

## Overview and Certification

# Montague 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 Montague 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. MONTAGUE HA, NO LTO
  - b. NO PUBLIC COMMENT
  - c. Tenant Satisfaction Survey
  - d. Performance Management Review



## Overview and Certification

**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
667-03	Elderly	HIGHLAND SCHOOL 667-03	1	1920	9
200-01	Family	HILLCREST HOMES 200-01	5	1950	30
667-02	Elderly	KEITH BLOCK 667-02	1	1900	31
667-01	Elderly	SUNRISE TERRACE 667-01	10	1961	40
Total			17		110

**LHA Central Office**

Montague Housing Authority

41 Sunrise Terrace, Turners Falls, MA, 01376

Bellamine Dickerman, Executive Director

Phone: 413-863-8445

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**LHA Board of Commissioners**

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Karen Casey-Chretien	Chair		05/17/2018	05/16/2023
Paula Girard	Treasurer		05/17/2015	05/16/2020
Judith Hastings	Member		05/17/2016	05/16/2021
Stanley Zera	Vice-Chair		05/17/2019	05/16/2026



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.	05/28/2020
B.	Advertise the public hearing in public postings.	05/28/2020
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.	05/28/2020
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.	07/15/2020
G.	Executive Director presents the Annual Plan to the Board.	07/15/2020
H.	Board votes to approve the AP.	07/15/2020

Certification

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Bellamine Dickerman, Executive Director of the Montague 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: 07/21/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on August 11, 2020. Review comments have been inserted into the plan.



**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 Montague Housing Authority**

In 2019, Montague Housing Authority has received Award for the amount of \$170,163.00 by Eversource administered by Action for Boston Community Development, Inc. (ABCD) for Air Source Heat Pump. This funding MHA received is for 40 one bedroom apartments at 667-1, Sunrise Terrace Development.



**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)	\$699,727.15		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$69,972.72		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$629,754.44	\$649,472.04	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$5,381.72	\$5,000.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$624,372.72	\$644,472.04	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$5,925.00	\$5,925.00	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	\$635,679.44	\$655,397.04	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**

Montague 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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
192020	2008 FF Master CFA	HILLCREST HOMES 200-01	\$748	\$748	\$0	\$0	\$0	\$0	\$0	\$0
192044	FF: Selective Brick Repointing	KEITH BLOCK 667-02	\$73,546	\$0	\$0	\$73,546	\$0	\$0	\$0	\$0
192054	FF: Keith Block Elevator Repairs	KEITH BLOCK 667-02	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
192059	FF: Replace bath waste piping, one test apartment	HILLCREST HOMES 200-01	\$6,452	\$6,452	\$0	\$0	\$0	\$0	\$0	\$0
192060	LEAN: ASHPs technical review only	SUNRISE TERRACE 667-01	\$3,740	\$3,740	\$0	\$0	\$0	\$0	\$0	\$0
192063	Component Replacement at Turnover	HIGHLAND SCHOOL 667-03	\$21,698	\$16,639	\$0	\$5,059	\$0	\$0	\$0	\$0
192064	Remove abandoned underground oil tank	HIGHLAND SCHOOL 667-03	\$6,500	\$6,500	\$0	\$0	\$0	\$0	\$0	\$0
192065	667-1 Force Account Unit renovation on turnover Phase 2	SUNRISE TERRACE 667-01	\$125,373	\$0	\$0	\$125,373	\$0	\$0	\$0	\$0
192066	667-1 Force Account Unit renovation on turnover Phase 3	SUNRISE TERRACE 667-01	\$118,507	\$0	\$0	\$0	\$118,507	\$0	\$0	\$0
192067	Force Account Unit renovation on turnover	SUNRISE TERRACE 667-01	\$61,854	\$30,864	\$0	\$30,991	\$0	\$0	\$0	\$0



**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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
192068	667-1 Rear door replacement	SUNRISE TERRACE 667-01	\$92,640	\$0	\$0	\$92,640	\$0	\$0	\$0	\$0
192069	H&S FY20: Kitchen Range Duct Cleaning		\$15,900	\$9,975	\$6,225	\$5,925	\$0	\$0	\$0	\$0
•	200-1 Counter top and cabinet replacement Phase 2	HILLCREST HOMES 200-01	\$56,994	\$0	\$0	\$0	\$56,994	\$0	\$0	\$0
•	200-1 Counter top and cabinet replacement Phase 3	HILLCREST HOMES 200-01	\$52,434	\$0	\$0	\$0	\$0	\$0	\$0	\$52,434
•	200-1 Replace toilet waste pipe and flange	HILLCREST HOMES 200-01	\$22,969	\$0	\$0	\$0	\$0	\$0	\$22,969	\$0
•	200-1 Chimney repairs	HILLCREST HOMES 200-01	\$30,000	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
•	667-1 Force Account Unit renovation on turnover Phase 4	SUNRISE TERRACE 667-01	\$125,374	\$0	\$0	\$0	\$0	\$125,374	\$0	\$0
•	667-1 Force Account Unit renovation on turnover Phase 5	SUNRISE TERRACE 667-01	\$125,374	\$0	\$0	\$0	\$0	\$0	\$125,374	\$0
•	Sunrise exterior painting	SUNRISE TERRACE 667-01	\$32,574	\$0	\$0	\$32,574	\$0	\$0	\$0	\$0
•	667-1 Gutter replacement	SUNRISE TERRACE 667-01	\$29,227	\$0	\$0	\$29,227	\$0	\$0	\$0	\$0



**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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
•	667-2 Replace Fascia and trim with PVC	KEITH BLOCK 667-02	\$26,536	\$0	\$0	\$26,536	\$0	\$0	\$0	\$0
•	667-3 Asphalt repairs	HIGHLAND SCHOOL 667-03	\$92,984	\$0	\$0	\$0	\$0	\$0	\$0	\$92,984
<b>TOTALS</b>			\$1,121,422	\$74,917	\$6,225	\$451,870	\$175,501	\$125,374	\$148,343	\$145,418

**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	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
192060	LEAN: ASHPs technical review only	Asbestos removal ashp	\$0	\$2,730	\$0	\$0	\$0	\$0	\$0	\$0
192064	Remove abandoned underground oil tank	removal of underground oil tank	\$0	\$6,500	\$0	\$0	\$0	\$0	\$0	\$0
192069	H&S FY20: Kitchen Range Duct Cleaning	H&S FY20: Kitchen Range Duct Cleaning	\$0	\$0	\$0	\$15,900	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$0	\$9,230	\$0	\$15,900	\$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.

Montague Housing Authority has not submitted an Alternate CIP.

#### **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.

Montague Housing Authority has requested \$50,000.00 in DHCD Emergency Reserve funding for project #192-667-1-0-10-215, 667-1 Force Account Unit renovation on turnover Phase 3. Reason: This is a Compliance Reserve Request. Abatement portion of project

Montague Housing Authority has requested \$50,000.00 in DHCD Compliance Reserve funding for project #192-667-1-0-10-212, 667-1 Force Account Unit renovation on turnover Phase 2. Reason: Abatement portion of project

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

We have removed a project that will not be completed (Elevator Repairs) and moved brick repointing ahead to do this FY. We have also added outside projects to be completed along with our vacant unit turnover projects In light of Covid-19 work restrictions.

#### **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:

We have prioritized outside and empty unit work so that we can spend our formula funds during the pandemic.

#### **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 04/06/2020.

**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 05/01/2020.

**8. Project priorities**

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

**9. High priority deficiencies**

We have not been able to include all of our high priority (CPS priority 1 and 2) projects in our CIP:

ALL UNSELECTED PROJECTS WILL BE ADDRESSED AS FUNDS BECOME AVAILABLE

**10. Accessibility**

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

**11. Special needs development**

Montague Housing Authority does not have a special needs (167 or 689 programs) development.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 5/2019 to 4/2020.

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		667-03		

Recent Air Source Heat pumps to replace electric heat in our 667-1 development should make a significant impact on our energy costs.



**13. Energy or water saving initiatives**

Montague 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.

AP-2021-Montague Housing Authority-00057 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 10/15/2019

**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.)

4% c. 667 (DHCD Goal 2%)

3% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

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

We are currently renovating our 667-1 units during turnover which increases our vacancy rate. When the project is complete, the vacancy rate will fall.

**15. Vacancies**

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



# CIP Approval For Montague Housing Authority for FY 2021

## Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

8/11/2020

Congratulations! The CIP-2021 submitted by Montague Housing Authority is approved, subject to the following conditions:

- MHA does not have sufficient formula funds available to initiate new projects at this time. Therefore no new projects were selected for assignment. If there's an emergency and a new project needs to be processed, please contact your Project Manager to start the CIP revision process.
- Your LHA 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 will offer technical assistance upon your request. DHCD recently revised the Small Project Guide to address statutory and policy changes. It is available on the web at <http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>. The Guide contains step-by-step instructions to help you make sure that your projects are done efficiently, cost-effectively and according to applicable statutes, rules and regulations. Please be sure to complete projects in accordance with the requirements and procedures described in the Guide.
  - 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 LHA involvement and oversight throughout the process. If you have projects in this range, you will be working with your RCAT Project Manager who will contact you to initiate your project(s). Please note that DHCD has increased the threshold for independent implementation to \$100,000 construction cost in response to the passage of Chapter 218. Projects with an estimated Construction cost greater than \$25,000 still require soliciting the professional services of an architect or engineer. (See DHCD Small Project guide "When to Hire a Designer" (<http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>)). The RCAT may be able to provide "In House" specifications with an estimated construction cost greater than \$25,000, but requires the approval of DHCD before proceeding.
  - 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. At this point, RCAT will not be involved in the implementation of projects in this range and you will continue to work directly with your DHCD Project Manager and DHCD design staff.

There are no projects to be managed independently by the LHA or RCAT.

There are no large or complex projects to be managed by DHCD.

Going forward, if you need to add a project that is not in your approved CIP you will need to submit a revision through CIMS.

Instructions for revising your CIP can be found on the CIMS Forms menu.

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Jackline Monteiro-Mendes at (617) 573-1193 with any questions.

**\*\*Primary PM** is used to identify the agency responsible for updating a project's budget and schedule.

This document was created on 8/11/2020 by Stefanie Brynen-PMD, Project Management Director



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 Answering Service	413-772-1878	after office hours and 24 hours emerg
Call LHA at Phone Number	413-863-8445	Office Hours Monday through Friday

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 Montague 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
Door hardware is inoperable
GFCI Outlet is inoperable



### Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	413-772-1878	24 hours
Call Housing Authority Office	413-863-8445	Monday through Friday 9:00 A.M to 2:00
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"/>

### **Maintenance Plan Narrative**

Following are Montague 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?

Managing maintenance plan such:

1. Maintenance Priorities
2. Emergencies
3. Vacancy refurbishes
4. Preventive maintenance
5. Programmed maintenance
6. Requested maintenance and
7. Deferred maintenance

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

Montague Housing Authority did not make any changes. We continue using PHA Network and try to be on the top of any work order and continue do inspection. As always, our goal as Montague Housing Authority is to serve the residents by assuring that the homes in which they live are safe, decent, sanitary and are in good condition and repair.

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



1. Provide our residents by assuring that the homes in which they live are safe, decent, sanitary and are in good condition and repair.
2. Continue with MHA maintenance Plan as describe above.

**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	\$204,454.00	\$0.00
Last Fiscal Year Actual Spending	\$202,838.00	\$0.00
Current Fiscal Year Budget	\$217,518.00	\$22,000.00

**E. Unit Turnover Summary**

# Turnovers Last Fiscal Year	4
Average time from date vacated to make Unit "Maintenance Ready"	23 days
Average time from date vacated to lease up of unit	30 days

**Attachments**

These items have been prepared by the Montague 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.



## **JANUARY PREVENTATIVE MAINTENANCE TASK**

1. Monitor and issue on-going snow removal work orders.
2. Inspect Hot Air furnace/ Boiler winter Preventative Maintenance.
3. Oil circulator pumps.
4. Clean dryer vents.
5. Vehicle Inspection, (bring to the garage as needed).
6. Clean disinfect dumpsters.
7. Inventory tools, equipment, refrigerators and stoves in stock.
8. Inventory of supplies and parts (re-order as needed)
9. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## **FEBRUARY PREVENTATIVE MAINTENANCE TASK**

1. Monitor and issue on-going snow removal work orders.
2. Strip, wax and buff common areas.
3. Vehicle Inspection (bring to the garage as needed).
4. Check Smoke and Carbon Monoxide detectors during annual inspections.
5. Clean and disinfect dumpsters.
6. Inventory supplies and parts (re order as needed)
7. Inspect and clear common hallways and stairs free from all obstructions.  
Also sent Notice reminder to all tenants.
8. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## **MARCH PREVENTATIVE MAINTENANCE TASK**

1. Second Sunday, reset light timers and clocks for daylight saving time.
2. Monitoring and issue on going snow removal work orders.
3. Clean Storage rooms and maintenance areas.
4. Touch up all common area paint as needed.
5. Clean heater vents in all common areas.
6. Vehicle Inspection (bring to the garage as needed)
7. Check smoke detector and Co during annual inspections.
8. Clean and disinfect dumpsters.
9. Check furniture, trash and other debris free from exteriors.
10. Inventory supplies and parts (re-order as needed)
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## **APRIL PREVENTATIVE MAINTENANCE TASK**

1. Inspect all entry doors.
2. Clean dryer vents, exhaust vents and roof vent motors.
3. Service lawn equipment.
4. Inspects roofs and siding.
5. Clean common area flooring and carpeting (every Thursday)
6. Clean and disinfect dumpsters.
7. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
8. Inspect trees and trim as needed (maintain 10ft distance from buildings).
9. Vehicle inspection (bring to the garage as needed)
10. Check Smoke and Carbon Monoxide detectors during annual inspections
11. Inventory of supplies and parts. (reorder as needed)
12. Unit Inspections – schedule so as complete 100 % each year.
13. Check for proper AC installation (according to Policy) sent reminder notice regarding AC.



## **MAY PREVENTATIVE MAINTENANCE TASK**

1. Emergency generators Preventive Maintenance
2. Sidewalk and parking lot crack and service sealing and repair.
3. Weed treatment at all sites.
4. Edge and mulch all planting beds.
5. Clean and disinfect dumpsters.
6. Prune/Trim all shrubs and bushes away from building (maintain 2 ft clearance from all structures).
7. Vehicle inspection (bring to the garage as needed)
8. Inventory of supplies and parts.
9. Check Smoke and Carbon Monoxide detectors during annual inspections.
10. Unit inspections – schedule so as to complete 100% each year.
11. Sent reminder notice regarding cooking grills and fire pits. (According to the policy).



## **JUNE PREVENTATIVE MAINTENANCE TASK**

1. Summer boiler shut-down and Preventive Maintenance service (Non heating season June 16<sup>th</sup> to September 14<sup>th</sup> )
2. Check AC at the office and community room, and sent notice to notify about AC uses.
3. Check interior emergency lighting.
4. Weed and edge all planting beds as needed.
5. Inspect site railings, walkways and stairs for potential hazards. Identify and repair as needed.
6. Clean and disinfect dumpsters.
7. Check flags and replace as needed.
8. Vehicle inspection (bring to the garage as needed).
9. Check Smoke and Carbon Monoxide detectors during annual inspections.
10. Inventory of supplies and parts. (Order as needed).
11. Unit inspections- schedule so as to complete 100 % each year.
12. Sent notices to remind all tenants specially chapter 200-1 family housing (No pools, trampoline, swing set, etc allowed according to the policy). Also Furniture, trash and debris free from exterior.



## **JULY PREVENTATIVE MAINTENANCE TASK**

1. Clean dryer vents, exhaust vents and roof vent motors.
2. Inspect gutters, downspouts and splash blocks – repair as needed.
3. Inspect common area windows (glass, seals, balances and locks).
4. Inspect and repair site fencing.
5. Clean/disinfect dumpsters.
6. Vehicle Inspections; bring to garage as needed.
7. Inventory of supplies and parts.
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Unit Inspections- Schedule so as to complete 100 % each year.



## **AUGUST PREVENTATIVE MAINTENANCE TASK**

1. Strip, Wax and Buff VAT common area.
2. Clean and disinfect dumpster's compactor.
3. Vehicle Inspection: bring to garage as needed.
4. Inventory of supplies and parts. Order if needed.
5. Check Smoke and Carbon Monoxide detectors during annual inspections.
6. Check on all hallways and stairs free from all obstructions.
7. Unit inspections – schedule so as to complete 100 % each year.



## **SEPTEMBER PREVENTATIVE MAINTENANCE TASKS**

1. Check electrical panels in boiler rooms and all common areas.
2. Boilers tune-up (Is maintain by Sub-Contract)
3. Clean storage rooms and maintenance areas.
4. Touch up all common area paint as needed.
5. Clean heater vents in all common areas.
6. Clean and disinfect dumpster
7. Vehicle inspection (bring to the garage as needed)
8. Inventory supplies and parts. Order as needed
9. Check Smoke and Carbon Monoxide detectors during annual inspections.
10. Lease enforcement: Sent notice to tenants to removal of AC from windows or covered the AC.



## **OCTOBER PREVENTATIVE MAINTENANCE TASKS**

1. Replace battery and Co at all apartments.
2. Boiler Tune-Up by Sandri.
3. Check all heat systems
4. Clean and disinfect dumpster.
5. Leaf Removal
6. Leaf removal
7. Prune and trim all shrubs and bushes. (maintain 2ft clearance from all structures)
8. Stock sand and ice melt for winter
9. Clean dryer vents, exhaust vents.
10. Service snow blowers
11. Cleaning parking area, walkways and storm drains.
12. Clean, service and store lawn equipments.
13. Vehicle inspection
14. Inventory of supplies
15. Check smoke detectors and carbon monoxide detectors during Inspection time
16. Unit inspections- Schedule so as complete 100 % every year.
17. Lease enforcement: Check on all Holiday decorations, cord running through doors and windows.



## **NOVEMBER PREVENTATIVE MAINTENANCE TASKS**

1. First Saturday in November reset light timers and clocks back 1 hour for daylight saving time.
2. Do Work Orders and check the completeness of work orders.
3. Inspect trees and trim as needed. (Maintenance 10 Ft. clearance from all structures). If need it call tree company.
4. Inspect all Roof for snows.
5. Annual cleaning all gutters.
6. Clean common area carpets and flooring also trash removal and recycling every Thursday.
7. Check all Winter Equipment's, including vehicle.
8. Check all inventory and reorder as needed.
9. Keep all Chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## **DECEMBER PREVENTATIVE MAINTENANCE TASKS**

1. Do work orders and check the completeness of work orders.
2. Monitor and issue on-going snow removal work orders.
3. Inspect vehicle (bring to the garage as needed)
4. Check all maintenance equipment.
5. Walk through property, check on doors, windows that open by tenants in purpose. (Sent notice to tenants regarding this).
6. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## MONTAGUE Housing Authority Deferred Maintenance Plan:

Deferred Maintenance is maintenance, upgrades, or repairs that are deferred to a future budget cycle or postponed for some other reason. The purpose of a Deferred Maintenance Plan is to ensure that an identified deficiency is not overlooked when that deficiency cannot be addressed immediately.

Deferred Maintenance should not be confused with Capital Improvement Projects (CIP). Large projects that will fall under our "Formula Funding" are still added to our CIP project list.

Items are added to our Deferred Maintenance List when an existing work order needs to be deferred.

Some of the reasons we defer a deficiency are:

1. **Items Best Completed When Unit is Vacant**

- Anything noticed during an inspection that can and should wait until the unit is vacant would be added to our Deferred Maintenance Plan and then completed when the unit becomes vacant.

2. **Items that cannot be completed because of the season.**

- Example: Landscaping, Exterior painting. These would be added to our Deferred Maintenance Plan and completed when the season permits.

3. **Lack of Funding**

- During annual inspection, it was noticed that the common areas needed to be repainted. Because of a severe winter, the operating budget does not have sufficient funds to complete all the necessary painting at this time. The work order is moved to the "Deferred Maintenance Plan". It will be completed as the operating budget permits.

4. **Efficiency – Items can be grouped together by location, task or trade**

- Example: A contractor is required for several work orders, they are deferred and scheduled to be completed all at once.

5. **Vacancy Crisis**

- When the housing authority experiences an unusually high vacancy count, low priority work orders will be moved to the deferred list to allow vacancies to be turned over.

6. **Organizational and Upkeep Tasks**

- Any tasks that occur infrequently enough that they don't fall under the category of routine work orders. Painting offices or common areas, etc. Any tasks that occur infrequently enough that they don't fall under the category of routine work orders.
- 

Deferred Maintenance plan will include the following information for each item:

Work Order Number, Date Added, Item Description, Site location or Unit Number, Reason Deferred, Materials needed, Target Completion Date, Closed date, and Other Comments.

The Deferred Maintenance List will be reviewed and prioritized weekly.



**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.

**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 Montague Housing Authority operating reserve at the end of fiscal year 2019 was \$160,048.00, which is 50.9% 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 Montague 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	\$492,000.00	\$487,036.00	\$492,000.00	1%	\$372.73
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	\$1,500.00	\$1,836.00	\$1,500.00	-18.3%	\$1.14
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$6,000.00	\$5,718.00	\$6,000.00	4.9%	\$4.55
3691	Other Revenue - Retained	\$2,100.00	\$2,261.00	\$2,100.00	-7.1%	\$1.59
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)	\$135,781.00	\$130,630.00	\$202,671.00	55.1%	\$153.54
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	\$637,381.00	\$627,481.00	\$704,271.00	12.2%	\$533.54



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Montague 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	\$73,051.00	\$72,944.00	\$75,152.00	3%	\$56.93
4120	Compensated Absences	\$0.00	\$2,894.00	\$0.00	-100%	\$0.00
4130	Legal	\$2,300.00	\$2,110.00	\$3,500.00	65.9%	\$2.65
4140	Members Compensation	\$3,300.00	\$2,356.00	\$3,300.00	40.1%	\$2.50
4150	Travel & Related Expenses	\$3,800.00	\$1,896.00	\$3,800.00	100.4%	\$2.88
4170	Accounting Services	\$7,056.00	\$7,056.00	\$7,272.00	3.1%	\$5.51
4171	Audit Costs	\$3,780.00	\$3,780.00	\$3,780.00	0%	\$2.86
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$18,720.00	\$17,017.00	\$18,620.00	9.4%	\$14.11
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$112,007.00	\$110,053.00	\$115,424.00	4.9%	\$87.44
4310	Water	\$58,750.00	\$51,154.00	\$56,400.00	10.3%	\$42.73
4320	Electricity	\$100,360.00	\$97,834.00	\$99,450.00	1.7%	\$75.34
4330	Gas	\$480.00	\$0.00	\$480.00	100%	\$0.36
4340	Fuel	\$28,900.00	\$29,439.00	\$29,750.00	1.1%	\$22.54
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
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	\$188,490.00	\$178,427.00	\$186,080.00	4.3%	\$140.97



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Montague 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	\$109,527.00	\$108,236.00	\$113,418.00	4.8%	\$85.92
4420	Materials & Supplies	\$57,827.00	\$59,421.00	\$50,000.00	-15.9%	\$37.88
4430	Contract Costs	\$37,100.00	\$35,181.00	\$54,100.00	53.8%	\$40.98
4400	TOTAL MAINTENANCE	\$204,454.00	\$202,838.00	\$217,518.00	7.2%	\$164.79
4510	Insurance	\$22,500.00	\$21,203.00	\$24,850.00	17.2%	\$18.83
4520	Payment in Lieu of Taxes	\$1,080.00	\$1,080.00	\$1,080.00	0%	\$0.82
4540	Employee Benefits	\$106,630.00	\$113,570.00	\$110,423.00	-2.8%	\$83.65
4541	Employee Benefits - GASB 45	\$0.00	\$-69,775.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$64,073.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$2,000.00	\$1,240.00	\$2,000.00	61.3%	\$1.52
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	\$132,210.00	\$131,391.00	\$138,353.00	5.3%	\$104.81
4610	Extraordinary Maintenance	\$0.00	\$0.00	\$22,000.00	100%	\$16.67
4611	Equipment Purchases - Non Capitalized	\$0.00	\$0.00	\$5,000.00	100%	\$3.79
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	\$115,056.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$0.00	\$115,056.00	\$27,000.00	-76.5%	\$20.45
4000	TOTAL EXPENSES	\$637,161.00	\$737,765.00	\$684,375.00	-7.2%	\$518.47



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Montague 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	\$637,381.00	\$627,481.00	\$704,271.00	12.2%	\$533.54
4000	TOTAL EXPENSES	\$637,161.00	\$737,765.00	\$684,375.00	-7.2%	\$518.47
2700	NET INCOME (DEFICIT)	\$220.00	\$-110,284.00	\$19,896.00	-118%	\$15.07
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$7,300.00	\$7,265.00	\$0.00	-100%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$7,300.00	\$7,265.00	\$0.00	-100%	\$0.00
7600	EXCESS REVENUE OVER EXPENSES	\$-7,080.00	\$-117,549.00	\$19,896.00	-116.9%	\$15.07



## 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 Montague 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: No Findings

Reason: When tenants are not paying their rent, we, as Montague Housing Authority try our best and make every effort to enter into an agreement with MHA tenants. But if tenants are still not paying their rent then the Court System needs to be fixed. Specially Western Mass. Court System.

Response: I can't comment any further. Because Montague Housing Authority tries our best every single day. But if the court system fails to do their job then not sure how MHA is going to improve the performance. Nothing need to be improved as long tenants paid their rent on time or make an agreement and complies with the agreement. Then MHA account will be 0 (aka NO DEBT).

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

Rating: Operational Guidance

Reason: One of the month I forget to push the button to submit after save. Nobody perfect.

Response: I'm try not to forget anything moving forward. I will push the submit button.

Criterion: Completion of mandatory online board member training

Rating: No Findings

**Category: Financial**

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

Rating: No Findings

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

Rating: No Findings



**DHCD response for the Financial Category:**

With regard to TAR, I will recommend the following:

- 1) Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected.
- 2) The MHA should review and if necessary update and implement a rent collection policy. Collecting rent should start with the LHA enforcing the due date for rent. If rent is not paid on time, the LHA can either send a reminder letter or serve a 14-day notice. The LHA should attempt to enter into a re-payment agreement with the tenant; and if broken, then pursue court action. LHAs should not rely solely on the court system to collect the rent.
- 3) Ensure proper documentation of all notices and actions taken and compliance with MA Law.

**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

**DHCD response for the Capital Planning Category:**

LHAs are required to enter all four quarterly vacancy certifications by the end of the month following the quarter end and are required to submit all four quarterly operating statements within 60 days of the quarter end.

The LHAs have the ability to go back and review the system to ensure all financial statements have been submitted within the deadlines.

**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: Corrective Action



Reason: MHA always conducts 100 % of the Unit Inspections. Unfortunately according to the State guidelines, every Housing Authority needs to conduct inspection within their fiscal year, which for MHA is October 01, 2018 to September 30, 2019. The problem here is MHA can't always manage to conduct an inspection within their fiscal year because it depends on the work load on that year. We always managed to conduct 100% within January through December on every single year.

Response: We will try to do our best to conduct all inspections within MHA fiscal year.

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: Corrective Action

Reason: Is NO Correction-Action on generated related work-order. We did and get done on daily basis and depend on regular request or emergency request. MHA using PHA Network to generate the work order, and was completed.

Response: MHA will continue doing the same procedure to improve the performance.

Again we using PHA Network and continue to do so.

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 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).

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: No Findings



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

Rating: No Findings

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 it not ocmpleted 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 and no modifications required or modifications made within 45 days.</li> <li>• "Operational Guidance" =Up to 45 days late and no modifications required or modifications made within 45 days.</li> <li>• "Corrective Action" =More than 45 days late or modifications required and not completed within 45 days.</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 Montague Housing Authority:

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	05/09/2002	
*Personnel Policy	02/12/2016	
*Capitalization Policy	02/12/2016	
*Procurement Policy	10/11/2012	
*Grievance Policy	07/13/2000	
Investment Policy	02/12/2016	
Other – Define in the ‘Notes’ column	02/12/2016	Code of Professional Conduct
Anti-Discriminatory Harassment Policy	02/22/2016	
Criminal Offender Records Information (CORI) Policy	09/08/2005	
Equal Employment Opportunity Policy and Affirmative Action Plan	04/09/2009	
Smoking Policy	05/12/2017	
Maintenance and Other Charges	02/14/2020	
Credit/Debit Card Policy	07/11/2014	
Parking	06/13/1991	
Pet Policy	06/13/2002	
Sexual Harassment Policy	05/01/1997	
Fair Housing Marketing Plan	08/10/2006	



<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Other – Define in the ‘Notes’ column	08/16/2006	Privacy and Confidentiality
Other – Define in the ‘Notes’ column	10/13/2005	Purchase Order Policy
Other – Define in the ‘Notes’ column	04/12/2019	Abandoned Unit Policy
Other – Define in the ‘Notes’ column	06/23/1998	Resident Water Use Policy
Community Room Use	06/23/1998	
Other – Define in the ‘Notes’ column	03/13/2002	Over-housed households
Reasonable Accommodations Policy	04/01/2001	
Records Conservation and Disposal Policy	07/11/2014	

\* 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**

Montague Housing Authority has received the following waivers from DHCD's regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

<b>Description</b>	<b>Reason</b>	<b>Date Waiver Approved by DHCD</b>	<b>Date Expired</b>
Vacancies	Multiple Pull List Applications	04/06/2020	06/06/2020
Vacancies	Multiple Pull List Applications	04/07/2020	06/07/2020
Vacancies	1 - Funded Mod/Rehab Project	03/09/2020	07/09/2020
Vacancies	1- Funded Mod/Rehab Project	03/04/2020	09/04/2020

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



## Glossary

**ADA:** Americans with Disabilities Act. Often used as shorthand for accessibility related issues or improvements.

**AHVP:** Alternative Housing Voucher Program

**Alternative Housing Voucher Program** provides rental vouchers to disabled applicants who are not elderly and who have been determined eligible for Chapter 667 (elderly and disabled) housing.

**Allowable Non-Utility Expense Level (ANUEL)** is the amount of non-utility expense allowed for each local housing authority based upon the type(s) of housing programs administered.

**ANUEL:** Allowable Non-Utility Expense Level

**AP:** Annual Plan

**Annual Plan:** A document prepared by each Local Housing Authority, incorporating the Capital Improvement Plan (CIP), Maintenance and Repair Plan, Budget, responses to the Performance Management Review, and other elements.

**Cap Share** is the amount of Formula Funding spending approved by DHCD for each year.

**Capital Funds:** Funds provided by DHCD to an LHA for the modernization and preservation of state-aided public housing, including Formula Funds and Special Capital Funds.

**Capital Needs Assessment**, similar to the CIP, often used for developments in the Section 8 New Construction/Substantial Rehabilitation program. Such developments are generally not eligible for state capital funds and therefore do not participate in the CIP process. However, to track their ongoing capital needs and plan for construction projects to address those needs, they often conduct a CNA to determine when building systems will wear out and need to be replaced, and what replacement will cost, so they can plan to ensure that the necessary funding will be available

**Capital Projects** are projects that add significant value to an asset or replace building systems or components. Project cost must be greater than \$1000.

**CIMS** is a web-based software system used for creating CIP's and Annual Plans. For the CIP, the CIMS program allows the LHA to prioritize, select and schedule projects, assign funding sources and direct project spending to specific fiscal years to create a CIP that is consistent with the LHA's FF award amount and FF cap shares, plus any additional funding resources the LHA has identified. The LHA submits its CIP and DHCD conducts its review of the LHA's CIP in CIMS. For the Annual Plan CIMS imports data from other DHCD systems and combines that with data entered by the LHA.

**CIP:** A Capital Improvement Plan (CIP) is a five (5) 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 contents of a CIP are limited to available resources. An approved CIP is required in order to receive Formula Funds.

**CNA:** Capital Needs Assessment



**CPS** is DHCD's transparent Web-based capital planning system that catalogues the condition of every building and site in the statewide public housing portfolio, providing LHAs with detailed technical information to make strategic long-term capital investments. It includes a Facility Condition Index (FCI) for every development that compares the value of expired components of a development relative to its replacement cost.

**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.

**Deficit housing authority:** a housing authority whose income (mainly from rent) does not cover all its normal operating costs in its approved operating budget, and which therefore operates at a deficit and requires operating subsidy from DHCD.

**DHCD:** Massachusetts Department of Housing & Community Development

**Extraordinary Maintenance:** see the description for budget line 4610 in the Explanation of Budget Accounts in the Budget Section of this Annual Plan.

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

**HHA Administrative Fee** is the fee paid to an HHA from the RCAT Program budget.

**HHA:** Host Housing Authority for the RCAT program.

**Host Housing Authority (HHA).** An LHA selected by the Department to employ and oversee an RCAT.

**HUD:** U.S. Department of Housing and Urban Development

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

**Management and Occupancy Report:** This is an annual HUD review process that is used to evaluate the performance of developments in various HUD housing programs, including the Section 8 New Construction/Substantial Rehabilitation program, which some LHAs operate. It is similar to the state PMR process in that it evaluates LHA performance on variety of financial, housing quality, and other standards

**Massachusetts Rental Voucher Program (MRVP)** is a state-funded program that provides rental subsidies to low-income families and individuals.

**MOR:** Management and Occupancy Report

**MRVP:** Massachusetts Rental V DHCD's annual review of each housing authority's performance. It pulls together data on the authority's occupancy rates, tenant accounts receivables, accounts payable, budget variance, operating reserve, capital improvement plan submission, capital spending, annual inspections and work order and maintenance systems to identify and address areas of strength and areas for development. Its goal is to allow DHCD and the LHA to



take a deep dive into the data, lift up best practices, and work together towards improving operations of the program.

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

**Regional Capital Assistance Team:** One of three organizations employed at HHAs designated by the Department to carry out the RCAT Program.

**Sec.8 NC/SR (or S8NCSR):** Section 8 New Construction and Substantial Rehabilitation

**Section 8 New Construction and Substantial Rehabilitation (Sec.8 NC/SR):** This term refers to a federal HUD housing program operated at a small number of state public housing developments whose construction was funded by state grants, but whose ongoing operating costs are supported by project-based subsidies from HUD's federal Section 8 program, rather than from state public housing operating funds..

**Special Awards:** In addition to allocations to each LHA, DHCD has created limited set aside funds to provide for extreme emergency or code compliance needs which are beyond the capacity of an LHA's current FF balance.

**Surplus housing authority:** a housing authority whose income (mainly from rent) covers all its normal operating costs in its approved operating budget, and which therefore operates at a surplus and does not require operating subsidy from DHCD.



## **Attachments**

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

Due to the COVID-19 emergency, on-site Performance Management Review (PMR) assessments by the Facilities Management Specialists were cancelled for the December fiscal year end housing authorities. Therefore, the Facility Management categories have been omitted from the PMR document.

- MONTAGUE HA, NO LTO
- NO PUBLIC COMMENT
- Tenant Satisfaction Survey
- Performance Management Review

### **Explanation of Attachments**

NA



LTO COMMENT: ON 07/15/2020

MONTAGUE HA HAS NO LTO.



PUBLIC COMMENT: ON 07/15/2020

THE HEARING WAS ATTENDED BY BOARD MEMBER AND STEVE LARRY FROM RCAT BUT THERE WAS NO PUBLIC ATTENDEES.



# MONTAGUE 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 **Montague Housing Authority**, surveys were sent to a total of **108** Chapter 667, 705 and 200 housing units; **70** surveys were completed.

This report provides some information about how the residents from the **Montague Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from small LHAs in Western Massachusetts. These small LHAs in Western Massachusetts include: Adams, Amherst, Athol, Barre, Belchertown, Berkshire County Region, Brimfield, East Longmeadow, Easthampton, Granby, Great Barrington, Hadley, Hatfield, Holyoke, Lee, Lenox, Ludlow, Monson, Montague, Orange, Palmer, Shelburne, South Hadley, Southwick, Ware, Warren, Wilbraham, and Williamstown.

### Communication

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

	Montague Housing Authority	Small LHAs in Western MA*	Entire State
Contacted management about a problem or concern.....	80%	77%	80%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	86%	86%	83%
Saw the Capital Improvement Plan.....	47%	28%	27%
Saw the Operating Budget.....	29%	15%	16%
Knew the Executive Director held a meeting with residents...	71%	53%	41%

\* Small LHAs in Western Massachusetts include: Adams, Amherst, Athol, Barre, Belchertown, Berkshire County Region, Brimfield, East Longmeadow, Easthampton, Granby, Great Barrington, Hadley, Hatfield, Holyoke, Lee, Lenox, Ludlow, Monson, Montague, Orange, Palmer, Shelburne, South Hadley, Southwick, Ware, Warren, Wilbraham, and Williamstown.



## Services and Programs

**67%** of the Montague 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:

	Montague Housing Authority	Small LHAs in Western MA	Entire State
Job training programs.....	10%	8%	15%
Money management programs (budgeting, taxes, income building).....	16%	15%	16%
Children's programs (tutoring, childcare, afterschool programs).....	10%	10%	16%
Health and Medical Services (visiting nurse, meal programs).....	44%	35%	32%
Adult Education (GED, ESL, educational counseling) .....	14%	10%	17%

## Maintenance and Repair

- **Who had problems?** About one-fifth of respondents had a problem with their heating and about half had a plumbing problem in the last 12 months.

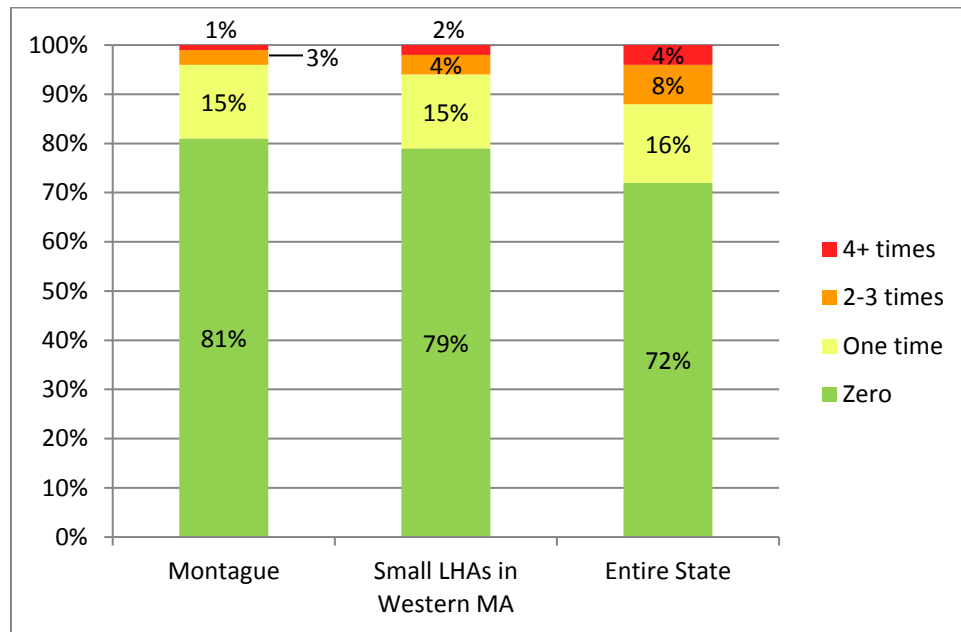
	Montague Housing Authority	Small LHAs in Western MA	Entire State
Had a heating problem.....	19%	21%	27%
Had a problem with water or plumbing.....	46%	46%	51%



- **Heating Problems**

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

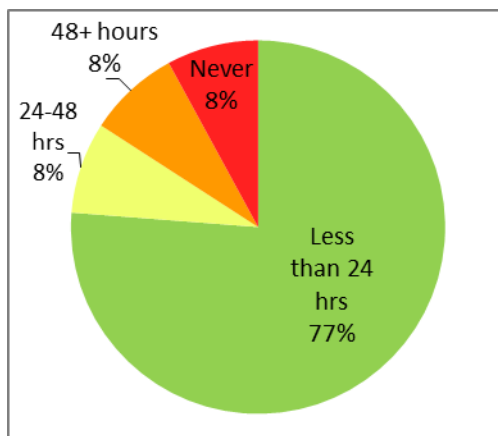
The charts below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows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



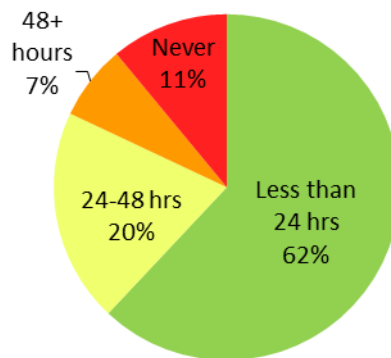
### How long did it take to fix the heating problems?

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.

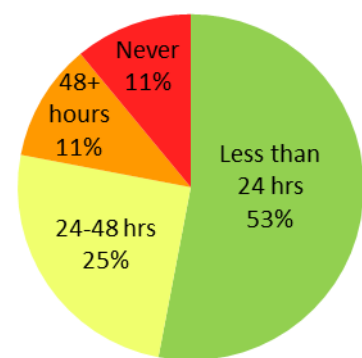
#### Montague Housing Authority



#### Small LHAs in Western MA



#### Entire State

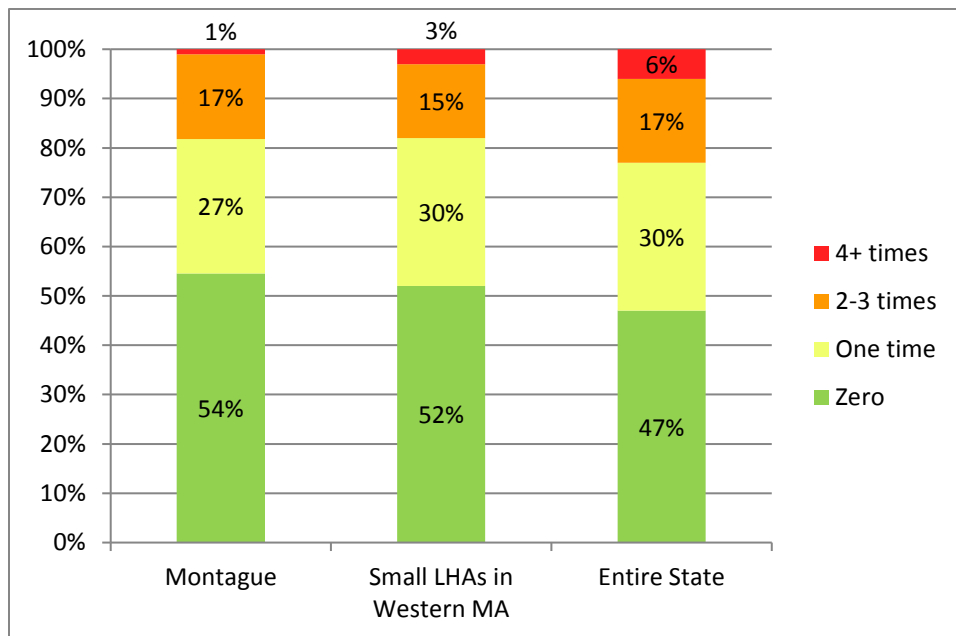




- **Water or Plumbing Problems**

**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.



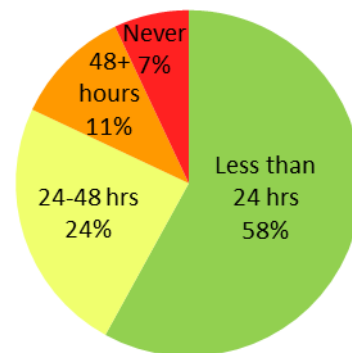
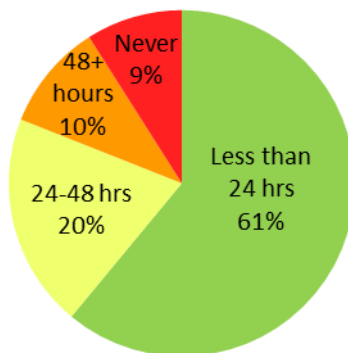
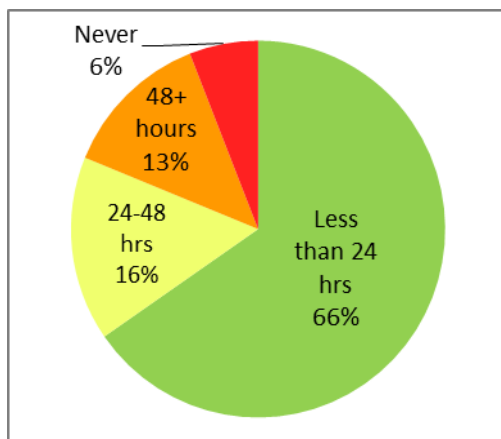
**How long did it take to fix the water or plumbing problems?**

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.

**Montague Housing Authority**

**Small LHAs in Western MA**

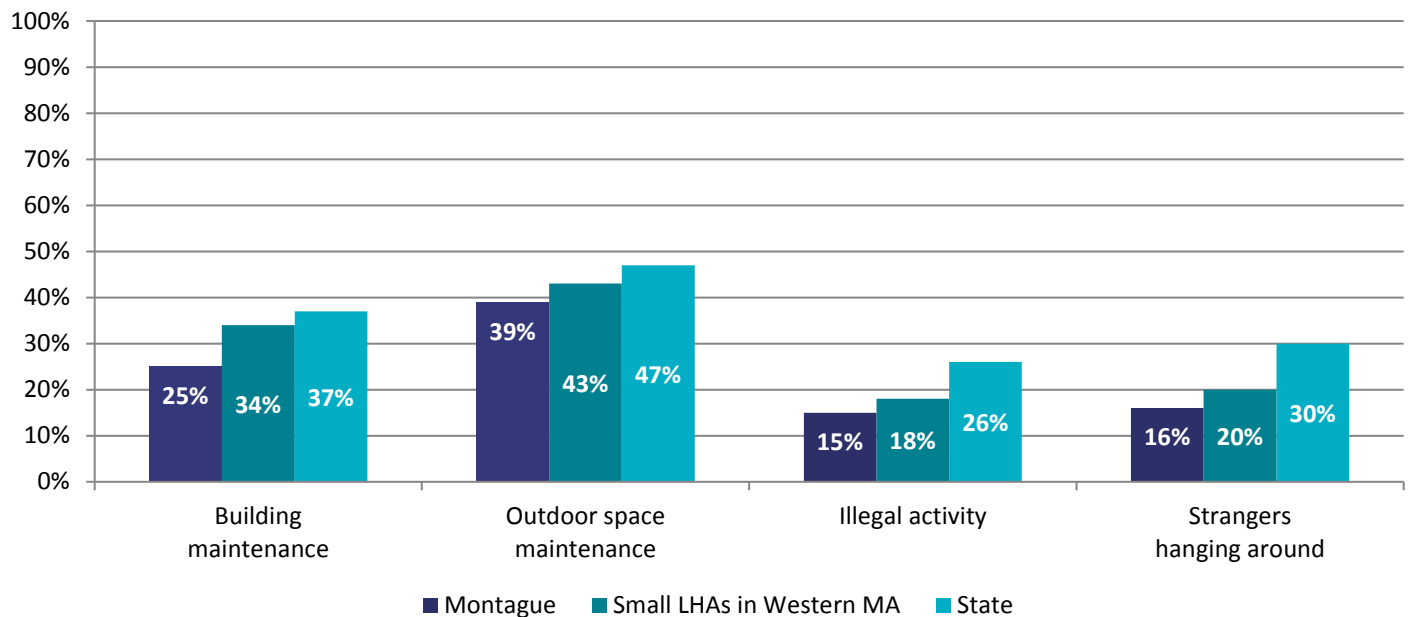
**Entire State**





- **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.

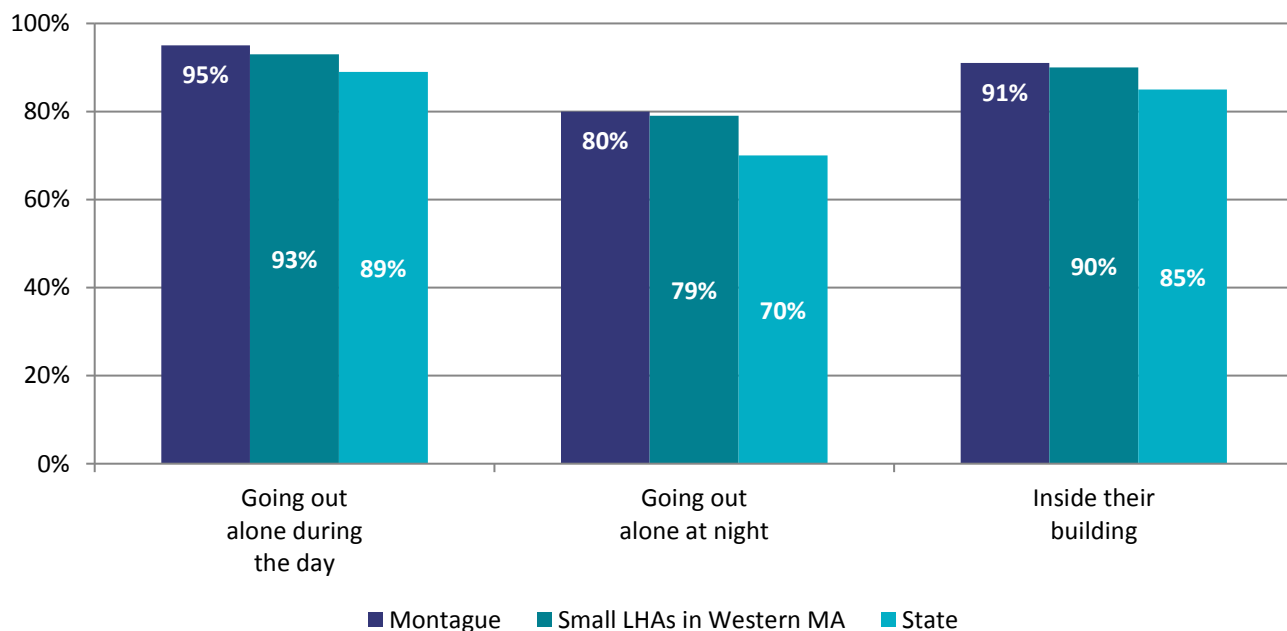
### Respondents who “always” or “sometimes” had problems with...



## 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” ....





# MONTAGUE 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	Montague Housing Authority
Fiscal Year Ending	09/30/2019
Housing Management Specialist	Carolina Gonzalez
Facilities Management Specialist	Bruce Budrick

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



## LHA Montague Housing Authority FYE 9/30/2019

### Occupancy

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

- ☐ 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: No Findings  
Rating 667: No Findings  
Rating 200: Operational Guidance  
Rating 705: Not Applicable

- ☐ 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:



## 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: Vacancy Certification for QE 12/31/2018 has not been submitted to DHCD.**

## Adjusted Net Income/Revenue

Rating: No Findings

### 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:**☐



## Operating Reserve

Rating: No Findings

☐

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:**

## Board Member Training

Rating: No Findings

☐

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:**



**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	
Housing Authority	Montague Housing Authority
Fiscal Year Ending	9/30/2019
Housing Management Specialist	Carolina Gonzalez
Facilities Management Specialist	Bruce Budrick

Inspection and Work Order System Criteria	Rating
Inspections	
LHA conducted 100% of the unit inspections.	Corrective Action
Inspections report noted 100% of the necessary repairs in each unit.	No Findings
100% of inspection-related work orders were generated.	Corrective Action
Work order system identifies, tracks, and can produce reports for inspection work orders.	No Findings
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).	No Findings
Work Order System	
Emergency work orders defined per PMG, identified, tracked, reportable.	No Findings
Emergency work orders initiated within 24 to 48 hours.	No Findings
Vacancy work orders identified, tracked and reportable.	No Findings
Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.	No Findings
Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.	No Findings
Routine work orders identified, tracked, reportable and completed regularly.	No Findings
Requested work orders are identified, tracked and reportable.	No Findings
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.	No Findings
LHAs have a 24 hour system for responding to emergencies and have distributed definition of emergency to residents, staff and answering service (if applicable).	No Findings



**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>Montague Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>9/30/2019</b>
<b>Housing Management Specialist</b>	<b>Carolina Gonzalez</b>
<b>Facilities Management Specialist</b>	<b>Bruce Budrick</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 - Corrective Action

- ☐ 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:

MHA should be conducting annual inspections of all units during their fiscal year and record all deficiencies on an inspection checklist or suitable tablet. Inspection reports should be available for the Performance Management Review when DHCD arrives.

#### 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 - Corrective Action

- ☐ 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:

MHA should be conducting annual inspections of all units during their fiscal year and producing W/O's labeled as Inspection and having work completed within 30 days. LHA should consider spreading out inspections far enough apart to be able to complete all work orders within 30 days. If an inspection work order cannot be completed within 30 days because of backordered parts or some other valid reason, then that work order should be moved to your deferred list.



## 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 - No Findings

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:

## 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 - No Findings**

- ☐ 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:**

**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:**