/all locations
- 2) Check dryer vent and clean if needed/Group Home
- 3) Inspect and clean around dumpsters

### **December:**

- 1) Clean leaves from storm drains
- 2) Inspect and clean around dumpsters
- 3) Check Basements for water leaks



# **MAINTENANCE POLICY AND PROCEDURES MANUAL**

**CHATHAM HOUSING AUTHORITY  
240 CROWELL ROAD  
CHATHAM, MA 02633  
508-945-0478**

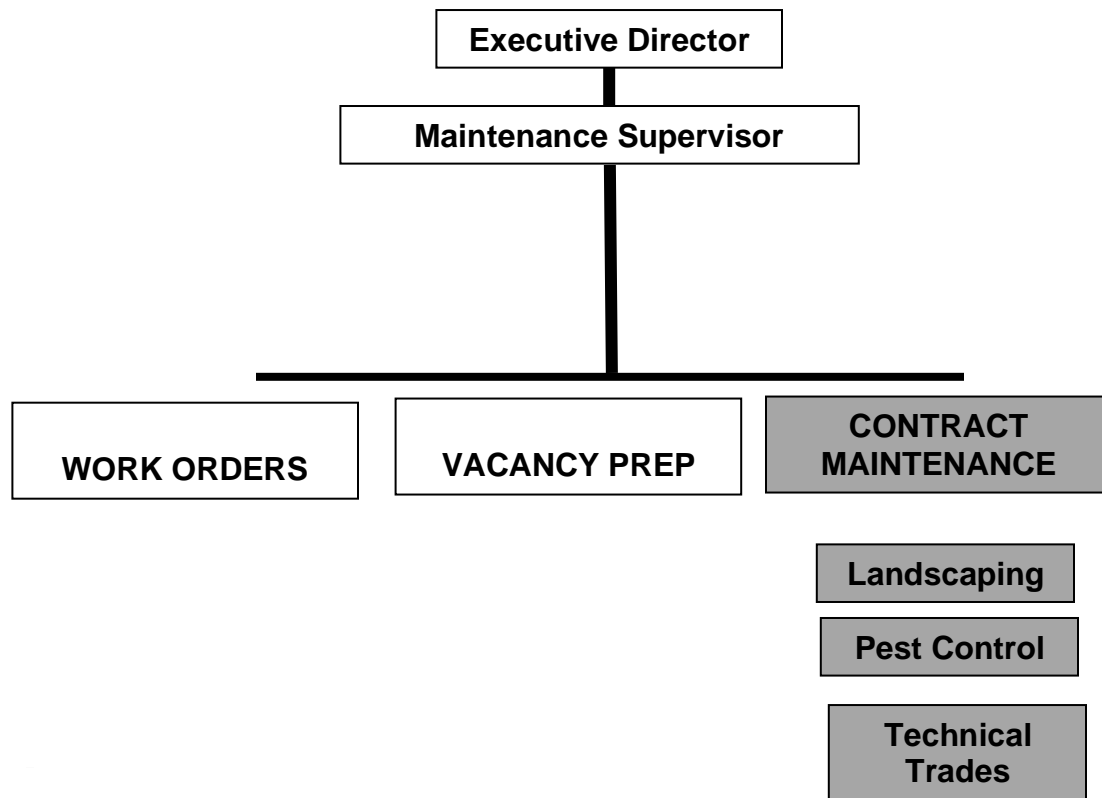
# TABLE OF CONTENTS


<b>TABLE OF ORGANIZATION</b>	<b>3</b>
<b>COMPONENTS OF A MAINTENANCE SYSTEM</b>	<b>4</b>
<b>A. Prioritization of Work</b>	<b>5</b>
<b>B. Comprehensive Work Procedures</b>	<b>5</b>
<b>C. Performance Standards and Goals</b>	<b>5</b>
<b>D. Work Order System</b>	<b>6</b>
<b>E. Deferred Maintenance Plan</b>	<b>6</b>
<b>F. Skills Updates and Training</b>	<b>7</b>
<b>G. Long Range Planning</b>	<b>8</b>
<b>H. Maintaining the Property</b>	<b>8</b>
<b>Responding to Emergencies</b>	<b>8</b>
<b>Preparing Vacant Units for Re-occupancy</b>	<b>9</b>
<b>Preventive Maintenance Program</b>	<b>9</b>
<b>General Operating Systems</b>	<b>9</b>
<b>Roof Repairs/Replacement</b>	<b>9</b>
<b>Vehicle/Equipment Maintenance</b>	<b>10</b>
<b>Lead Based Paint</b>	<b>10</b>
<b>Life Safety Systems</b>	<b>11</b>
<b>Inspection Program</b>	<b>11</b>
<b>Scheduled Routine Maintenance</b>	<b>12</b>
<b>Pest Control/Extermination</b>	<b>13</b>
<b>Landscaping and Grounds</b>	<b>13</b>
<b>Building Exteriors and Interior Common Areas</b>	<b>13</b>
<b>Interior Painting</b>	<b>14</b>
<b>Resident On-Demand Services</b>	<b>14</b>
<b>I. Contracting for Services</b>	<b>15</b>
<b>J. Attachments</b>	
<b>1. System/Component Checklist</b>	
<b>2. Maintenance Priorities</b>	
<b>3. List of Emergencies</b>	
<b>4. Preventative Maintenance Tasks and Schedule</b>	

# MAINTENANCE POLICY AND PROCEDURES MANUAL

The maintenance supervisor of the Chatham Housing Authority is responsible for managing the maintenance function in the most cost-effective manner possible while maximizing the useful life of Authority units and properties while striving to provide the best service to our residents. The following policy statements are designed to establish the structure of an effective and efficient maintenance system

## TABLE OF ORGANIZATION



 - Denotes Contracted or Grant-Funded Position

## **COMPONENTS OF A MAINTENANCE SYSTEM**

The Chatham Housing Authority maintenance system shall include certain components:

- A. Prioritization of work**
- B. Comprehensive work procedures**
- C. Performance standards and goals**
- D. Work order system**
- E. Deferred Maintenance**
- F. Skills Updates and Training program**
- G. Long-range planning**

By developing a maintenance system that has these components in place, the authority will have the tools it needs to control the performance of maintenance work at the Chatham Housing Authority.



## **A. PRIORITIZATION OF WORK**

The work priorities adopted by the Chatham Housing Authority exemplify its philosophy of delivering maintenance services. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Chatham Housing Authority are the following:

- 1. Emergencies**
- 2. Vacancies**
- 3. Preventative Maintenance**
- 4. Programmed Maintenance**
- 5. Requested Maintenance**

Placing Programmed maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## **B. COMPREHENSIVE WORK PROCEDURES**

The Maintenance Supervisor will ensure that there are sufficient clear procedures in place to allow staff to implement this maintenance policy statement. All procedures will include the following:

- 1. A statement of purpose**
- 2. The job title(s) of the staff member(s) responsible for carrying out the activities in the procedure;**
- 3. Any forms needed to carry out the activities; and**
- 4. The frequency of any specified activities.**
- 5. After their adoption, maintenance procedures will be reviewed and updated at least annually.**

## **C. PERFORMANCE STANDARDS AND GOALS**

The Maintenance Supervisor establishes measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards, the Housing Authority will take into consideration certain factors:

- 1. Local/State Building and Fire Safety;**
- 2. HUD Uniform Physical Condition Standards (UPCS)**
- 3. Chatham Housing Authority job descriptions.**

Nothing in the documents listed above will prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

## **D. WORK ORDER SYSTEM**

The Chatham Housing Authority shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost to complete, days to complete, and hours to perform. This information is required for the Authority to plan for the delivery of maintenance services as well as evaluate performance. To obtain the greatest effectiveness from the work order system, all work requests and activities performed by maintenance staff must be recorded on work orders.

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

- 1. Preprinted number**
- 2. Source of request (planned, inspection, resident, etc.)**
- 3. Priority assigned**
- 4. Location of work**
- 5. Date and time received**
- 6. Worker(s) assigned**
- 7. Description of work requested (with task number)**
- 8. Description of work performed (with task number)**
- 9. Estimated and actual time to complete**
- 10. Materials used to complete work**
- 11. Resident charge**

## **E. DEFERRED MAINTENANCE PLAN**

Deferred Maintenance is maintenance, upgrades or repairs that are deferred to a future budget cycle or postponed for some other reason. Sometimes, it is referred to as extraordinary maintenance. Deferred Maintenance should not be confused with capital projects that would be included in the Capital Improvement Plan (CIP). No emergency work order should be categorized as Deferred. Any work order meeting the definition of deferred must be categorized as such within 45 days of issuance of the work order.

Deferred Maintenance would be used in the following situations:

- 1. Vacant Unit Turnover**
  - Anything noticed during inspection that can wait until unit is vacant. Example: Carpet replacement and counter top replacement.
- 2. Items that cannot be done because of season**
  - Example: Landscaping
- 3. Lack of Funding**
  - During a yearly inspection it was noticed that common areas needed to be repainted. Because of severe winter we had our budget did not allow us to complete the necessary painting at this time. The work order has been closed out and moved to the Deferred Maintenance Module. When our budget permits the necessary work will be completed.
- 4. Grouping items by location, task or trade**

- During an inspection it was noticed that several exterior lights at different locations were out. It is more cost efficient to group these together as a lift truck is required.

## **5. Upkeep and Organizational Tasks**

- Anything above and beyond cleaning of community centers and offices. Example: strip and wax office floors, shampoo carpets and painting offices and community centers.

Items to be included in the Deferred Maintenance Plan:

- Item
- Date Added to Deferred Maintenance Module
- Item Description
- Site or Unit Number
- Reason Deferred
- Estimated Cost
- Materials Needed
- Original Work Order Number
- Target Completion Date
- Actual Completion Date
- Other Comments

Life and Safety items, work order backlog and small/minor items will not be categorized as deferred in the Deferred Maintenance Plan.

## **F. SKILLS UPDATES AND TRAINING**

In order to allow its staff members to perform to the best of their abilities, the Chatham Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures.

Suggested training subjects may include (but not limited to)

- 1. Safety Procedures**
- 2. Blood-Borne Pathogens**
- 3. Lead Based Paint**
- 4. Health and Safety Standards**
- 5. Trade specific skills updates**
- 6. Building Code updates/UPCS standards**

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

## **G. LONG RANGE PLANNING**

The Chatham Housing Authority will put in place and maintain a long-range maintenance planning capability in order to ensure the most cost-effective use of Authority resources and the maximum useful life of Authority properties.

The Maintenance Supervisor will develop a property-specific long-range planning process that includes the following components:

- 1. A property maintenance standard;**
- 2. An estimate of the work required to bring the property to the maintenance standard;**
- 3. An estimate of the work required to keep the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work;**
- 4. An estimate of the on-going cost of operating the property at the maintenance standard;**
- 5. A cost estimate to provide the specified capital improvements; and**
- 6. A revised work plan and cost estimate of maintaining property at the improved standard.**

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

## **H. MAINTAINING THE PROPERTY**

All maintenance work performed at Housing Authority properties can be categorized by the source of the work. Each piece of work originates from a particular source -- an emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or a resident request.

### **RESPONDING TO EMERGENCIES**

Emergencies are the **highest priority source of work**. The Chatham Housing Authority will consider a work item to be an emergency if the following occur:

- 1. The situation constitutes a serious threat to the life, safety or health of residents or staff; or**
- 2. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.**

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with his or her supervisor. If a supervisor is not available, the employee will use his or her best judgment to make the decision.

For emergencies that occur after regular working hours, the Chatham Housing Authority shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a maintenance employee in charge for each day as well as a list of qualified pre-approved contractors, open purchase orders for obtaining required supplies or equipment, and access to Authority materials and supplies. The designated employee shall prepare a work order and report on any emergency within twenty-four hours after abatement of the emergency. See Attachment #3 for a list of emergencies.

## **PREPARE VACANT UNITS FOR REOCCUPANCY**

It is the policy of the Chatham Housing Authority **to reoccupy vacant units as soon as possible**. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Maintenance Supervisor is responsible for developing and implementing a system that **ensures an average turn-around time of thirty (30) calendar days**. In order to do so, he or she must have a system that can perform the following tasks:

- 1. Forecast unit preparation needs based on prior years' experience**
- 2. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and**
- 3. Control work assignments to ensure prompt completion.**

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit. The Maintenance Supervisor will have the ability to create special teams for vacancy turnaround or to hire contractors when that is required to maintain Authority goals.

## **PREVENTIVE MAINTENANCE PROGRAM**

Preventive maintenance is part of the planned or scheduled maintenance program of the Chatham Housing Authority. The purpose of the scheduled maintenance program is to allow the Authority to anticipate maintenance requirements and make sure the Authority can address them in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the properties operating. These systems include heating and air conditioning, electrical, life safety and plumbing.

### **General Operating Systems**

The heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced, and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the Chatham Housing Authority. See Attachment #4 for Preventative Maintenance Task and Schedule.

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. An assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

### **Roof Repairs/ Replacement**

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery

of any deficiencies. The Maintenance Supervisor is responsible for the development of a roof maintenance plan that includes these features:

- 1. The type, area, and age of roof**
- 2. Warranties and/or guarantees in effect**
- 3. Company that installed the roof**
- 4. Expected useful life of roof**
- 5. History of maintenance and repair**
- 6. Inspection schedule**

The Authority's maintenance staff will usually undertake only minor roof repairs. Therefore, there should be a list of approved roofing contractors to take on more serious problems for roofs no longer under warranty.

### Vehicle/Equipment Maintenance

The Chatham Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include (but not limited to):

**Cars, trucks and vans**  
**Tractors**  
**Leaf blowers**  
**Weed cutters**  
**Lawn Mowers**  
**Chain saws**  
**Power tools**

The Maintenance Supervisor is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required.

**The Maintenance Supervisor shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.**

### Lead-Based Paint

The Chatham Housing Authority is committed to controlling lead-based paint hazards in all its dwellings, especially family dwellings constructed prior 1978. If any hazards are suspected, the Authority will develop a plan to abate the hazard. Suspicion of hazards should be deemed if ANY of the following are noticed or there exists an awareness of (but not limited to)

- 1. Was the structure or unit constructed prior to 1978?**
- 2. Is there a child under the age of six residing in the unit?**
- 3. Will the work to be performed generate higher than low levels of dust?**
- 4. Is the surface and paint in poor condition? Or greater than 2 square feet?**

The Maintenance Supervisor shall be directed by the "Work Lead Safe" methodology to "Work Smart, Work Clean and Work Wet". Maintenance Supervisor will have the authority to ensure that properly

trained and certified personnel perform these tasks through a control plan which will include such activities as:

- 1. Detecting the possible hazards of lead-based paint presence**
- 2. Lead Job Check List**
- 3. Proper materials to perform the work**
- 4. Proper equipment to perform the work**
- 5. Personal Protection**
- 6. Safe Work Practices**
- 7. Prohibited and Unsafe Work Practices**
- 8. Clean Up**
- 9. Decontamination**
- 10. Quality Assurance/Clearance**

The Maintenance Supervisor shall ensure that staff involved with activities that could affect or disturb Lead Based Paint are properly trained. In addition, The Maintenance Supervisor shall ensure that contractors involved with projects or tasks that could affect or disturb lead-based paint have the HUD/EPA required training and any appropriate certification.

Other responsibilities include informing residents, responding to cases of children with elevated blood lead levels, correcting lead-based paint hazards on an emergency repair basis, and any other efforts that may be appropriate.

### Life Safety Systems

The Chatham Housing Authority shall have a comprehensive program for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Supervisor shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

- 1. Fire alarms and fire alarm systems**
- 2. Fire extinguishers**
- 3. Emergency generators**
- 4. Emergency lighting**
- 5. Smoke detectors**
- 6. Sprinkler systems**

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost-effective way to perform the work including the decision to hire a contractor.

### **INSPECTION PROGRAM**

The Chatham Housing Authority's goals of efficiency and cost-effectiveness are achieved through insuring that our stock is maintained in a manner that is decent, safe, sanitary and in good repair. This program calls for the utilization of the following standards:

- 1. Uniform Physical Condition Standard (UPCS) in the Public Housing Program**

- 2. Federal Housing Quality Standards (HQS) in the Section 8 Housing Choice Voucher Program**
- 3. Local and State Housing and Fire Safety Codes**

In any case where there presents itself a conflict between 2 or more standards the more restrictive of the standards will be applied.

The inspection will encompass the following areas

- 1. Dwelling Units**
- 2. Building Exteriors**
- 3. Building Systems**
- 4. Common Areas**
- 5. Site(Grounds)**
- 6. Health and Safety**

The Maintenance Supervisor will know at all times the condition of each unit. The achievement of these goals may require more than the minimum annual HUD required inspection. The Maintenance Supervisor is responsible for developing a unit inspection program that schedules inspections at the frequency required.

**For all non-emergency inspections, the Resident shall be given at least two (2) days written notice of the inspection.** The Housing Inspection staff shall normally perform the unit inspection program of the Chatham Housing Authority unless it is determined that the inspection program is contracted to an outside source.

**During each inspection, the staff shall perform specified preventive and routine maintenance tasks.** Any other work items noted at the time of the inspection will be documented on the Chatham Housing Authority inspection form. All uncompleted work items shall be converted to a work order within twenty-four hours of the completion of the inspection. **The maintenance staff shall endeavor to complete all inspection-generated work items within 30 days of the inspection.**

**All Technical Services Staff are responsible for monitoring the condition of dwelling units.** Whenever a Housing Inspection and/or Maintenance staff member enters a dwelling unit for any purpose, such as completing a resident request for service or accompanying a contractor, he or she shall record on an inspection form any required work he or she sees while in the apartment. These work items shall also be converted to a service request within twenty-four hours of discovery.

Nothing in this policy shall prevent any Chatham Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the site manager of the appropriate property.

## **SCHEDULED ROUTINE MAINTENANCE**

The Chatham Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.



## Pest Control/Extermination

The Chatham Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The Maintenance Supervisor and the site manager will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed Authority personnel.

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

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

## Landscaping and Grounds

The Chatham Housing Authority will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability.

- 1. Routine grounds maintenance includes numerous activities:**
- 2. Litter control**
- 3. Lawn care**
- 4. Maintenance of driveways, sidewalks and parking lots**
- 5. Care of flower and shrubbery beds and trees**
- 6. Maintenance of playgrounds, benches and fences**

The Maintenance Supervisor shall be responsible for the development of a routine maintenance schedule that shall include:

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

## Building Exteriors and Interior Common Areas

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

- 1. Lobbies**
- 2. Hallways and stairwells**
- 3. Public restrooms**
- 4. Lighting fixtures**
- 5. Common rooms and community spaces**
- 6. Exterior porches and railings**
- 7. Building walls**
- 8. Windows**

The Maintenance Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule shall be based on the following:

- 1. A clearly articulated standard of appearance for the building**
- 2. A list of tasks required to maintain that standard**
- 3. The frequency with which the tasks must be performed**
- 4. A list of materials, equipment and supplies required to perform the tasks.**

### Interior Painting

The appearance and condition of the paint within each unit is important to unit condition and resident satisfaction. Accordingly, the Chatham Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained. As part of this plan painting standards will be developed that include:

- 1. Surface preparation**
- 2. Protection of non-painted surfaces**
- 3. Standardized Color and finish throughout our properties**
- 4. Paint quality**
- 5. Methods of application approved**
- 6. Lead paint testing and abatement if required**

The plan will set out the conditions for the consideration of a painting request. These standards include the period of time that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included including the conditions under which a resident will be allowed to paint his or her own unit.

## **RESIDENT ON-DEMAND SERVICES**

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

**It is the policy of the Chatham Housing Authority to complete these work requests within seven (7) days.** However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive

maintenance. By following this procedure, the Chatham Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost-effective manner.

## **I. CONTRACTING FOR SERVICES**

The Chatham Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. When the employees of the Authority have the time and skills to perform the work at hand, they will be the first choice to perform a given task. When the employees of the Authority have the skills to do the work required, but there is more work than there is time available to complete it, the Housing Authority will determine whether it is more cost effective to use a contractor to complete the work. If the Authority staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the Authority will decide whether it will be cost effective to train a staff member to complete the work.

Once the decision has been made to hire a contractor, the process set out in the Chatham Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Maintenance Supervisor and/or Working Foreman will work with the Executive Director to facilitate the contract award. The Executive Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.

## ATTACHMENT 1

### SYSTEM/COMPONENT CHECKLIST

#### TYPE OF SYSTEM/COMPONENT INSPECTED

- |  |   |
|--|---|
| <input type="checkbox"/> Catch basins/Storm Drainage | <input type="checkbox"/> Domestic water                     |
| <input type="checkbox"/> Compactors                  | <input type="checkbox"/> Roof/Building Exterior             |
| <input type="checkbox"/> Condensation pumps          | <input type="checkbox"/> Vehicle                            |
| <input type="checkbox"/> Emergency lighting          | <input type="checkbox"/> Power Tool                         |
| <input type="checkbox"/> Exhaust fans                | <input type="checkbox"/> Fire alarms and fire alarm systems |
| <input type="checkbox"/> Exterior lights             | <input type="checkbox"/> Fire extinguishers                 |
| <input type="checkbox"/> Mechanical equipment        | <input type="checkbox"/> Emergency generators               |
| <input type="checkbox"/> Sanitary drains             | <input type="checkbox"/> Emergency lighting                 |
| <input type="checkbox"/> HVAC systems                | <input type="checkbox"/> Sprinkler systems                  |
|  | <input type="checkbox"/> Other _____                        |

---

Person making observation: \_\_\_\_\_

Date and Time of Observation: \_\_\_\_\_

Location of Component: \_\_\_\_\_

Description of Component Inspected: \_\_\_\_\_

Description of Defect or Issue: \_\_\_\_\_

Recommended Corrective Action: \_\_\_\_\_

**Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 09/30/2019. It also shows the approved budget for the current year (2020) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

The budget format and accounts are mandated by the Department of Housing and Community Development (DHCD). For a better understanding of the accounts and discussion of special situations see the notes following the budget tables and the "Definitions of Accounts" at the end of this section.

The LHA maintains a consolidated budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by the LHA. It does not maintain separate budgets for each development.

Refer also to the Performance Management Review (PMR) section of this Annual Report for the LHA's response to a "Corrective Action" finding for the "Adjusted Net Income" rating.

**Operating Reserve**

The LHA's operating reserve is the amount of funds that an LHA sets aside to sustain itself during lean years, or to remedy urgent health and safety concern or address deferred maintenance items. In addition, while DHCD approves a fixed non-utility operating budget level for every LHA (called the Allowable Non-Utility Expense Level, or ANUEL), LHAs can propose a budget that exceeds that level, with the additional cost to be funded from the Operating Reserve, as long as the reserve will still remain above the minimum threshold set by DHCD.

DHCD defines a full (100%) Operating Reserve (OR) amount to be equal to one-half of the previous year's operating expenses and requires LHAs to maintain a minimum OR of 35% of this amount to cover any unplanned but urgent needs that may arise during the year and that can't be funded by the operating budget. If the reserve is between 20% and 35% of the full level, the LHA must obtain prior written approval from DHCD to spend reserve funds, unless the expense is to resolve a health and safety issue. If the reserve is below the 20% level, the LHA can only spend OR funds on health and safety issues. In both cases, the LHA should address the health and safety issue immediately but must retroactively inform DHCD and obtain its approval.

The Chatham Housing Authority operating reserve at the end of fiscal year 2019 was \$0.00, which is 0% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Chatham Housing Authority.						
<b>REVENUE</b>						
Account Number	Account Class	2019 Approved Revenue Budget	2019 Actual Amounts Received	2020 Approved Revenue Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$281,934.00	\$309,386.00	\$296,364.00	-4.2%	\$347.85
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$6.00	\$108.00	\$5.00	-95.4%	\$0.01
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$1,800.00	\$1,610.00	\$1,800.00	11.8%	\$2.11
3691	Other Revenue - Retained	\$0.00	\$11,559.00	\$0.00	-100%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$87,761.00	\$49,399.00	\$116,153.00	135.1%	\$136.33
3802	Operating Subsidy - MRVP Landlords	\$0.00	\$0.00	\$0.00	0%	\$0.00
3803	Restricted Grants Received	\$0.00	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$371,501.00	\$372,062.00	\$414,322.00	11.4%	\$486.29

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Chatham Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget.	2020 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$72,431.00	\$72,431.00	\$74,604.00	3%	\$87.56
4120	Compensated Absences	\$0.00	\$1,071.00	\$0.00	-100%	\$0.00
4130	Legal	\$0.00	\$0.00	\$0.00	0%	\$0.00
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$2,995.00	\$1,998.00	\$2,995.00	49.9%	\$3.52
4170	Accounting Services	\$6,216.00	\$4,744.00	\$6,396.00	34.8%	\$7.51
4171	Audit Costs	\$3,600.00	\$3,780.00	\$3,600.00	-4.8%	\$4.23
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$10,917.00	\$20,514.00	\$19,498.00	-5%	\$22.88
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$96,159.00	\$104,538.00	\$107,093.00	2.4%	\$125.70
4310	Water	\$25,727.00	\$20,564.00	\$25,727.00	25.1%	\$30.20
4320	Electricity	\$67,594.00	\$62,743.00	\$67,594.00	7.7%	\$79.34
4330	Gas	\$6,517.00	\$5,406.00	\$6,519.00	20.6%	\$7.65
4340	Fuel	\$41.00	\$0.00	\$40.00	100%	\$0.05
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$5,312.00	\$5,701.00	\$5,311.00	-6.8%	\$6.23
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$105,191.00	\$94,414.00	\$105,191.00	11.4%	\$123.46



**Annual Plan 2021**  
**Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Chatham Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$46,865.00	\$47,022.00	\$47,861.00	1.8%	\$56.17
4420	Materials & Supplies	\$16,022.00	\$14,701.00	\$16,022.00	9%	\$18.81
4430	Contract Costs	\$26,144.00	\$32,376.00	\$32,144.00	-0.7%	\$37.73
4400	TOTAL MAINTENANCE	\$89,031.00	\$94,099.00	\$96,027.00	2%	\$112.71
4510	Insurance	\$12,198.00	\$11,388.00	\$12,688.00	11.4%	\$14.89
4520	Payment in Lieu of Taxes	\$0.00	\$0.00	\$0.00	0%	\$0.00
4540	Employee Benefits	\$68,916.00	\$68,371.00	\$71,224.00	4.2%	\$83.60
4541	Employee Benefits - GASB 45	\$0.00	\$-5,476.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$18,458.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$0.00	\$1,469.00	\$0.00	-100%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$81,114.00	\$94,210.00	\$83,912.00	-10.9%	\$98.49
4610	Extraordinary Maintenance	\$0.00	\$0.00	\$17,000.00	100%	\$19.95
4611	Equipment Purchases - Non Capitalized	\$0.00	\$3,085.00	\$0.00	-100%	\$0.00
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$67,891.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$0.00	\$70,976.00	\$17,000.00	-76%	\$19.95
4000	TOTAL EXPENSES	\$371,495.00	\$458,237.00	\$409,223.00	-10.7%	\$480.31

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Chatham Housing Authority.						
<b>SUMMARY</b>						
Account Number	Account Class	2019 Approved Budget	2019 Actual Amounts	2020 Approved Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$371,501.00	\$372,062.00	\$414,322.00	11.4%	\$486.29
4000	TOTAL EXPENSES	\$371,495.00	\$458,237.00	\$409,223.00	-10.7%	\$480.31
2700	NET INCOME (DEFICIT)	\$6.00	\$-86,175.00	\$5,099.00	-105.9%	\$5.98
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$0.00	0%	\$0.00
7600	EXCESS REVENUE OVER EXPENSES	\$6.00	\$-86,175.00	\$5,099.00	-105.9%	\$5.98

## Explanation of Budget Accounts

The following explains how each of the line items is to be prepared.

3110: Shelter Rent: The shelter rent projection should be based on the current rent roll plus anticipated changes expected from annual rent re-determinations or as a result of regulatory amendments.

3111: Shelter Rent – Tenants - Fraud/Retroactive: This account should be used for the reporting of total rent receipts from residents due to unreported income. These are often called fraud or retroactive balances. In cases where deficit LHAs discover, pursue cases, and have entered into a written fraud/retroactive re-payment agreement **with a present or former tenant who did not report income**, the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

3115: Shelter Rent - Section 8: This account applies only to those developments receiving support through the federal government's Housing and Urban Development (HUD) Section 8 New Construction and/or Substantial Rehab Programs.

3190: Non-Dwelling Rental: This account should be credited with the rents, other than tenants rents reported in line 3110 and 3115, including charges for utilities and equipment, billed to lessees of non-dwelling facilities as well as apartments rented for non-dwelling purposes, such as social service programs.

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is \$40.00 per unit per month, as of July 1, 2019.

3610: Interest on Investments – Unrestricted: This account should be credited with interest earned on unrestricted administrative fund investments.

3611: Interest on Investments – Restricted: This account should be credited with interest earned on restricted administrative fund investments. For example, an LHA may receive a grant whose use is restricted to a specific purpose, and the interest income earned on that grant may also be restricted to the same purpose.

3690: Other Operating Revenues: This account should be credited with income from the operation of the project that cannot be otherwise classified. Income credits to this account include, but are not limited to, penalties for delinquent payments, rental of equipment, charges for use of community space, charges to other projects or programs for the use of central office management and maintenance space, commissions and profits from vending machines, including washing machines, and certain charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Department's regulations on lease provisions..

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with

the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/19, all deficit LHAs may keep 100% of the net meter credit savings.

3692: Other Revenue - Operating Reserves: This account should be credited with funds that LHAs plan to utilize from their operating reserve accounts in excess of the Allowable Non-Utility Expense Level (ANUEL). To be approvable, LHA must maintain the DHCD prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

3693: Other Revenue – Net Meter: This account should be normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter \$0 here. Savings are calculated as the value of the net meter credits appearing on the LHA's electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/19 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691

3801: Operating Subsidy – DHCD (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:

The credit balance in this account represents the anticipated total receipts from DHCD during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

3920: Gain/Loss from Sale or Disposition of Property (Capitalized or Non-Capitalized): The debit or credit balance of this account represents the following items: a) Cash proceeds from the sale of property that was either: 1) non-capitalized; or 2) capitalized and has been fully depreciated, and b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.

4110: Administrative Salaries: This account should be charged with the gross salaries of LHA personnel engaged in administrative duties and in the supervision, planning, and direction of maintenance activities and operating services during the operations period. It should include the salaries of the executive director, assistant executive director, accountants, accounting clerks, clerks, secretaries, project managers, management aides, purchasing agents, engineers, draftsmen, maintenance superintendents, and all other employees assigned to administrative duties.

4120: Compensated Absences: The debit balance in this account represents the actual cost incurred during the fiscal year for vacation, paid holidays, vested sick leave and earned compensatory time. This account includes both the direct compensated absences cost and associated employer payroll expenses (employment taxes, pension cost, etc.).

4130: Legal Expense: This account should be charged with retainers and fees paid to attorneys for legal services relating to the operation of the projects.

4140: Compensation to Authority Members: A local authority may compensate its members for performance of their duties and such other services as they may render to the authority in connection with its Chapter 200 development(s). Compensation for any other program is not authorized. Because of this, LHAs must base such compensation only on the actual rent receipts for these developments plus a prorated share of other operating receipts of funds on a per unit basis. The precise amount that members may be compensated is defined by statute to a maximum of \$40 per member per day, and \$50 for the chairperson per day. The total of all compensation to all board members is not to exceed two percent (2%) of actual gross income of Chapter 200 developments in any given year, consistent with the approved budget amount. In no case shall the payment of compensation exceed \$12,500 annually for the chairperson, or \$10,000 for any member other than the chairperson. Please note the statute requires the member to perform housing authority business in order to receive compensation.

4150: Travel and Related Expense: Legitimate travel expenses incurred by board members and staff in the discharge of their duties for any **state-aided program** are reimbursable from this account, as consistent with Department policy.

4170: Contractual Accounting Services: Fees for accounting services that are provided routinely and are contracted for on an annual basis. Only accounting services performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provides routine accounting services should be included in Account 4110, Administrative Salaries.

4171: Audit Costs: This account includes the state program's prorated share of audit fees paid to an Independent Public Accountant (IPA). The procurement of an IPA is necessary to satisfy the Federal Government's audit requirements. Costs for these services should be shared with all state and federal programs of LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon procedures (AUP) audit costs for state-assisted public housing programs should also be included in this account.

4180: Penalties and Interest: Any expenses incurred from penalties, fees, and interest paid on delinquent accounts shall be included in this line item.

4190: Administrative Other: This account is provided for recording the cost of administrative items for which no specific amount is prescribed in this 4100 group of accounts. It includes, but is not limited to, the cost of such items as: reports and accounting forms; stationery and other office supplies; postage; telephone services; messenger service; rental of office space; advertising for bids; publications; membership dues; collection agency & court costs, training costs; management fees, and fiscal agent fees.

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of \$6.00 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTO(s) or an annual total of \$500.00 prorated among all such LTO(s), whichever is more. For more information on the creation and funding of LTOs see 760 CMR 6.09.

Authorities which operate computer learning centers, which are funded by the state consolidated budget or by other sources (which are typically recorded in line #3691 as "Other Revenue Retained", should budget the cost of the centers on this line.

4310: Water: This account should be charged with the cost of water and sewer charges purchased for all purposes.

4320: Electricity: This account should be charged with the total cost of electricity purchased for all purposes. Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off- site solar electricity-generating site. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased or in some cases receives a direct cash payment from their utility company. Please ensure that the amount charged to this account is the total cost of electricity BEFORE any reductions due to the receipt of net meter credits.

4330: Gas: This account should be charged with the cost of gas (natural, artificial, or liquefied) purchased for all purposes.

4340: Fuel: This account should be charged with the cost of coal, fuel oil, steam purchased, and any other fuels (except electricity and gas) used in connection with Local Housing Authority operation of plants for the heating of space or water supplied to tenants as a part of rent.

4360: Energy Conservation: This account is to be charged with costs incurred for energy conservation measures.

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360.

4391: Solar Operator Costs: Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. The LHA makes regular (usually monthly) payments to the developer for its contracted share of the solar electricity produced by the site. Those payments should be entered in this account.

4392: Net Meter Utility Credit (Negative Amount): As noted in account #4391 above, many LHAs have executed Net Meter Credit Power Purchase Agreements (PPA's). In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased from the developer, which reduces the balance on its electric bill, or, in some cases, the credits are paid in cash to the LHA by the utility company. The total gross amount of the net meter credits that appear on the LHA's utility bills should be carried in this account and entered as a negative number. In cases where credits are paid in cash to the Host LHA, the net balance after paying out the amounts due the participating housing authorities, should also be carried in this account and entered as a negative number.

4410: Maintenance Labor: This account should be charged with the gross salaries and wages, or applicable portions thereof, for LHA personnel engaged in the routine maintenance of the project.

4420: Materials & Supplies: This account should be charged with the cost of materials, supplies, and expendable equipment used in connection with the routine maintenance of the project. This includes the operation and maintenance of automotive and other movable equipment, and the cost of materials, supplies, and expendable equipment used in connection with operating services such as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

4430: Contract Costs: This account should be charged with contract costs (i.e. the cost of services for labor, materials, and supplies furnished by a firm or by persons other than Local Authority employees) incurred in connection with the routine maintenance of the project, including the maintenance of automotive and other movable equipment. This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, fire alarm and elevator service, extermination of rodents and household pests, rubbish and garbage collection, snow removal, landscape services, oil burner maintenance, etc.

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by DHCD on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:

This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract.

Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

4541: Employee Benefits - GASB 45: This line covers "Other Post-Employment Benefits" (OPEB). Of the total benefits offered by employers to attract and retain qualified employees, some benefits, including salaries and active-employee healthcare are taken while the employees are in active service, whereas other benefits, including post-employment healthcare and other OPEB are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services. In accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4542: Pension Expense – GASB 68: The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pension costs. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. As with account 4541 above, in accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4570: Collection Loss: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents. Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

4571: Collection Loss – Fraud/Retroactive: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents due to unreported income, i.e. fraud/retroactive balances.

4580: Interest Expense: The debit balance in this account represents the interest expense paid and accrued on loans and notes payable. This debt can be from operating borrowings or capital borrowings.

4590: Other General Expense: This account represents the cost of all items of general expenses for which no specific account is prescribed in the general group of accounts.

4610: Extraordinary Maintenance – Non-Capitalized: This account should be debited with all *costs* (labor, materials and supplies, expendable equipment (such as many tools or routine repair parts), and contract work) of repairs, replacements (but not replacements of non-expendable equipment), and rehabilitation of such a substantial nature that the work is clearly not a part of the routine maintenance and operating program. The items charged to this account should not increase the useful life or value of the asset being repaired. These items are not capitalized and are not added as an increase to fixed assets at the time of completion. Nor are these items depreciated. An example of this would be scheduled repainting of apartments.

4611: Equipment Purchases – Non-Capitalized: This account should be debited with the costs of equipment that does not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as a fixed asset and therefore will not be depreciated. These items include stoves, refrigerators, small tools, most computers and software, etc.

The budget is a planning tool and as our portfolio ages it is essential that LHAs evaluate their properties annually and plan for extraordinary maintenance. To that end DHCD very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

4715: Housing Assistance Payments: This account should be debited with all housing assistance payments paid to landlords for the MRVP program on a monthly basis.

4801: Depreciation Expense: This account should be debited with annual fixed asset depreciation expenses as determined by the LHA's capitalization policy.

7520: Replacement of Equipment – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment purchased as a replacement of equipment of substantially the same kind. These items, such as vehicles, computers, or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life.

7540: Betterments & Additions – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as a betterment or addition. These items meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life of the asset. Examples are: major roof replacement, structural repairs such as siding, or major paving work.

In accordance with GAAP accounting, inventory purchases (Replacement of Equipment and Betterments & Additions) are distinguished between capitalized and non-capitalized items. Any inventory or equipment purchase greater than \$5,000 is required by DHCD to be capitalized, inventoried and depreciated. Any inventory or equipment purchase costing \$1,000 to \$4,999 should be inventoried by LHA staff for control



purposes only but is not subject to capitalization or depreciation, it is, however, required to be expensed when the items are paid for. An LHA's inventory listing should include both capitalized and non-capitalized items of \$1,000 and more, as well as all refrigerators and stoves of any value. All items that appear on the inventory listing should be tagged with a unique identification number, and all refrigerators and stoves (regardless of value) should be tagged. LHAs may adopt a capitalization policy that capitalizes inventory purchases at a lesser amount than the \$5,000 requirement (i.e. \$1,000 - \$4,999); however, no capitalization policy can have an amount higher than \$5,000. Any inventory or equipment purchases costing \$0 to \$999 are to be expensed when paid for.

**Narrative Responses to the Performance Management Review (PMR) Findings**

The Performance Management Review conducted by the Department of Housing and Community Development (DHCD) for the 2019 LHA fiscal year resulted in the following ratings. Criteria which received a 'Corrective Action' rating show both a reason for the rating and a response by the LHA. The reason indicates Chatham Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

**Category: Management**

Criterion: Occupancy Rate - the percentage of units that are occupied on monthly report.

Rating: No Findings

Criterion: Tenant Accounts Receivable (TAR) - the percentage of uncollected rent and related charges owed by tenants to the local housing authority (LHA), out of the total amount of rent and related costs charged to tenants.

Rating: Corrective Action

Reason: All Corrective Action findings were due to paperwork being filed late. I input all the info but never hit the SUBMIT BUTTON.

Response: Action to be taken in the future: Hit SUBMIT!

Criterion: Certifications and Reporting Submissions - timely submission of statements and certifications

Rating: Operational Guidance

Reason: All Corrective Action findings were due to paperwork being filed late. I input all the info but never hit the SUBMIT BUTTON.

Response: Action to be taken in the future: Hit SUBMIT!

Criterion: Completion of mandatory online board member training

Rating: Corrective Action

Reason: Board members have not completed the mandatory online board training.

Response: I spoke with the Board members about taking the training.

**Category: Financial**

Criterion: Adjusted Net Income - a measure of overspending or underspending.

Rating: Corrective Action

Reason: All Corrective Action findings were due to paperwork being filed late. I input all the info but never hit the SUBMIT BUTTON.

Response: Action to be taken in the future: Hit SUBMIT!

Criterion: Current Operating Reserve as a percentage of total maximum reserve level.

Rating: Corrective Action

Reason: All Corrective Action findings were due to paperwork being filed late. I input all the info but never hit the SUBMIT BUTTON.

Response: Action to be taken in the future: Hit SUBMIT!

### **Category: Capital Planning**

Criterion: Capital Improvement Plan (CIP) submitted on time.

Rating: No findings

Criterion: Timely spending of capital funds awarded under the Formula Funding program

Rating: No Findings

### **Category: Facility Management - Health & Safety**

Criterion: Health and Safety Violations

DHCD has observed conditions at the LHA's developments and reported the following health and safety violations. The LHA has certified the number of corrected violations in each category.

	<b>Number of violations cited</b>	<b>Number of violations corrected</b>
<b>Maintenance related violations</b>	0	0
<b>Tenant related violations</b>	1	1

### **Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: No Findings

Criterion: Inspection reports noted 100% of the necessary repairs in each unit.

Rating: No Findings

Criterion: 100% of inspection-related work orders were generated.

Rating: No Findings

Criterion: Work order system identifies, tracks, and can produce reports for inspection work orders.

Rating: No Findings

Criterion: Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed with 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).

Rating: No Findings

**Category: Facility Management - Work Order System**

Criterion: Emergency work orders defined per Property Management Guide, identified, tracked, reportable.

Rating: No Findings

Criterion: Emergency work orders initiated within 24-48 hours.

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: No Findings

Criterion: Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.

Rating: No Findings

Criterion: Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.

Rating: Corrective Action

Reason: All Corrective Action findings were due to paperwork being filed late. I input all the info but never hit the SUBMIT BUTTON.

Response: Action to be taken in the future: Hit SUBMIT!

Criterion: Routine work orders should be identified, tracked, reportable and completed regularly.

Rating: Operational Guidance

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

Criterion: Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.

Rating: No Findings

**Category: Facility Management - Emergency Response System:**

Criterion: Housing authorities has 24 Hour Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable).

Rating: No Findings

## Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
<b>Management</b>	
Occupancy Rate	<p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> <li>• “No Findings” : Occupancy Rate is at or above 98%</li> <li>• Operational Guidance: Occupancy rate is at 95% up to 97.9%</li> <li>• Corrective Action: Adjusted occupancy rate is less than 95%</li> </ul>
Tenant Accounts Receivable (TAR)	<p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> <li>• “No Findings” : At or below 2%</li> <li>• “Operational Guidance”: More than 2% , but less than 5%</li> <li>• “Corrective Action”: 5% or more</li> </ul>
Certifications and Reporting Submissions	<p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> <li>• “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time.</li> <li>• “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.</li> </ul>
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> <li>• “No Findings” : 80% or more completed training</li> <li>• “Operational Guidance” : 60-79.9% completed training</li> <li>• “Corrective Action” : &lt;60 % completed training</li> </ul>

CRITERION	DESCRIPTION
<b>Financial</b>	
Adjusted Net Income	<p>The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to 9.9%</li> <li>• “Operational Guidance”: 10 to 14.9%</li> <li>• “Corrective Action”: 15% or higher</li> </ul> <p>Overspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to -4.9%</li> <li>• “Operational Guidance”: -5% to -9.9%</li> <li>• “Corrective Action”: -10% or below</li> </ul>
Operating Reserves	<p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> <li>• “No Findings” :35%+ of maximum operating reserve</li> <li>• “Operational Guidance”: 20% to 34.9% of maximum operating reserve</li> <li>• “Corrective Action”: &lt;20% of maximum operating reserve</li> </ul>
<b>Capital Planning</b>	
Capital Improvement Plan (CIP) Submitted	<p>Housing authorities are required to submit a five-year capital plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time</li> <li>• “Operational Guidance” =Up to 45 days late</li> <li>• “Corrective Action” =More than 45 days late</li> </ul>
Capital Spending	<p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> <li>• “No Findings” = at least 80%</li> <li>• “Operational Guidance” = At least 50%</li> <li>• “Corrective Action” = Less than 50%</li> </ul>

CRITERION	DESCRIPTION
<b>Health &amp; Safety</b>	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
<b>Facility Management - Inspections</b>	
Unit Inspections Conducted	Housing authorities are required to conduct inspections of all their occupied units at least once a year <ul style="list-style-type: none"> <li>• "No Findings": 100 % of sampled units had inspections conducted once during the year</li> <li>• "Corrective Action": Fewer than 100% of sample units were inspected during the year</li> </ul>
Inspections Report	Housing authorities are required to note all of the deficiencies found during inspections <ul style="list-style-type: none"> <li>• "No Findings": 100 % of deficiencies are noted on inspection report</li> <li>• "Corrective Action": Fewer than 100% of deficiencies are noted in inspection report</li> </ul>
Inspection Work Order	Housing authorities are required to generate work orders for all deficiencies noted during inspections <ul style="list-style-type: none"> <li>• "No Findings": 100 % of deficiencies noted on inspection reports generated work orders</li> <li>• "Corrective Action": Fewer than 100% of deficiencies noted on inspection reports generated work orders</li> </ul>
Work Order System	Work order system identifies, tracks, and can produce reports for inspection work orders. <ul style="list-style-type: none"> <li>• "No Findings": Inspection work orders are identified, tracked, and reportable</li> <li>• "Operational Guidance": Inspection work orders are not identified, and/or tracked, and/or reportable</li> </ul>
Inspections Work Orders Completed	Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). <ul style="list-style-type: none"> <li>• "No Findings": Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP</li> <li>• "Operational Guidance": Sampled inspection work orders were completed within 31 to 45 calendar days of inspection date and not added to deferred maintenance plan or CIP</li> <li>• "Corrective Action": Sampled inspection work orders were completed in over 45 calendar days of inspection date</li> </ul>

CRITERION	DESCRIPTION
<b>Facility Management – Work Order System</b>	
Emergency Work Orders Properly Defined	<p>Emergency work orders should be defined per <u>Property Management Guide</u>, identified, tracked, reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Emergency work orders defined per <u>Property Management Guide</u>, identified, tracked, reportable</li> <li>• “Operational Guidance”: Emergency work orders are not defined per <u>Property Management Guide</u>, and/or identified, and/or tracked, and/or reportable</li> </ul>
Emergency Work Orders Initiation	<p>Emergency work orders should be initiated within 24 to 48 hours.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Emergency work orders initiated within 24-48 hours</li> <li>• “Corrective Action”: Emergency work orders not initiated within 24-48 hours</li> </ul>
Vacancy Work Orders	<p>Vacancy work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Vacancy work orders identified, tracked AND reportable</li> <li>• “Corrective Action”: Vacancy work orders are not identified, and/or tracked, and/or reportable</li> </ul>
Vacancy Work Orders Completed	<p>Vacancy work orders should be completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Vacancy work orders are completed within 30 calendar days or if not completed within timeframe, LHA has a waiver</li> <li>• “Operational Guidance”: Vacancy work orders completed within 31-60 calendar days</li> <li>• “Corrective Action”: Vacancy work orders completed 61+ calendar days</li> </ul>
Preventive Maintenance Program	<p>Housing authorities are required to maintain a comprehensive preventive maintenance program in which preventive work orders are identified, tracked, and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: A comprehensive preventive maintenance program exists and work orders are identified, tracked and reportable</li> <li>• “Corrective Action”: A comprehensive preventive maintenance program does not exist OR work orders are not identified and/or tracked and/or reportable</li> </ul>
Routine Work Orders	<p>Routine work orders should be identified, tracked, reportable and completed regularly.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Routine work orders identified, tracked, reportable and completed regularly</li> <li>• “Operational Guidance”: Routine work orders are not identified, and/or tracked and/or reportable, and/or completed regularly</li> </ul>



CRITERION	DESCRIPTION
Requested Work Orders	<p>Requested work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Requested work orders identified, tracked, reportable and completed regularly</li> <li>• “Operational Guidance”: Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly</li> </ul>
Requested Work Orders Completion	<p>Requested work orders should be completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task should be added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP</li> <li>• “Operational Guidance”: Requested work orders are completed within 15-30 calendar days from the date of tenant request</li> <li>• “Corrective Action”: Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed</li> </ul>
Emergency Response System	<p>Housing authorities should have a 24 Hour Emergency Response System and distribute Emergency Definition to Residents, Staff, and Answering Service (if applicable).</p> <ul style="list-style-type: none"> <li>• “No Findings”: A 24-hour system for responding to emergencies exists AND definitions of emergencies have been distributed to staff, residents and answering service, if applicable</li> <li>• “Operational Guidance”: System exists, but no definition has been distributed</li> <li>• “Corrective Action”: Neither a system nor distributed definitions exist</li> </ul>

## **Policies**

The following policies are currently in force at the Chatham Housing Authority:

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	08/16/2005	
*Personnel Policy	06/18/2002	
*Capitalization Policy	04/20/2010	
*Procurement Policy	05/28/2019	
*Grievance Policy	10/18/2005	
Anti-Discriminatory Harassment Policy	09/16/2003	
Credit/Debit Card Policy	09/21/2016	
Criminal Offender Records Information (CORI) Policy	05/21/2002	
Pet Policy	10/01/1995	
Sexual Harassment Policy	06/18/2002	
Smoking Policy	03/01/2015	
Travel Policy	06/18/2002	
Other – Define in the ‘Notes’ column	07/23/2019	Wind Chime Policy
Other – Define in the ‘Notes’ column	04/20/2010	Theft Policy
Other – Define in the ‘Notes’ column	07/01/2001	Swing Set Policy
Other – Define in the ‘Notes’ column	05/20/2003	Swimming Pool and Trampoline P

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	04/20/2010	Inventory and Equipment Policy

\* Starred policies are required by DHCD. Policies without a “Latest Revision” date are not yet in force.

The list of policies has been provided by the LHA and has not been verified by DHCD.

**Waivers**

AP-2021-Chatham Housing Authority-00034 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## **Attachments**

The following items have been uploaded as attachments to this Annual Plan.

- Tenant Satisfaction Survey
- Performance Management Review

# CHATHAM HOUSING AUTHORITY

## Chapter 200, 667 & 705 Housing Summary Spring & Fall 2016

DHCD is working with the Center for Survey Research at the University of Massachusetts Boston to survey residents in the housing units it oversees.

- **Chapter 200 and 705 housing:** In the spring of 2016, surveys were sent to 9772 housing units. 3240 surveys were filled out and returned.
- **Chapter 667 housing:** In the fall of 2016, surveys were sent to 9624 housing units. 5511 surveys were filled out and returned.
- In the **Chatham Housing Authority**, surveys were sent to a total of **66** Chapter 667, 705 and 200 housing units; **40** surveys were completed.

This report provides some information about how the residents from the **Chatham Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from small LHAs in Southeastern Massachusetts. These small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxboro, Halifax, Hanson, Harwich, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Taunton, Whitman, Wrentham, and Yarmouth.

### Communication

Residents were asked about how they interacted with the Chatham Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Chatham Housing Authority	Small LHAs in the Southeast*	Entire State
Contacted management about a problem or concern.....	53%	77%	80%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	96%	87%	83%
Saw the Capital Improvement Plan.....	40%	32%	27%
Saw the Operating Budget.....	33%	19%	16%
Knew the Executive Director held a meeting with residents...	61%	45%	41%

\* Small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxboro, Halifax, Hanson, Harwich, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Taunton, Whitman, Wrentham, and Yarmouth.

## Services and Programs

**63%** of the Chatham Housing Authority residents who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Chatham Housing Authority	Small LHAs in the Southeast	Entire State
Job training programs.....	13%	11%	15%
Money management programs ( <i>budgeting, taxes, income building</i> ).....	20%	13%	16%
Children's programs ( <i>tutoring, childcare, afterschool programs</i> ).....	13%	9%	16%
Health and Medical Services ( <i>visiting nurse, meal programs</i> ).....	37%	30%	32%
Adult Education ( <i>GED, ESL, educational counseling</i> ) .....	15%	12%	17%

## Maintenance and Repair

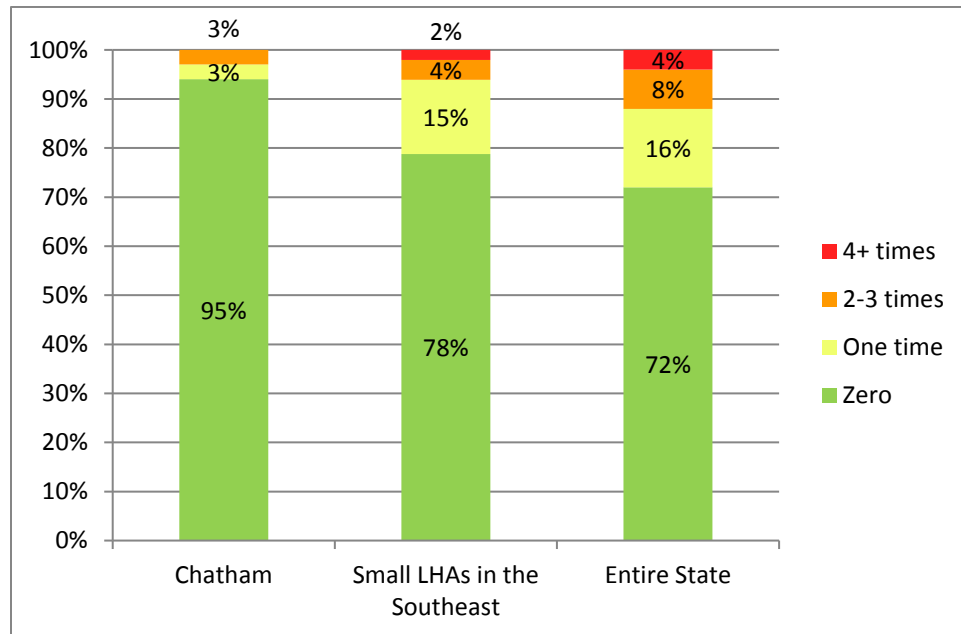
- **Who had problems?** Less than one-tenth of respondents had a problem with their heating and about one-third had a plumbing problem in the last 12 months.

	Chatham Housing Authority	Small LHAs in the Southeast	Entire State
Had a heating problem.....	5%	21%	27%
Had a problem with water or plumbing.....	35%	49%	51%

- **Heating Problems**

### How many times did residents have heating problems?

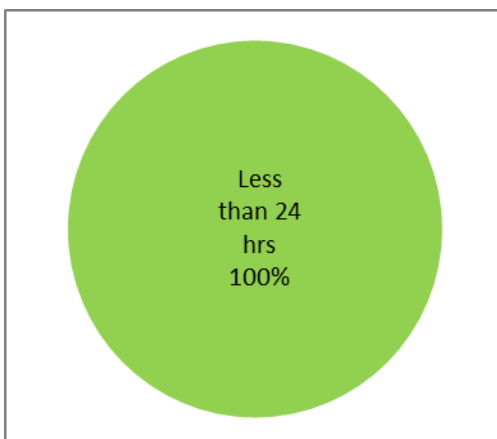
The charts below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.



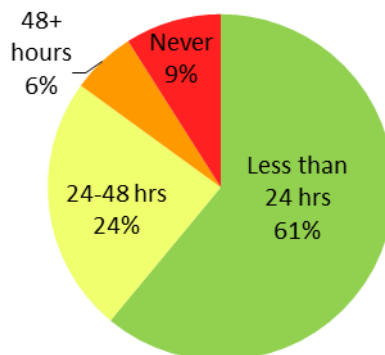
### How long did it take to fix the heating problems?

For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

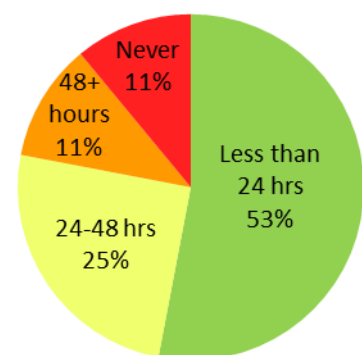
#### Chatham Housing Authority



#### Small LHAs in the Southeast



#### Entire State

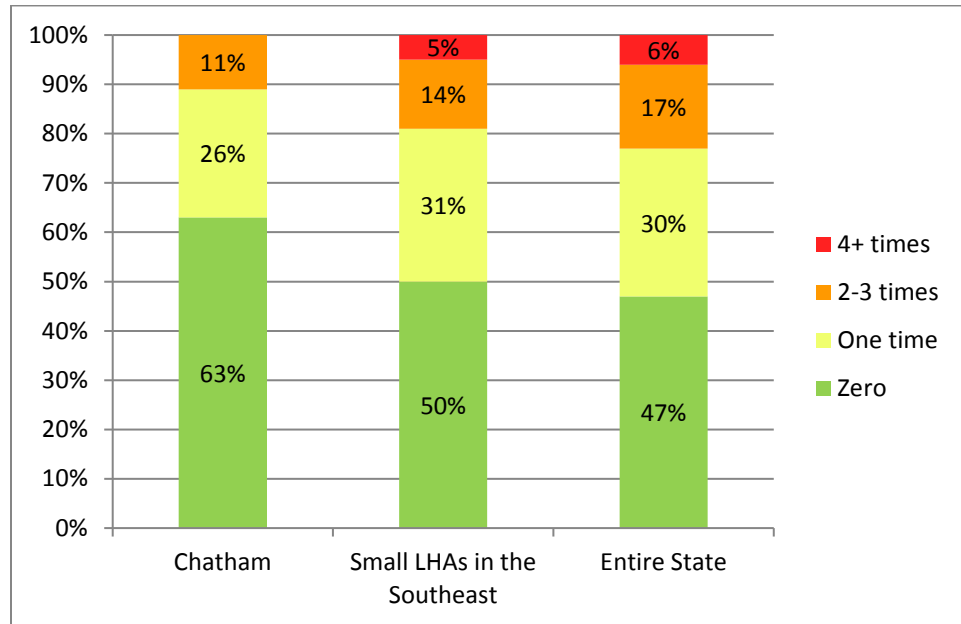




- **Water or Plumbing Problems**

**How many times did residents have problems with their water or plumbing?**

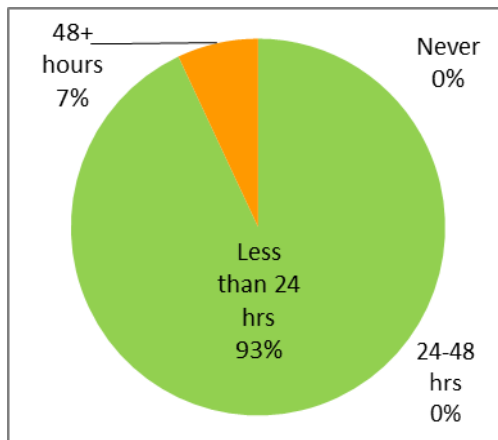
The charts below shows how many times respondents had water or plumbing problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.



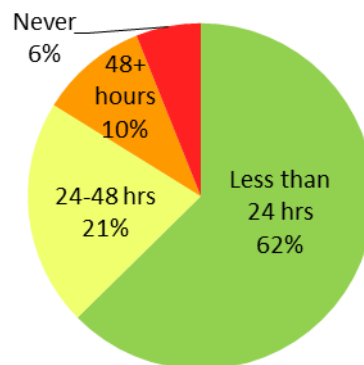
**How long did it take to fix the water or plumbing problems?**

For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

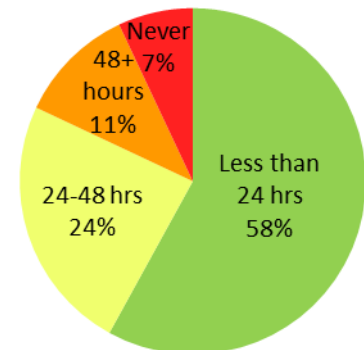
**Chatham Housing Authority**



**Small LHAs in the Southeast**

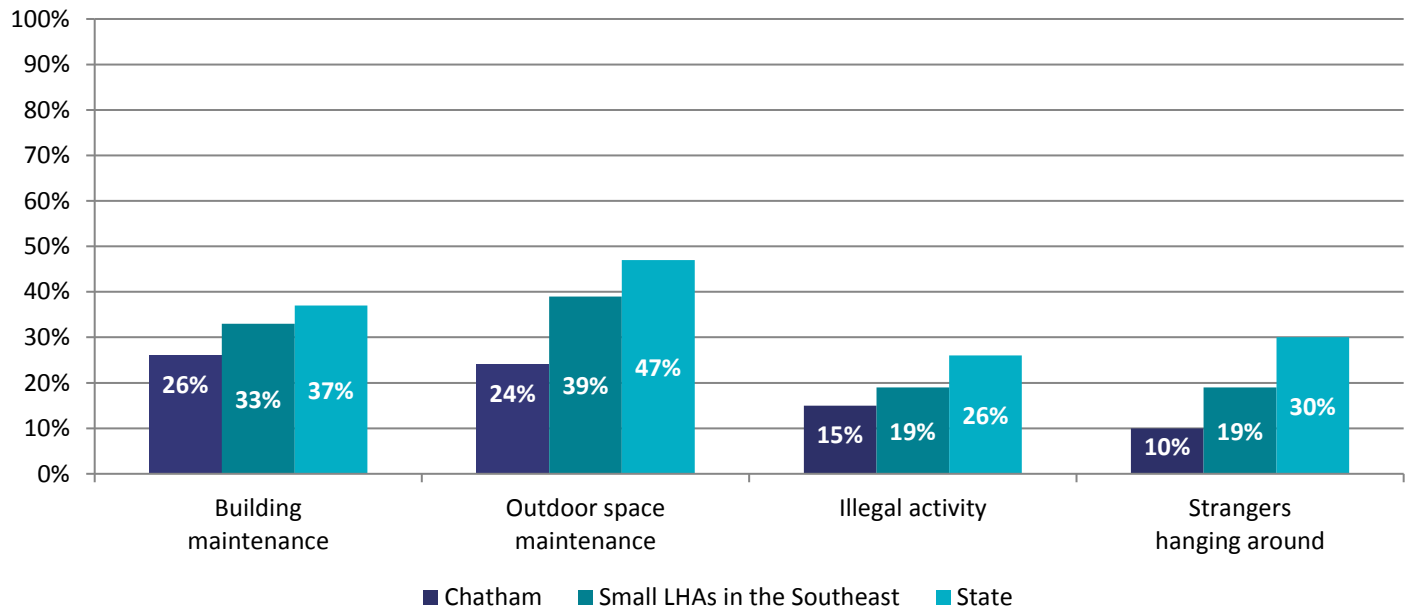


**Entire State**



- **What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance (*such as clean halls and stairways and having lights and elevators that work*), outdoor space maintenance (*such as litter removal and clear walk ways*), illegal activity in the development, and strangers hanging around who should not be there. The chart below shows what percentage of respondents said that they “always” or “sometimes” had this problem in the last 12 months.

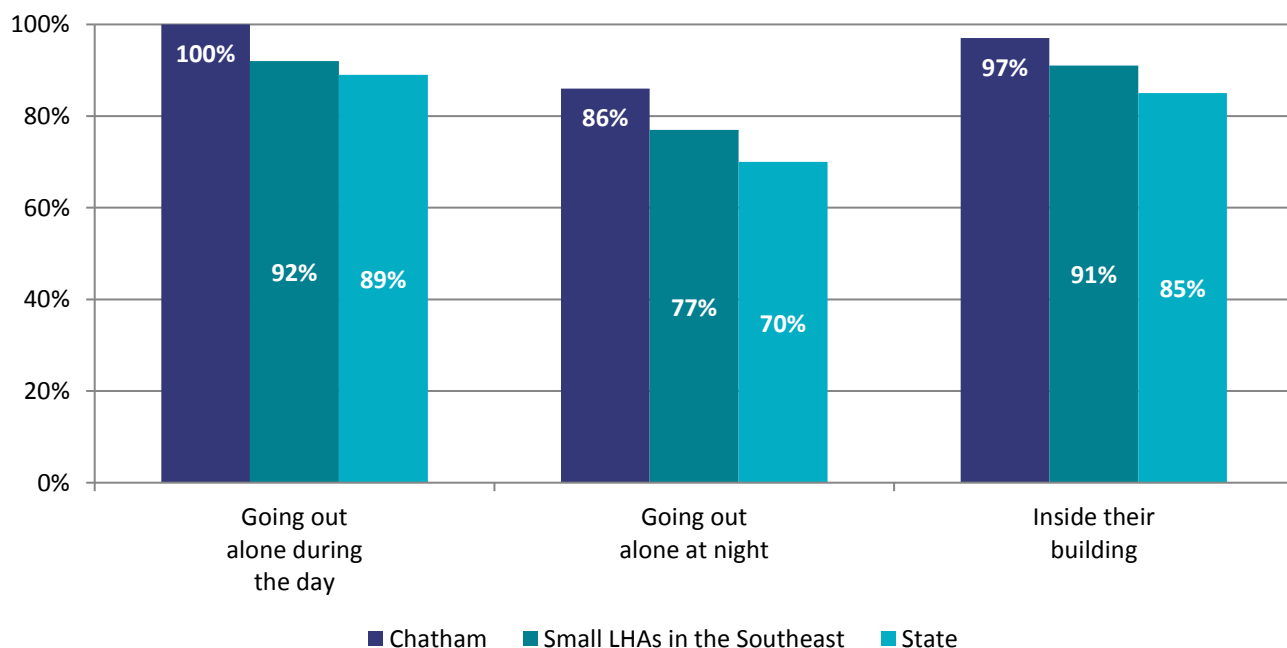
### Respondents who “always” or “sometimes” had problems with...



## Safety

Respondents were asked how safe they felt in their building and going outside alone. The chart below shows what percentage of people said they felt “very safe” or “mostly” safe.

### Respondents who felt “very safe” or “mostly safe” ....



# CHATHAM HOUSING AUTHORITY

## Performance Management Review (PMR) Report

Fiscal Year End 9/30/2019

\*For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

# Performance Management Review

## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)

### PMR Desk Audit Ratings Summary

For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

Housing Authority	Chatham Housing Authority
Fiscal Year Ending	09/30/2019
Housing Management Specialist	Mary Farrell
Facilities Management Specialist	Bob Arsenault

Criteria	Score/Rating			
	Management			
	c.667	c.705	c.200	Cumulative
Occupancy Rate	No Findings	No Findings	Not Applicable	No Findings
	c.667	c.705	c.200	Cumulative
Tenant Accounts Receivable (TAR)	Corrective Action	Corrective Action	Not Applicable	Corrective Action
Board Member Training	Corrective Action			
Certifications and Reporting Submissions	Operational Guidance			
	Financial			
Adjusted Net Income	Corrective Action			
Operating Reserves	Corrective Action			

## LHA CHATHAM

### Occupancy

Rating All: No Findings  
Rating 667: No Findings  
Rating 200: Not Applicable  
Rating 705: No Findings

- ☐ Enter vacancies into system at least monthly and ensure that there are no duplicates. Reach out to HMS if accidental duplicates occur.
- ☐ Use online vacancy system, see user guide if need help. All vacancies must be reported; and quarterly certifications must be completed certifying all data is in system. Request waivers when applicable.
- ☐ Follow tenant selection best practices to improve vacancy turnover (pulling lists in CHAMP as soon as vacancy occurs and previewing list to prescreen in advance of vacancies as needed).
- ☐ Include unit turnovers in capital improvement plan.
- ☐ Engage in a management agreement or contract with private firms to help with heavy unit turnover.
- ☐ Review turnovers with staff weekly or biweekly to monitor status of vacant units.
- ☐ Develop plan for updating units with long term occupancy to limit turn over time at vacancy; family units may need consistent attentions o when lease up, condition is not affecting vacancy turnover time.
- ☐ Ensure that yearly inspection findings are addressed and address tenant damage/lease violations.
- ☐ Other:

### Tenant Accounts Receivable (TAR)

Rating All: Corrective Action  
Rating 667: Corrective Action  
Rating 200: Not Applicable  
Rating 705: Corrective Action

- ☐ Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- ☐ Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- ☐ Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
- ☐ Report to credit bureau when resident has vacated unit with past due rent balance.
- ☐ Consider using small claims court (<https://www.mass.gov/info-details/massachusetts-law-about-small-claims>)
- ☐ Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
- ☐ Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected. Don't allow tenant balances to build-up before doing lease enforcement. Review aged receivables report regularly.
- ☐ Set reasonable thresholds for commencing legal action.
- ☐ Ensure proper documentation of past due balances and collection efforts with tenants.
- ☒ Other: Ensure documentation is submitted on time. Please refer to PHN 2018-08 for submission schedule.

## Certifications and Reporting Submissions

**Rating:** Operational Guidance

- ☐ Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
- ☒ Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
- ☒ Submit all four quarterly operating statements within 60 days of the quarter end.
- ☐ Schedule board meetings well in advance. Consider scheduling a backup date to ensure you are able to have your board vote/approval in time to meet reporting deadlines.
- ☐ Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.
- ☐ **Other:**

## Adjusted Net Income/Revenue

**Rating:** Corrective Action

### Revenue:

- ☐ Update and adhere to rent collection policy
- ☐ Update marketing plan
- ☐ Update internal policies related to vacant unit turnover
- ☐ Review rent roll to identify outstanding rents and/or patterns of rent delinquency.
- ☐ Review operating statements to identify trends in revenue collection such as LHA-wide or development-centered rent issues.
- ☐ Follow tenant selection best practices to improve vacancy turnover (pulling lists in CHAMP as soon as vacancy occurs and previewing list to prescreen in advance of vacancies as needed)
- ☐ Set up repayment agreements with tenants as soon as tenant becomes in arrears; do not let large balances accrue.
- ☐ Make it easier for tenants to pay rent. For example, consider online payments, lockboxes for night time drop-off or extended office hours
- ☐ Review budget reports with both fee accountant/financial staff and your board to stay on top of revenue trends.
- ☐ Ensure rent determinations are completed regularly and are in adherence with DHCD policy

**Expense:***Salaries*

- ☐ Monitor expenses throughout the year; over or underspending in certain budget lines, can be fixed by reducing or increasing other lines to ensure you stay within your ANUEL.
- ☐ Consider a reorganization of staff time/roles and improve processes.
- ☐ Hire temporary workers or offer overtime to current employees to pick up the workload of staff out on leave.
- ☐ Ensure your budget is in compliance with state and federal requirements regarding allocations.

*Legal*

- ☐ Review and if needed revise tenant selection process, rent collection process and notice to quit process to reduce evictions/legal costs.
- ☐ Start tracking or better estimate eviction costs based on historical averages throughout the year. If legal costs for evictions are running higher than expected, reduce other budget lines to ensure you stay within your ANUEL.
- ☐ If you qualify, use DHCD's regional attorney program.

*Utilities*

- ☐ Use online resources such as WegoWise, MassEnergyInsight or software provided by your utility company to track and monitor utility usage. Review the usage monthly to look for unusual expenditures.
- ☐ Weatherize units to improve insulation. Reach out to maintenance director or DHCD staff for more information.
- ☐ Request a referral from your HMS to DHCD's sustainability coordinator if you are interested in saving money through the installation of low-flow toilets, showerheads, LED lights or other cost-savings, energy-efficient measures. DHCD frequently has incentive programs that pay for the procurement and installation of energy and water saving appliances and tools at your LHA.
- ☐ Ensure that you have an air conditioner policy that precludes a/c being in windows out of season/enforce policy if already in place.

*Maintenance*

- ☐ Develop or update your preventive maintenance, deferred maintenance and routine maintenance plans and review monthly with maintenance staff.
- ☐ Develop or update your procurement and purchasing policies and review with staff.
- ☐ Develop a system to schedule and track preventive maintenance, reach out to your facilities management specialist for assistance.
- ☐ If contractor costs are high, see if your current maintenance team can complete the work or if it is possible to contract with a tradesman.
- ☐ Consider bulk purchasing for supplies and shop around for the best deals.
- ☐ Consider investing (through purchase or maintenance) in equipment that may reduce hours spent on maintenance (such as a snow blower to reduce time shoveling).
- ☒ **Other: Ensure documentation is submitted on time. Please refer to PHN 2018-08 for submission schedule.**

## Operating Reserve

### Rating:



Please refer to PHN 2018-04 and current budget guidelines for information on operating reserve



An LHA may spend down to 35% of maximum reserve level without consulting DHCD, but the LHA must budget these expenses in the correct line items of their annual operating budget. If the expense occurred after DHCD approval of the annual operating budget, the LHA should submit a budget revision with these expenditures.



Any expenditures from the operating reserve that will result in a projected operating reserve of less than 35% of maximum reserve level, requires *prior written approval* from DHCD, *unless the expenses are to resolve health and safety issues*.



Each LHA must maintain a projected operating reserve of 20% of maximum reserve level, which *remains the minimum operating reserve level for all LHAs*.



**Other: Ensure documentation is submitted on time. Please refer to PHN 2018-08 for submission schedule.**

## Board Member Training

### Rating:



Ensure you update the board attendance application with the most recent board members, and their term dates.



Ensure each board member has a unique email for the board member training.



Provide computer guidance as needed to help board members complete the training.



**Other: Please refer to PHN 2017-05 .**



**PMR Capital Benchmarks for LHA Fiscal Year 2019**

<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Fiscal Year 2019</b>	
<b>For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority</b>	
<b>Criteria</b>	<b>Score/Rating</b>
	<b>Capital</b>
Capital Improvement Plan (CIP) Submitted	No Findings
Capital Spending	No Findings

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)  
PMR Physical Condition Ratings**

<b>Housing Authority</b>	<b>Chatham Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>9/30/2019</b>
<b>Housing Management Specialist</b>	<b>Mary Farrell</b>
<b>Facilities Management Specialist</b>	<b>Bob Arsenault</b>

<b>Inspection and Work Order System Criteria</b>	<b>Rating</b>
<b>Inspections</b>	
<b>LHA conducted 100% of the unit inspections.</b>	<b>No Findings</b>
<b>Inspections report noted 100% of the necessary repairs in each unit.</b>	<b>No Findings</b>
<b>100% of inspection-related work orders were generated.</b>	<b>No Findings</b>
<b>Work order system identifies, tracks, and can produce reports for inspection work orders.</b>	<b>No Findings</b>
<b>Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).</b>	<b>No Findings</b>
<b>Work Order System</b>	
<b>Emergency work orders defined per PMG, identified, tracked, reportable.</b>	<b>No Findings</b>
<b>Emergency work orders initiated within 24 to 48 hours.</b>	<b>No Findings</b>
<b>Vacancy work orders identified, tracked and reportable.</b>	<b>No Findings</b>
<b>Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.</b>	<b>No Findings</b>
<b>Comprehensive Preventive Maintenance Program exists &amp; preventive work orders identified, tracked, and reportable.</b>	<b>Corrective Action</b>
<b>Routine work orders identified, tracked, reportable and completed regularly.</b>	<b>Operational Guidance</b>
<b>Requested work orders are identified, tracked and reportable.</b>	<b>No Findings</b>
<b>Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.</b>	<b>No Findings</b>
<b>LHAs have a 24 hour system for responding to emergencies and have distributed definition of emergency to residents, staff and answering service (if applicable).</b>	<b>No Findings</b>

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)**  
**PMR Physical Condition Report**

For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

<b>Housing Authority</b>	<b>Chatham Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>9/30/2019</b>
<b>Housing Management Specialist</b>	<b>Mary Farrell</b>
<b>Facilities Management Specialist</b>	<b>Bob Arsenault</b>

**Health and Safety Violations. Must be initiated within 24 to 48 hours. If the box below is not checked, you did not have any health and safety violations.**

☒ DHCD will provide a list of health and safety violations found. Inspection reports will be provided by your HMS. The health and safety items have an 'X' in the HS column of the inspection report. Actions to correct these violations must be initiated within 24 to 48 hours. When you have completed work orders for these items send documentation to [dhcd-phinspectionviolations@massmail.state.ma.us](mailto:dhcd-phinspectionviolations@massmail.state.ma.us). In the subject line please indicate the LHAName and the PMR Year. If health and safety violations are not resolved within 60 days, DHCD will follow-up with a second site visit.

**Criteria A: LHA conducted 100% of the unit inspections - No Findings**

- ☐ Look to a nearby LHA for help with inspections (formulate a management agreement)
- ☐ Attend a Regional DHCD-led Inspection Training (in person)
- ☐ Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- ☐ Consider Organization of Staff (see Chapter 4 of PMG) See Handout B
- ☐ Develop/Improve internal organizational processes and procedures to ensure you are properly scheduling, tracking, and documenting inspections throughout the year.
- ☐ Consider software (web-based applications) or Excel/Access to help you conduct/track/document inspections See Handout H
- ☐ Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- ☐ Hire a qualified contractor (contact the DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information)

**Additional Notes:**

**Criteria B: Inspection report noted 100% of the necessary repairs in each unit - No Findings**

- ☐ Unable to make recommendations as did not notify tenants of possible inspections
- ☐ Attend a Regional DHCD-led Inspection Training (in person)
- ☐ Look into maintenance trainings offered by MAHAMS See Handout L
- ☐ Include tenant violations in inspection reports
- ☐ Review state sanitary code ([https://www.mass.gov/files/documents/2016/07/pv/105cmr410\\_0.pdf](https://www.mass.gov/files/documents/2016/07/pv/105cmr410_0.pdf))

**Additional Notes:**

**Criteria C: 100% of inspection-related work orders were generated - No Findings**

- ☐ Attend a Regional DHCD-led Inspection Training (in person)
- ☐ Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- ☐ Ensure all tenant violations are included in the inspection report and that these violations are followed-up on by administrative staff with the tenant.
- ☐ Develop internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- ☐ Improve internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- ☐ Consider software (web-based applications) or Excel/Access to help you conduct/generate/track inspections See Handout H

**Additional Notes:**

## Work Order System Identifies, Tracks, and Can Produce Reports for the Following

Criteria D: Inspection - No Findings

Criteria F: Emergency (defined per PMG) - No Findings

Criteria H: Vacancy - No Findings

Criteria K: Routine - Operational Guidance

Criteria L: Requested - No Findings

- ☐ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☒ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☒ Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- ☒ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- ☒ LHA should align work order types, their priorities and a definition of what is considered an emergency with the Property Maintenance Guide (Pages I-5 to I-10) See Handout B + K
- ☐ Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance
- ☐ Definition of Emergency Work Orders Should Be Conditions (no matter the time of day) which are immediately threatening to the life or safety of your residents, staff, or structures. LHA should create emergency list and distribute to staff and tenants. Produce emergency work orders for any work that is on list and initiate work within 24 to 48 hours. See Handout J
- ☐ LHA should establish a system of move out inspections for all vacant units. Produce work orders from those move out inspection reports, and list on work order time spent working on turnover, date turnover was started and date finished, list of work done, and material used.

### Additional Notes:

CHA is not utilizing some of the categories. FMS staff will provide assistance to develop preventative and routine work orders.

## Timely Completion of Work Order Types

Criteria E: Inspection - No Findings

Criteria G: Emergency - No Findings

Criteria I: Vacancy - No Findings

Criteria M: Requested - No Findings

- ☐ Consult DHCD's list of work order types, their priorities and a definition of what is considered an emergency See Handout J + K
- ☐ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☐ Refer to PHNs 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C + D
- ☐ Vacancy turnovers should be completed within 30 calendar days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist for a waiver. Use Online Vacancy System to Apply for Waivers (see PHN 2013 - 07) for Waiver Types (if waiver-eligible) See Handout G
- ☐ Consider Use of Capital Improvement Plan (CIP) for Capital Projects (see PHN 2012-22 for Capital vs. Operating funds; Contact Your Project Manager or RCAT for More Information) See Handout I
- ☐ Hire a qualified contractor (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information
- ☐ Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- ☐ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N or O) If Applicable
- ☐ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☐ Consider Use of a Deferred Maintenance Plan/Operating Funds (Talk to Facilities Management Specialist and/or Housing Management Specialist)
- ☐ Look into Maintenance trainings offered by MAHAMS See Handout L
- ☐ Look into Dwelling Unit Inspection trainings offered by DHCD
- ☐ Look to other LHAs with strong work order systems/processes around work orders and ask for their assistance (possibly formulate a management agreement)
- ☐ Request Vacant Unit Funds (see PHN 2016-34 for more information) See Handout F
- ☐ Look for other external funding sources
- ☐ Build a broader vendor network (to ensure timely delivery of parts/materials)
- ☐ Consider Organization of Staff (see Chapter 4 of PMG) See Handout B

### Additional Notes:

#### Emergency Work Order:

#### Vacancy Work Order:

#### Timeliness Requested Work Order:

#### Timeliness of Inspection Work Order:

**Criteria J: Comprehensive Preventive Maintenance Program Exists + Preventive Work Orders Identified, Tracked, Reportable - Corrective Action**

- ☐ Refer to the Property Maintenance Guide (Pages I-23 to I-32 and Pages 8-7 to 8-26) See Handout B
- ☐ Refer to Annual PHNs on this topic, latest of which was PHN 2016-18 "Preventive Maintenance Monthly Reminders" See Handout E
- ☒ Process to schedule, generate, prioritize, and track work orders as a part of the Preventive Maintenance Program (consider using software to automate processes where possible) See Handout H
- ☐ Designate one person with the responsibility of reviewing/updating the Preventive Maintenance Program on a regular basis, as well as in real-time as new equipment is purchased
- ☐ Create a Preventive Maintenance Program/Plan that helps in the upkeep of all buildings and equipment. Work orders should be created and closed for all items on Preventive Maintenance Plan; Consult the Property Maintenance Guide (Pages I-23 to I-32) and Public Housing Notices 2016 - 18 "Preventive Maintenance Reminders" for how to develop a Preventive Maintenance Program See Handout B
- ☒ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☒ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☒ Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- ☒ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- ☐ Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance

**Additional Notes:**

FMS staff will work with CHA to document the work they are doing.

**Criteria N: 24 Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable) - No Findings**

- ☐ Create an Emergency System that Is Available 24 Hours a Day (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us))
- ☐ Refer to Property Maintenance Guide (Pages I-5 to I-10) on Emergencies and System Setup See Handout B
- ☐ LHA should create a list of emergency items and distribute to all staff, tenants and answering service if have one. Produce emergency work orders for any work that is on your emergency list and initiate work within 24 to 48 hours. See Handout J

**Additional Notes:**