

**Overview and Certification**

# Fitchburg 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 LHA Board of Commissioners; 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 Board 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\(4\)\(a\)\(4\)](#).

**Overview and Certification**

The Fitchburg 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. LTO - Letter
  - b. Public Comments
  - c. Cover sheet for tenant satisfaction surveys
  - d. Tenant Satisfaction Survey - 667only
  - e. Tenant Satisfaction Survey - 200-705only
  - f. Performance Management Review.

**State-Aided Public Housing Developments**

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

| <b>Dev No</b> | <b>Type</b> | <b>Development Name</b>              | <b>Num Bldgs</b> | <b>Year Built</b> | <b>Dwelling Units</b> |
|---------------|-------------|--------------------------------------|------------------|-------------------|-----------------------|
| 705-02        | Family      | CANTON VALLEY 705-02                 | 10               | 1957              | 48                    |
| 667-05        | Elderly     | CJ DURKIN APTS 667-05                | 1                | 1980              | 121                   |
| 667-02        | Elderly     | DANIEL HEIGHTS 667-02                | 10               | 1962              | 56                    |
| 200-01        | Family      | GREEN ACRES VILLAGE 200-01           | 47               | 1949              | 160                   |
| 667-03        | Elderly     | WALLACE TOWER 667-03                 | 1                | 1973              | 130                   |
|               | Family      | Family units in smaller developments | 10               |                   | 11                    |
|               | Other       | Special Occupancy units              | 2                |                   | 16                    |
| <b>Total</b>  |             |                                      | <b>81</b>        |                   | <b>542</b>            |

**Massachusetts Rental Voucher Program (MRVP)**

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

Fitchburg Housing Authority manages 46 MRVP vouchers.

**Federally Assisted Developments**

Fitchburg Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 269 households.

**LHA Central Office**

Fitchburg Housing Authority  
 , Fitchburg, MA, 01420  
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**LHA Board of Commissioners**

|                | <u>Role</u> | <u>Category</u>  | <u>From</u> | <u>To</u>  |
|----------------|-------------|------------------|-------------|------------|
| David Basilio  | Member      | Labor Appointee  | 09/12/2017  | 01/01/2022 |
| Linda Byrne    | Chair       |                  | 01/01/2013  | 01/01/2022 |
| Mary Giannetti | Vice-Chair  | State Appointee  | 05/01/2013  | 01/01/2021 |
| Adam Goodwin   | Member      |                  | 01/27/2020  | 03/01/2023 |
| David Rousseau | Treasurer   | State Tenant Rep | 03/18/2014  | 01/01/2024 |

**Local Tenant Organizations**

|                       | <u>Date of<br/>Recognition by LHA</u> | <u>Date LHA Reviewed<br/>Draft AP with LTO</u> |
|-----------------------|---------------------------------------|--|
| Fitchburg Housing LTO | 10/23/2019                            | 09/06/2020                                     |

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.   | 08/06/2020     |
| B. Advertise the public hearing in public postings.   | 08/06/2020     |
| C. Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.                              | 08/06/2020     |
| D. Post draft AP for tenant and public viewing.   | 08/06/2020     |
| E. Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)              | 09/08/2020     |
| F. Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.) | 09/21/2020     |
| G. Executive Director presents the Annual Plan to the Board.  | 10/21/2020     |
| H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)                          | 10/21/2020     |

Certification

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Doug Bushman, Executive Director & CPO of the Fitchburg 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: 10/26/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on December 3, 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.

## 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)                | \$1,938,538.35  |                  | Total of all FF awards minus prior FF spending   |
| LHA Emergency Reserve                          | \$290,780.75    |                  | Amount to reserve for emergencies  |
| Net FF Funds (First 3 Years of the CIP)        | \$1,647,757.60  | \$1,842,026.48   | Funds to plan & amount actually planned in the first 3 years of the CIP                            |
| ADA Set-aside                                  | \$24,649.80     | \$24,649.80      | Accessibility projects   |
| DMH Set-aside                                  | \$43,687.45     | \$44,297.14      | Dept. of Mental Health facility  |
| DDS Set-aside                                  | \$0.00          | \$0.00           | Dept. of Developmental Services facility   |
| Unrestricted Formula Funding (FF)              | \$1,579,420.34  | \$1,773,079.54   | Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.             |
| Special DHCD Funding                           | \$20,977,512.70 | \$20,977,512.70  | 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                                    | \$-79,466.51    | \$-79,466.51     | Funds other than those in the above categories. See explanation below.                             |
| Total funds and planned spending               | \$22,545,803.79 | \$22,740,072.67  | 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)

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 |
|------------------------|--|----------------------------|-------------|----------------------------|--------------|----------------|--------|--------|--------|--------|
| •                      | Replace Roof Maintenance Garage - CV           | CANTON VALLEY 705-02       | \$47,040    | \$0                        | \$0          | \$47,040       | \$0    | \$0    | \$0    | \$0    |
| 097048                 | 2008 FF Master CFA                             | CANTON VALLEY 705-02       | \$7,150     | \$7,150                    | \$0          | \$0            | \$0    | \$0    | \$0    | \$0    |
| 097076                 | ER: Green Acres Basements                      | GREEN ACRES VILLAGE 200-01 | \$3,280,018 | \$341,977                  | \$61,381     | \$2,938,042    | \$0    | \$0    | \$0    | \$0    |
| 097088                 | FF: Exterior Rehabilitation: Roofs and Fences  | Alternatives, Inc.         | \$30,443    | \$26,285                   | \$2,903      | \$4,158        | \$0    | \$0    | \$0    | \$0    |
| 097092                 | FF: FHA - Green Acres Int. Water Damage Repair | GREEN ACRES VILLAGE 200-01 | \$374,104   | \$194,431                  | \$0          | \$23,273       | \$0    | \$0    | \$0    | \$0    |
| 097096                 | FF: Toilet Flange Replacement                  | GREEN ACRES VILLAGE 200-01 | \$46,404    | \$45,208                   | \$0          | \$1,196        | \$0    | \$0    | \$0    | \$0    |
| 097097                 | FF: Plumbing Repairs.                          | DANIEL HEIGHTS 667-02      | \$0         | \$0                        | \$0          | \$0            | \$0    | \$0    | \$0    | \$0    |
| 097105                 | FF: New sprinkler system installed             | COMMUNITY RESIDENCE 667-04 | \$146,010   | \$126,693                  | \$11,440     | \$19,318       | \$0    | \$0    | \$0    | \$0    |
| 097107                 | FF: Fitchburg-Wallace-Asbestos Phase 4         | WALLACE TOWER 667-03       | \$124,665   | \$113,925                  | \$0          | \$10,740       | \$0    | \$0    | \$0    | \$0    |
| 097108                 | FF: 667-5 intercom repairs                     | CJ DURKIN APTS 667-05      | \$10,450    | \$514                      | \$7,496      | \$9,937        | \$0    | \$0    | \$0    | \$0    |
| 097109                 | FF: Fire hatch replace/repair                  | WALLACE TOWER 667-03       | \$1,465     | \$0                        | \$0          | \$1,465        | \$0    | \$0    | \$0    | \$0    |
| 097117                 | FF: Canton Valley Fire Alarm Design Costs      | CANTON VALLEY 705-02       | \$221,602   | \$186,986                  | \$8,695      | \$34,617       | \$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 |
|------------------------|--|----------------------------|------------|----------------------------|--------------|----------------|-----------|--------|--------|--------|
| 097119                 | FF: Domestic Hot Water and Storage Replacement                                       | WALLACE TOWER 667-03       | \$114,888  | \$110,014                  | \$0          | \$4,874        | \$0       | \$0    | \$0    | \$0    |
| 097120                 | FF: Parking lot paving, curb replacement   | DANIEL HEIGHTS 667-02      | \$125,161  | \$0                        | \$0          | \$125,161      | \$0       | \$0    | \$0    | \$0    |
| 097122                 | FF: Window replacement   | COMMUNITY RESIDENCE 667-04 | \$97,026   | \$0                        | \$5,700      | \$97,026       | \$0       | \$0    | \$0    | \$0    |
| 097124                 | SUST -CSI 2019: Envelope and Lighting.   | CANTON VALLEY 705-02       | \$672,466  | \$34,893                   | \$1,000      | \$629,294      | \$8,280   | \$0    | \$0    | \$0    |
| 097125                 | Green Acres Basement - Electrical Panels - DHCD ER Request                           | GREEN ACRES VILLAGE 200-01 | \$35,336   | \$15,319                   | \$9,202      | \$20,018       | \$0       | \$0    | \$0    | \$0    |
| 097126                 | Emergency Tree Removal   | GREEN ACRES VILLAGE 200-01 | \$18,381   | \$9,020                    | \$0          | \$9,361        | \$0       | \$0    | \$0    | \$0    |
| 097127                 | Accessible Units 2020 - Update 9 accessible and modify 4 Units to Full Accessibility | CJ DURKIN APTS 667-05      | \$467,220  | \$0                        | \$0          | \$250,341      | \$216,880 | \$0    | \$0    | \$0    |
| 097130                 | DHCD ER Request - Replace Driveway & Walkway   | EXETER ST 705-1H           | \$18,589   | \$7,676                    | \$0          | \$10,913       | \$0       | \$0    | \$0    | \$0    |
| 097131                 | ModPhase 2020: Exterior portion  | WALLACE TOWER 667-03       | \$618,308  | \$1,000                    | \$18,278     | \$830,308      | \$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 |
|------------------------|--|----------------------------|-------------|----------------------------|--------------|----------------|-------------|-------------|--------|--------|
| 097132                 | ModPhase 2020: Interior and Exterior Renovations | WALLACE TOWER 667-03       | \$7,449,891 | \$0                        | \$622        | \$286,507      | \$2,691,246 | \$4,472,139 | \$0    | \$0    |
| 097133                 | H&S FY20: Asphalt/walkways at 705-02             | CANTON VALLEY 705-02       | \$42,300    | \$1,483                    | \$9,418      | \$40,818       | \$0         | \$0         | \$0    | \$0    |
| 097134                 | H&S FY20: Driveway repaving at 705-1k            | OVERLAND ST 705-1K         | \$65,611    | \$0                        | \$9,800      | \$65,611       | \$0         | \$0         | \$0    | \$0    |
| 097136                 | Federal Conversion                               | TAFT ST 705-1I             | \$186,120   | \$0                        | \$176,548    | \$73,851       | \$0         | \$0         | \$0    | \$0    |
| 097138                 | Emergency Water Main Repair                      | GREEN ACRES VILLAGE 200-01 | \$6,600     | \$1,980                    | \$0          | \$4,620        | \$0         | \$0         | \$0    | \$0    |
| 097139                 | Hardwood Floor Refinishing                       | GREEN ACRES VILLAGE 200-01 | \$10,132    | \$9,185                    | \$0          | \$947          | \$0         | \$0         | \$0    | \$0    |
| 097140                 | Emergency Sewer and Site Repair                  | COMMUNITY RESIDENCE 667-04 | \$14,278    | \$6,365                    | \$5,863      | \$7,913        | \$0         | \$0         | \$0    | \$0    |
| 097143                 | Asbestos Abatement in Damaged Walls              | WALLACE TOWER 667-03       | \$8,800     | \$0                        | \$7,795      | \$8,800        | \$0         | \$0         | \$0    | \$0    |
| 097144                 | Emergency Fire Sprinkler Repair                  | WALLACE TOWER 667-03       | \$15,902    | \$15,794                   | \$0          | \$108          | \$0         | \$0         | \$0    | \$0    |
| 097146                 | Driveway, Walkway, and Lighting Installation     | ARLINGTON ST 705-1D        | \$15,400    | \$0                        | \$0          | \$15,400       | \$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    |
|------------------------|--|----------------------------|-------------|----------------------------|--------------|----------------|-----------|-------------|--------|-----------|
| 097147                 | Furnace and Ducted Heat Pump System Pilot -SUST          | GREEN ACRES VILLAGE 200-01 | \$153,345   | \$0                        | \$0          | \$0            | \$0       | \$0         | \$0    | \$0       |
| 097148                 | Handicapped Ramp Installation - Reasonable Accommodation | CANTON VALLEY 705-02       | \$10,725    | \$9,750                    | \$975        | \$975          | \$0       | \$0         | \$0    | \$0       |
| 097153                 | Gateway Cities   | 200-01                     | \$8,014,901 | \$0                        | \$0          | \$0            | \$288,537 | \$7,726,365 | \$0    | \$0       |
| 097156                 | Creative Placemaking                                     | CJ DURKIN APTS 667-05      | \$445,000   | \$0                        | \$0          | \$6,962        | \$438,039 | \$0         | \$0    | \$0       |
| •                      | Toilet Flange Replacement - Green Acres - Phase 2        | GREEN ACRES VILLAGE 200-01 | \$9,968     | \$0                        | \$0          | \$0            | \$9,968   | \$0         | \$0    | \$0       |
| •                      | Boiler/Furnace - Replacement 1st 3 years                 | GREEN ACRES VILLAGE 200-01 | \$247,500   | \$0                        | \$0          | \$77,103       | \$170,398 | \$0         | \$0    | \$0       |
| •                      | Boiler/Furnace - Replacement 4th & 5th Years             | GREEN ACRES VILLAGE 200-01 | \$165,000   | \$0                        | \$0          | \$0            | \$0       | \$0         | \$0    | \$165,000 |
| •                      | Fitchburg-Daniels -Security Camera System                | DANIEL HEIGHTS 667-02      | \$4,356     | \$0                        | \$0          | \$0            | \$4,356   | \$0         | \$0    | \$0       |
| •                      | Common Hall/Exterior lighting upgrade                    | DANIEL HEIGHTS 667-02      | \$35,593    | \$0                        | \$0          | \$0            | \$35,593  | \$0         | \$0    | \$0       |
| •                      | Common Hall Stair Tread Replacement                      | DANIEL HEIGHTS 667-02      | \$45,297    | \$0                        | \$0          | \$0            | \$45,297  | \$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 entry door replacement                                 | DANIEL HEIGHTS 667-02 | \$25,300   | \$0                        | \$0          | \$0            | \$0       | \$25,300 | \$0       | \$0       |
| •                      | Kitchen modernization Phase 1                                | DANIEL HEIGHTS 667-02 | \$219,600  | \$0                        | \$0          | \$0            | \$0       | \$0      | \$118,728 | \$100,873 |
| •                      | FISH 097120 Parking lot paving, Additional Funds Needed DH-2 | DANIEL HEIGHTS 667-02 | \$291,200  | \$0                        | \$0          | \$128,289      | \$162,912 | \$0      | \$0       | \$0       |
| •                      | Storm Door Replacement                                       | WALLACE TOWER 667-03  | \$38,628   | \$0                        | \$0          | \$0            | \$0       | \$0      | \$38,628  | \$0       |
| •                      | Fitchburg-Durkin-Heating System Replacement                  | CJ DURKIN APTS 667-05 | \$600,000  | \$0                        | \$0          | \$0            | \$0       | \$0      | \$51,812  | \$548,189 |
| •                      | Office Automatic Door Openers                                | CJ DURKIN APTS 667-05 | \$11,925   | \$0                        | \$0          | \$11,925       | \$0       | \$0      | \$0       | \$0       |
| •                      | Rooftop Ventilation Unit Repairs - Covid Updates             | CJ DURKIN APTS 667-05 | \$62,010   | \$0                        | \$0          | \$62,010       | \$0       | \$0      | \$0       | \$0       |
| •                      | 667-5 Fire alarm upgrades                                    | CJ DURKIN APTS 667-05 | \$11,500   | \$0                        | \$0          | \$11,500       | \$0       | \$0      | \$0       | \$0       |
| •                      | Wood Siding Repair - Durkin                                  | CJ DURKIN APTS 667-05 | \$89,568   | \$0                        | \$0          | \$0            | \$89,568  | \$0      | \$0       | \$0       |
| •                      | Unit Entry Lockset Replacement                               | CJ DURKIN APTS 667-05 | \$155,813  | \$0                        | \$0          | \$0            | \$155,813 | \$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    |
|------------------------|---|----------------------------|--------------|----------------------------|--------------|----------------|-------------|--------------|-----------|-----------|
| •                      | Unit Modernization - Rehab - Kitchens & Baths                 | COMMUNITY RESIDENCE 689-01 | \$196,500    | \$0                        | \$0          | \$108,938      | \$87,563    | \$0          | \$0       | \$0       |
| •                      | Interior lighting replacement                                 | Alternatives, Inc. 689-03  | \$1,500      | \$0                        | \$0          | \$1,500        | \$0         | \$0          | \$0       | \$0       |
| •                      | DMH Project - TBD   | Alternatives, Inc. 689-03  | \$12,355     | \$0                        | \$0          | \$0            | \$12,355    | \$0          | \$0       | \$0       |
| •                      | Exterior Repairs: Site  | COMMUNITY RESIDENCE 689-01 | \$32,858     | \$0                        | \$0          | \$0            | \$32,858    | \$0          | \$0       | \$0       |
| •                      | FHA - Canton Asbestos Pipe Wrap Abate/Replace                 | CANTON VALLEY 705-02       | \$27,500     | \$0                        | \$0          | \$0            | \$0         | \$0          | \$0       | \$0       |
| •                      | Siding and Trim, Repair and Repaint                           | ASHBURNHAM ST 705-1E       | \$15,625     | \$0                        | \$0          | \$0            | \$0         | \$15,625     | \$0       | \$0       |
| •                      | Basement windows/Basement floor/Bath fan/ Stair tread repairs | EXETER ST 705-1H           | \$21,990     | \$0                        | \$0          | \$0            | \$21,990    | \$0          | \$0       | \$0       |
| <b>TOTALS</b>          |   |                            | \$25,217,310 | \$1,265,642                | \$337,112    | \$5,980,849    | \$4,471,649 | \$12,239,429 | \$209,168 | \$814,061 |

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

| Cap Hub Project Number | Project Name   | DHCD Special Award Comment  | Special DHCD Awards |                    |                |                | Other Funding |     |                   |             |
|------------------------|--|---|---------------------|--------------------|----------------|----------------|---------------|-----|-------------------|-------------|
|                        |  |   | Emergency Reserve   | Compliance Reserve | Sustainability | Special Awards | CDBG          | CPA | Operating Reserve | Other Funds |
| 097076                 | ER: Green Acres Basements  | Basements   | \$3,280,018         | \$0                | \$0            | \$0            | \$0           | \$0 | \$0               | \$0         |
| 097092                 | FF: FHA - Green Acres Int. Water Damage Repair                                       | Ventilation - range hoods, part of larger project                   | \$0                 | \$0                | \$12,000       | \$0            | \$0           | \$0 | \$156,400         | \$0         |
| 097110                 | FF: 667-5 Underground tank removal/CR Request  |   | \$0                 | \$0                | \$0            | \$0            | \$0           | \$0 | \$0               | \$5,000     |
| 097124                 | SUST -CSI 2019: Envelope and Lighting.   | roof, siding, insulation, exterior doors                            | \$0                 | \$0                | \$625,426      | \$0            | \$0           | \$0 | \$0               | \$0         |
| 097127                 | Accessible Units 2020 - Update 9 accessible and modify 4 Units to Full Accessibility |   | \$0                 | \$0                | \$0            | \$440,000      | \$0           | \$0 | \$0               | \$0         |
| 097131                 | ModPhase 2020: Exterior portion  | 13 ada units upgrades, window replacmt., fire alarm, sprinkler etc. | \$0                 | \$213,000          | \$0            | \$618,308      | \$0           | \$0 | \$0               | \$-213,000  |
| 097132                 | ModPhase 2020: Interior and Exterior Renovations                                     |   | \$0                 | \$0                | \$0            | \$7,429,291    | \$0           | \$0 | \$0               | \$0         |
| 097133                 | H&S FY20: Asphalt/walkways at 705-02   | H&S FY20: Asphalt/walkways at 705-02                                | \$0                 | \$0                | \$0            | \$25,300       | \$0           | \$0 | \$0               | \$0         |

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

| Cap Hub Project Number | Project Name  | DHCD Special Award Comment            | Special DHCD Awards |                    |                 |                | Other Funding |     |                   |             |
|------------------------|---|---------------------------------------|---------------------|--------------------|-----------------|----------------|---------------|-----|-------------------|-------------|
|                        |   |                                       | Emergency Reserve   | Compliance Reserve | Sustain-ability | Special Awards | CDBG          | CPA | Operating Reserve | Other Funds |
| 097134                 | H&S FY20: Driveway repaving at 705-1k                       | H&S FY20: Driveway repaving at 705-1k | \$0                 | \$0                | \$0             | \$40,150       | \$0           | \$0 | \$0               | \$0         |
| 097136                 | Federal Conversion  | For federalization                    | \$0                 | \$25,000           | \$0             | \$186,000      | \$0           | \$0 | \$0               | \$-24,880   |
| 097137                 | Boiler/Furnace/H WH - Replacement<br>DHCD ER Request - SUST | Ducted heat pumps                     | \$0                 | \$0                | \$54,143        | \$0            | \$0           | \$0 | \$0               | \$0         |
| 097143                 | Asbestos Abatement in Damaged Walls                         | Damaged walls and asbestos abatement  | \$0                 | \$8,800            | \$0             | \$0            | \$0           | \$0 | \$0               | \$0         |
| 097147                 | Furnace and Ducted Heat Pump System Pilot -SUST             |                                       | \$0                 | \$0                | \$0             | \$0            | \$0           | \$0 | \$0               | \$153,345   |
| 097148                 | Handicapped Ramp Installation - Reasonable Accommodation    | asbestos                              | \$0                 | \$9,750            | \$0             | \$0            | \$0           | \$0 | \$0               | \$0         |
| 097153                 | Gateway Cities  | Gateway Cities award                  | \$0                 | \$0                | \$0             | \$8,014,901    | \$0           | \$0 | \$0               | \$0         |
| 097156                 | Creative Placemaking  | Creative Placemaking                  | \$0                 | \$0                | \$0             | \$445,000      | \$0           | \$0 | \$0               | \$0         |
| •                      | FHA - Canton Asbestos Pipe Wrap Abate/Replace               |                                       | \$0                 | \$0                | \$0             | \$0            | \$0           | \$0 | \$0               | \$27,500    |
| <b>TOTALS</b>          |   |                                       | \$3,280,018         | \$256,550          | \$691,569       | \$17,198,950   | \$0           | \$0 | \$156,400         | \$-52,035   |





## **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.

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

- We have urgent projects that require excess spending in year 1 or 2.

Due to many component deficiencies - We have urgent projects that require excess spending in year 1 or 2

### **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.

Fitchburg Housing Authority has requested \$10,000.00 in DHCD Emergency Reserve funding for project #097-667-05-0-16-1964, Rooftop Ventilation Unit Repairs - Covid Updates.  
Reason: \$10,000.00 of Funds allocated from DHCD for Covid related issues - and applied for better Ventilation

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

In 2019/2020 the FHA has aggressively worked to resolve its historically persistent vacancy issues and complete its plan for separation from management of the Leominster HA & to resolve a number of micro management issues, switching over software systems, new work order process & the reform of the delivery of resident services. Further goals are to assist in creating additional ADA units, making modifications in aging units, & remove mobility barriers in common areas. With many of its operating and program reforms completed - near completion we will now concentrate on both short & long-term issues in housing stock, include replacing systems neglected by preventive maintenance. Our projects are formulated to complement the SPL PROG awards - Grant allocations specifically to DEV's 200-01, 667-03, 667-05 & 705-02. Further goals are to address boiler failures, create sidewalks that all can use including those in wheel chairs, remove tripping hazards in driveways/sidewalks as needed.

**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 added the additional project to our plan Boiler/Furnace - Replacement 200-01

**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 07/28/2020.

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

Fitchburg Housing Authority has not completed CPS updates. Our plan going forward is as follows:

Due to the nature of the FHA transition we are still working on evaluating the CPS projects currently in the system as to the viability and closing status.

**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:

At this point we have depleted our funding resources. We will address further projects when additional funds become available.

**10. Accessibility**

We have identified the following accessibility deficiencies in our portfolio:

We have series project already in our plan

We have incorporated the following projects in our CIP to address accessibility deficiencies:

**11. Special needs development**

Fitchburg Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 07/02/2020.

**12. Energy and water consumption**

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

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

|                | <b>Electric<br/>PUM &gt; Threshold</b> | <b>Gas<br/>PUM &gt; Threshold</b> | <b>Oil<br/>PUM &gt; Threshold</b> | <b>Water<br/>PUM &gt; Threshold</b> |
|----------------|--|-----------------------------------|-----------------------------------|-------------------------------------|
| Threshold PUM: | \$100                                  | \$80                              | \$50                              | \$60                                |
|                | 667-03                                 |                                   |                                   | 200-01                              |
|                | 667-05                                 |                                   |                                   |                                     |

New hot water heaters & tanks should help to reduce the consumption at our 667-03

Recently we had added ventilation to our high rise which should significantly reduce electric usage as will new storm doors.

Heating system upgrades will reduce gas usage also.

We will continue to address the above when future funds become available.

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

- 8% c. 667 (DHCD Goal 2%)
- 4% c. 200 (DHCD Goal 2%)
- 5% c. 705 (DHCD Goal 2%)

Fitchburg Housing Authority will address the excess vacancies in the following manner:  
Since last year when we took over we have reduced the rate considerably - and will continue to do so until we fall into the 2% or less category (See last years rates below.)

- 6 % c. 667 (DHCD Goal 2%)
- 20 % c. 200 (DHCD Goal 2%)
- 15 % c. 705 (DHCD Goal 2%)

**15. Vacancies**

Fitchburg Housing Authority has units that are currently vacant that it proposes to keep vacant or offline:

| Development # | # of Units | Reason |
|---------------|------------|--------|
|---------------|------------|--------|

Fitchburg Housing Authority has not proposed to newly vacate or re-purpose any units.

Fitchburg Housing Authority has not identified any units at risk of becoming vacant.

**16. Other comments**

Due to the fact that this CIP has many moving parts and "Multiple Discussions" with DHCD staff over the course of Constructing this CIP - Thus multiple notes have been made in Project Detail Screens. Finally Balanced - We are now locking it down into "CIP Board Approval".

Pertaining to FISH # 097132 - As per discussions/emails with DHCD Staff - we have been advised to put the "Anticipated LEAN funding" of \$2,236,780.00 in OTHER for the time being.

We would like to thank the staff at DHCD with all their help with our concerns over the last year. It is very much appreciated.

# CIP Approval For Fitchburg Housing Authority for FY 2021

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

12/3/2020

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

- In reviewing your CIP we noticed that you had not included a project to replace the oil-fired furnace at 705-1K. As you may recall from PHN 2020-02, we are proactively replacing aging oil furnaces with ducted heat pumps, as well as other project types that can be found on page 6 of that PHN. Fitchburg's 705-1K is on the list, found here: <https://www.mass.gov/doc/oil-furnace-targeted-improvement-list-0/download>; When able, please file a revision (with your RCATs help), and add the related projects.
- As you will note we have not started all the projects you identified in your CIP, due to the FHA's spending ceilings, but as additional formula funding funds become available, due to the switching of the sources of funds for some of your existing projects, we may be in a position to start additional projects.

Fitchburg Housing Authority is authorized to proceed on the following projects, which are to be managed with the LHA or RCAT as the Primary PM\*\*:

| CPS Number           | FISH # | Project Name                                      | TDC Amount  | Primary PM | Project Year |
|----------------------|--------|---|-------------|------------|--------------|
| 097-200-01-0-19-1032 | 097157 | Toilet Flange Replacement - Green Acres - Phase 2 | \$9,968.00  | LHA        | 2022         |
| 097-667-02-0-14-105  | 097158 | Fitchburg-Daniels-Security Camera System          | \$4,356.00  | LHA        | 2022         |
| 097-667-02-0-16-1985 | 097159 | Common Hall Stair Tread Replacement               | \$45,297.00 | LHA        | 2022         |
| 097-689-03-0-19-981  | 097160 | DMH Project - TBD                                 | \$12,355.00 | LHA        | 2022         |
| 097-689-1-0-07-2624  | 097161 | Exterior Repairs: Site                            | \$32,858.00 | LHA        | 2022         |
| 097-667-05-0-17-1920 | 097162 | 667-5 Fire alarm upgrades                         | \$11,500.00 | LHA        | 2021         |

Construction cost for FY 2021 projects is to be incurred by June 30, 2021. Construction cost for FY 2022 projects is to be incurred between July 1, 2021 and June 30, 2022. Pre-construction costs may be incurred in FY 2021.

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 Ali Makke at (617) 573-1178 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 12/3/2020 by Ali Makke, Project Manager



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.**

### **Additional Remarks by the Fitchburg Housing Authority**

PHA-Web

**Emergency Request System**

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

| <b>METHOD</b>            | <b>CONTACT INFO.</b> | <b>TIMES</b>                       |
|--------------------------|----------------------|------------------------------------|
| Call Answering Service   | 9783425222           | 24/7                               |
| Call LHA at Phone Number | 9783425222           | 8:00 am to 3:00 pm, Monday through |

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 Fitchburg Housing Authority main office.

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

**Normal Maintenance Request Process**

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

| <b>METHOD</b>                 | <b>CONTACT INFO.</b> | <b>TIMES</b>                       |
|-------------------------------|----------------------|------------------------------------|
| Text Phone Number             |                      |                                    |
| Call Answering Service        | 9783425222           | 24/7                               |
| Call Housing Authority Office | 9783425222           | 8:00 am to 3:00 pm, Monday through |
| 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:

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 Fitchburg 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?

Maintenance staff have in the last year increased their level of productivity which has been noticed by the tenants. Management has frequently heard compliments from tenants regarding this noticeable change. While addressing multiple vacancies from previous fiscal years that were neglected, the maintenance staff also adjusted to the new work order system that proved to deliver a high quality of customer service. The PMR conducted in 2019 found no major issues with maintenance operations.

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

The FHA has switched to PHA-Web software and provided maintenance staff with tablets for mobile access to the new work order system. This was switched from an antiquated, paper work order system that faxed paper work orders between locations; many of which were never addressed. With the new work order system clearly providing maintenance staff with guidance on their tasks as well as structure and accountability, the FHA then added additional maintenance staff to expand operations. Additional training and equipment was also given to maintenance staff which has helped to improve morale and increase productivity. The FHA also established a three man vacancy crew dedicated to the turnover of vacant units.

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

In the coming year the main goal is to reach a vacancy level of two percent (2%) or less (excluding units offline for construction). Currently, over the past year, rehabilitating vacant units has consumed the majority of time for maintenance staff. With the vacancy level reduced to be in line with the industry standard, maintenance staff can focus their time on addressing preventive tasks to increase the longevity of the housing developments and also have more time to respond to routine work orders in a timely fashion.

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          | \$1,080,421.00                   | \$254,200.00                     |
| Last Fiscal Year Actual Spending | \$1,063,958.00                   | \$162,596.00                     |
| Current Fiscal Year Budget       | \$1,136,323.00                   | \$108,200.00                     |

E. Unit Turnover Summary

|   |          |
|---|----------|
| # Turnovers Last Fiscal Year                                    | 121      |
| Average time from date vacated to make Unit "Maintenance Ready" | 416 days |
| Average time from date vacated to lease up of unit              | 436 days |

**Attachments**

These items have been prepared by the Fitchburg 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.

# Fitchburg Housing Authority



## Preventive and Programmed Maintenance Plan (PPMP)

July 2020

# FITCHBURG HOUSING AUTHORITY

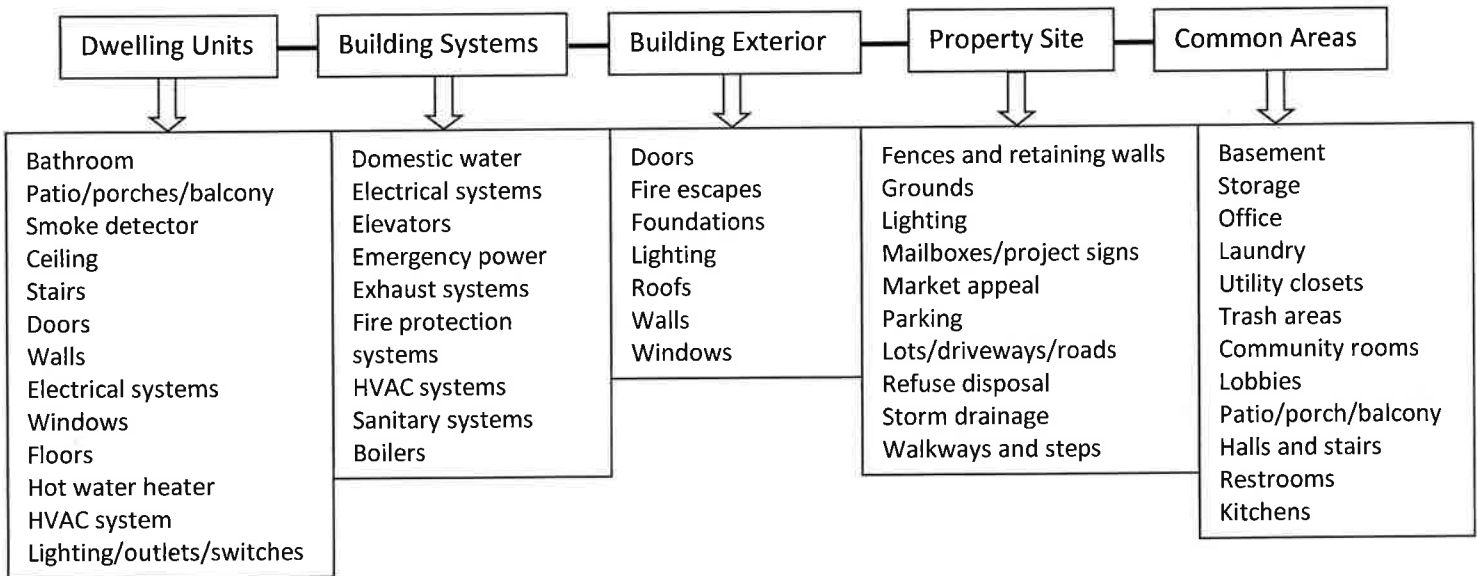
## PREVENTIVE & PROGRAMMED MAINTENANCE PLAN

### (PPMP)

#### 1. General Information

This is the Preventive and Programmed Maintenance Plan and schedule for the Fitchburg Housing Authority’s five (5) state-aided public housing developments and eleven (11) scattered site homes. Please note that inventory, annual inspections and the work order policies and procedures are covered in separate administrative policies and should be cross referenced with the Preventive and Programmed Maintenance Plan and schedule. However, when maintenance personnel are undertaking their preventive and programmed maintenance duties, if they discover maintenance problems, a work order should be immediately generated and the maintenance issue should be resolved according to the proper procedures. This administrative procedure only covers scheduled preventive and programmed maintenance issues.<sup>1</sup>

#### Uniform Physical Condition Standard Basic Inspection Items



<sup>1</sup> This is an administrative procedure that can be changed per the directive of the FHA Executive Director; Preventive and Programmed Maintenance Plan Issued July 2020. The FHA Maintenance Union Local 248 also has a Union Agreement with the FHA which should be read in conjunction with this PPMP.



The FHA provides state-aided public housing management and maintenance for the following five (5) project-based apartment complexes and eleven (11) single family homes:

|  |   |
|--|---|
| <b>C.J. DURKIN APARTMENTS</b><br><i>FHA Administrative Offices</i><br>125 Units – 1 Building | 50 Day Street<br><br><i>7 Floors</i>  |
| <b>WALLACE TOWER</b><br><i>FHA Satellite Office</i><br>130 Units – 1 Building                | 54 Wallace Avenue<br><br><i>14 Floors</i>   |
| <b>DANIELS HEIGHTS</b><br><br>56 Units – 10 Building   | 351 Daniels Street<br>5 – 40 Daniels Heights  |
| <b>CANTON VALLEY TERRACE</b><br><br>48 Units – 10 Buildings                                  | 1 – 41 Valley Street<br>379 – 441 Canton Street   |
| <b>GREEN ACRES VILLAGE</b><br><i>FHA Satellite Office</i><br><br>160 Units – 47 Buildings    | 1 – 103 Leyte Road<br>5 – 141 Normandy Road<br>34 – 53 Wanoosnoc Road<br>873 – 919 Water Street   |
| <b>SCATTERED SITE<br/>SINGLE FAMILY HOMES FITCHBURG</b><br>11 Buildings                      | 76 Mechanic Street<br>7 Sheridan Street<br>70 Maryland Street<br>66 Almount Road<br>114 Arlington Street<br>238 Ashburnham Street<br>174 Milk Street<br>52 Exeter Street<br>28 Taft Street<br>24 Forest Street<br>110-112 Overland Street |

In addition to the above state housing units, the FHA also maintains two (2) State 689 housing programs at 76 Mechanic Street and 240 Ashburnham Street. The FHA maintains Lease agreements with providers in these group homes and those Lease agreements should be referenced in conjunction with this PPMP. The provider agencies also provide auxiliary maintenance assistance from their internal staff.

The primary responsibility of the FHA Maintenance Department is to reoccupy vacancies as quickly as possible and to maintain all properties in safe and sanitary condition per the Lease agreement and State Sanitary and housing codes. **A well-developed PPMP will help to ensure that these goals are consistently met while reducing overall maintenance costs.**

## **2. Maintenance Department**

It is the FHA's goal is to ensure that on-site staff can effectively perform routine, emergency, preventive and programmed maintenance and responsibilities. All maintenance staff report to a Maintenance Foreman. Duties of the maintenance staff are also spelled out in their job description. Their duties include, but are not limited to, the following:

1. Perform general cleaning chores of community, common areas, and office spaces
2. Mow lawns, trim trees/shrubs, maintain appearance of all FHA properties
3. Assist in building maintenance and repair
4. Clean common areas and remove trash
5. Maintain the grounds for all FHA properties
6. Snow removal
7. Ensure the lease terms regarding maintenance of the 689 program group homes are in compliance
8. Clean and maintain floors at all FHA properties

The FHA provides tools and equipment to the Maintenance Department as needed. Maintenance personnel are responsible for proper care and upkeep of all FHA owned tools. Any maintenance staff who use their own tools do so at their own risk and the FHA is not responsible for any personal tools that are lost, stolen, or damaged when used at work.

During the performance of regular maintenance duties, maintenance staff members should be alert to repairs that should be made (Examples: malfunctioning washing machine, a broken light, etc.) and report them to their Maintenance Foreman for action. The Maintenance Foreman should then ask their Program Director to prepare a work order.

The Maintenance Foremen have responsibility for the oversight of operations and maintenance of the physical and mechanical aspects of the properties. The Maintenance Foremen's duties are spelled out in detail in their job description, an example of these duties are:

1. Provide supervision to the maintenance staff
2. Develop a preventive and programmed maintenance schedule for housing units and grounds
3. Perform maintenance and repairs on all FHA properties
4. Ensure that off-shift hours are covered by on-call maintenance staff person
5. Provide for ongoing training and familiarization of systems to other maintenance staff

The Maintenance Foremen report directly to the Deputy Director but are expected to closely work with the Program Directors on a regular basis to coordinate unit turnover, regular maintenance, and other issues.

### Components of a Maintenance System

The FHA maintenance system shall include certain components:

- A. **Prioritization of work**
- B. **Comprehensive work procedures**
- C. **Performance standards and goals**
- D. **Work order system**
- E. **Skills, updates, and training programs**
- F. **Long-range planning**

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

### **3. Goals & Objectives**

The management of the physical plant is a crucial part of the overall management process. **A well thought out and executed PPMP will save time and money.** The appearance and condition of the buildings and grounds are essential to resident satisfaction, efficient use of operating funds, and community acceptance of public housing. All maintenance performed shall conform to or exceed the State Sanitary and Building Codes. Maintenance of the physical buildings is an ongoing process, therefore preventative and programmed maintenance should be used to keep operations running efficiently. The following are the three (3) primary standards for which maintenance can follow PPMP.

- I. **Preventive Maintenance**  
Scheduled inspections, service, and repair of various components to maximize the level of services at a property and reduce equipment breakdowns and service interruptions.
- II. **Programmed Maintenance**  
Work which is important and should be completed to the greatest extent possible within time and budget constraint.
- III. **Deferred Maintenance**  
Work orders created that upon commencement of the work it is discovered that more extensive maintenance/repairs are needed which may require specialized equipment, materials, and/or outside contractors to complete are deferred by management until they can be completed.

The Maintenance Foreman is responsible and accountable for the satisfactory performance of maintenance functions and should be aware of all maintenance work on the properties, as well as the overall conditions and property operation.

### **Preventive Maintenance**

Preventive maintenance is performed on a regularly scheduled basis to keep the level of services at the properties high and reduce equipment breakdowns and service interruptions. It requires that the maintenance staff and office make regular inspections for the repair and replacement of items before problems occur.

#### **A. Manufactured Components**

Whenever new equipment, facilities or fixtures are installed, manufacturers' information packets will be consulted regarding service. These recommendations will be immediately scheduled as a part of the FHA Preventive and Programmed Maintenance Plan to keep the component functioning efficiently.

#### **B. Industry Standards**

In the case of standard material and even some equipment and fixtures, industry standards will apply to effective maintenance. Examples might include the frequency of waxing linoleum tile, changing an air filter, etc.

#### **C. Technical Consultants**

In some cases, a consultant may be needed to design the best preventive maintenance strategy for FHA components.

The FHA shall have a schedule for performance of these PPMP tasks. This will include lists of tasks that need to be performed annually, seasonally, quarterly, monthly, weekly, and daily. These lists will be updated whenever new components are installed or new procedures are decided upon. From these lists, a weekly schedule can be assembled and converted into a daily set of work orders using the FHA's work order system.

All maintenance staff will rotate preventive maintenance tasks. This will give all maintenance staff an opportunity to become familiar with all equipment.

Preventive maintenance will be concentrated on one day of the week or one week of the month. This will prevent preventive maintenance work from being rescheduled when it is necessarily "bumped" for a higher priority work order.

## Preventive Maintenance Components

The FHA is responsible for coordinating and completing a wide-variety of inspections and preventative maintenance tasks for various components at each property. These inspections occur throughout the year with some of the tasks conducted by outside contractors, such as the elevator inspections, while other tasks can be completed by maintenance staff. The tasks below are for the all FHA properties and not for specific units.

| #  | Service Type  | Responsible Party    | Schedule Date |
|----|---|----------------------|---------------|
| 1  | Fire & Smoke Alarms   | Contract             | ANNUAL        |
| 2  | Fire Extinguishers  | Contract             | ANNUAL        |
| 3  | Boilers   | Internal             | ANNUAL        |
| 4  | Electrical  | Contract             | ANNUAL        |
| 5  | Plumbing  | Internal or Contract | ANNUAL        |
| 6  | Elevators   | Contract             | ANNUAL        |
| 7  | Boilers –Magnetic Filter (Canton Valley)                          | Internal             | ANNUAL        |
| 8  | Boilers   | Internal             | ANNUAL        |
| 9  | Furnace   | Internal             | ANNUAL        |
| 10 | Emergency Generator Servicing<br>(Including Fluid Check and Fill) | Contract             | ANNUAL        |
| 11 | Fire Sprinkler Systems  | Contract             | ANNUAL        |

### A. Green Acres Village

| # | Service Type        | Responsible Party    | Schedule Date     | Work Order | Vendor    | Date Completed |
|---|---------------------|----------------------|-------------------|------------|-----------|----------------|
| 1 | Fire & Smoke Alarms | Internal             | During AI         | N/A        | N/A       | N/A            |
| 2 | Fire Extinguishers  | Contract             | N/A               | N/A        | N/A       | N/A            |
| 3 | Boilers             | Internal             | During AI         | N/A        | Internal  | Not Completed  |
| 4 | Electrical          | Contract             | As Needed         | N/A        | Dave Biss | N/A            |
| 5 | Plumbing            | Internal or Contract | Internal/Contract | N/A        | N/A       | N/A            |
| 6 | Furnace             | Internal             | During AI         | N/A        | Internal  | N/A            |

**B. Canton Valley Terrace**

| # | Service Type             | Responsible Party    | Schedule Date | Vendor           | Date Completed   |
|---|--------------------------|----------------------|---------------|------------------|------------------|
| 1 | Fire & Smoke Alarms      | Contract             | December 2020 | Jupiter Electric | N/A              |
| 2 | Fire Extinguishers       | Contract             | N/A           | Impact Fire      | Sched. Sept 2020 |
| 3 | Boilers                  | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020     |
| 4 | Electrical               | Contract             | N/A           | Dave Perry       | As Needed        |
| 5 | Plumbing                 | Internal or Contract | N/A           | Internal         | Internal         |
| 6 | Furnace                  | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020     |
| 8 | Boilers –Magnetic Filter | Internal             | Year 2021     | Internal         | January 2021     |

**C. Scattered Sites**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor     | Date Completed |
|---|---------------------|----------------------|---------------|------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | Not Schedule  | Internal   | Pending        |
| 2 | Fire Extinguishers  | Contract             | N/A           | N/A        | N/A            |
| 3 | Boilers             | Internal             | During A. I   | Internal   | During A.I     |
| 4 | Electrical          | Contract             | As Needed     | Dave Perry | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal   | As Needed      |
| 6 | Furnace             | Internal             | During A. I   | Internal   | During A.I     |

**D. C.J. Durkin Apartments**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor           | Date Completed |
|---|---------------------|----------------------|---------------|------------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/25/2020    | BEF              | 02/25/2020     |
| 2 | Fire Extinguishers  | Contract             | Sept 2020     | Impact Fire      | Sept 2020      |
| 3 | Boilers- HW Tanks   | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020   |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson       | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal         | As Needed      |
| 6 | Furnace             | Internal             | June 9, 2020  | Liberty Ins      | June 9, 2020   |
| 7 | Elevators           | Contract             | July 31, 2020 | Elev. Maintenanc | Planning       |

**E. Wallace Tower**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor         | Date Completed |
|---|---------------------|----------------------|---------------|----------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/26/2020    | BEF            | 02/26/2020     |
| 2 | Fire Extinguishers  | Contract             | Sept 2020     | Impact Fire    | Sept 2020      |
| 3 | Boilers             | Internal             | 06/09/2020    | Liberty Mutual | 06/09/2020     |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson     | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal       | As Needed      |
| 6 | Furnace             | Internal             | 06/09/2020    | Liberty Ins    | 06/09/2020     |
| 7 | Elevators           | Contract             | 12/31/2020    | Elev Mainten   | Planning       |
| 8 | Sprinkler Systems   | Contract             | Pending       | Metro-Swift    | Pending        |

**F. Daniel Heights Apartments**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor         | Date Completed |
|---|---------------------|----------------------|---------------|----------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/27/2020    | BEF            | 02/27/2020     |
| 2 | Fire Extinguishers  | Contract             | N/A           | Impact Fire    | N/A            |
| 3 | Boilers             | Internal             | June 9, 2020  | Liberty Mutual | June 9, 2020   |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson     | N/A            |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal       | N/A            |
| 6 | Furnace             | Internal             | 06/09/2020    | Liberty Mutual | 06/09/2020     |

Preventive tasks that are to be completed in this schedule are entered into PHA-Web even if the task is to be completed by a contractor. Maintenance Foremen are responsible for ensuring these tasks are completed as scheduled. When a contractor completes a preventive task, the Maintenance Foreman who is responsible for oversight must close out the work order and put any necessary comments in the description box. Whenever a work order must be generated as a result of these tasks, the Maintenance Foremen will be responsible for creating the work order and assigning it to maintenance staff.

The PPMP addresses the following areas:

1. Building exterior
  - Entrances
  - Landscaping
  - Grounds
  - Buildings (appearance and evidence of structural cracks)
  - Exterior paint
  - Driveways/parking lots
  - Gutters and downspouts
  - Roofs (evidence of wear and leaks)
  - Windows and door (frames and hardware)
  - Lighting (fixtures, bulbs, switches, and timers)
  - Storm drain systems, catch basins, piping
  - Roof/ventilation fans
  
2. Building interior and units
  - Office
  - Entrance/lobby and mailboxes
  - Appliances (range, refrigerator)
  - Floors, walls, and ceilings
  - Doors, closets, and cabinets
  - Lighting and electrical outlets
  - Sinks, showers, bathtubs, and toilets
  - Laundry room
  - Community room
  
3. Major equipment
  - Heating, ventilating, and air conditions
  - Fuel storage and transfer
  - Devices for sensing the outside temperature
  - Pipes and valves
  - Controls that regulate the flow of heat
  - Radiators
  - Security systems
  - Sprinkler and smoke detector systems
  - Plumbing
  - Boilers



4. Elevator check (full monthly/annual inspection and testing contracted out)

Cab

Controls

Mechanical room

Lighting and smooth operation

5. Electrical

Wiring

Control panels

Fixtures

6. Solid waste disposal

Chute

Compactor

Water system

7. Emergency systems

Smoke and heat detecting devices

Emergency lighting

Extinguishers and hoses

8. Security system

Alarm devices

Locks and door buzzers

Regular inspections and servicing are planned for each of the areas listed above. Unlike custodial work, which is performed on the same day each week and therefore scheduled on a monthly basis, preventive maintenance is scheduled over the whole year.

**It is the policy of the FHA to provide a safe and sanitary environment for all its residents. To that extent the Maintenance Department shall notify the Program Directors of any scheduled and unscheduled pest extermination for all properties. All vacated units will be exterminated as needed during the make-ready process.**

## Programmed Maintenance

This work is performed after higher priority emergency, vacancy, and preventive maintenance tasks. Programmed maintenance are tasks that can be grouped and scheduled in such a way as to make their completion very efficient. Programmed maintenance comes from two primary sources:

### **A. Routine Work**

These are not emergencies nor related to vacancies. They cannot be called preventive maintenance because they are not undertaken for the purpose of preserving equipment. Examples: picking up litter, cleaning tools, shoveling snow and plowing, raking, etc.

### **B. Grouping**

This is appropriate for tasks that require particular tools, equipment, materials, and personnel. Other work can be grouped according to seasonal or timing considerations. In general, work should be grouped and assigned in a matter that assures that repairs will be performed within two (2) weeks.

## Deferred Maintenance

When routine work orders uncover larger issues that require more extensive maintenance and/or outside contractors to repair, work orders will be deferred by management until work can be completed. Deferred work orders are determined at regular maintenance meetings after discussion with staff and are deferred in the work order system by management. Management is responsible for the deferred work order schedule and may direct maintenance staff to procure specialized items, equipment, and/or outside contractors to correct certain maintenance issues.

### **4. Elevators, Fire Alarms, and Fire Equipment**

Certification for elevators, fire alarms, and other fire equipment require annual tests that must be performed by outside contractors. If the State and/or City require additional testing, then those standards must be complied with. Therefore scheduling of said tests must be coordinated through the Maintenance Department in order to ensure scheduled tests coincide with their due inspection date. However, the Maintenance Staff must still regularly check elevators, fire alarms, and fire equipment for any breaks, malfunctions, or other issues which may require immediate attention or calling in of outside certified contractors.

## **5. PPMP Scheduling**

The scheduling method for maintenance tasks is the FHA work order system which is hosted through PHA-Web. Preventive priority work orders are pre-programmed into the system by management. Each month, the scheduled preventive work orders will populate into the system with assigned work order numbers. As preventive tasks are completed, the work orders are closed out.

## **6. Detailed Maintenance Records, Forms, and Warranties**

A maintenance repair/work ledger must be kept and maintained for maintenance work performed on all apartment units, buildings, grounds, and equipment. This is done through PHA-Web when work orders are completed. When necessary, maintenance staff should document in the description box any information that may help to explain or note issues that arise during a work order. Individual tasks listed in work orders should always have labor attached by the maintenance staff who completed such task. Multiple employees' labor may be added to one or more tasks on the work order. Any additional tasks completed by maintenance staff should also be added to an existing work order if that work was completed at the same time as the existing work order.

All manufactured products that have warranties must be maintained at both the maintenance department and central office. Each form contained within this PPMP must be filled out and a copy must be provided to the Deputy Director when required. Please note that all logs, records, and reporting forms are public records that can only be disposed of with the approval of management in accordance with all applicable laws and regulations of the Commonwealth of Massachusetts.

## **7. Monthly Property Inspections**

Every month there will be an inspection of one (1) of the five (5) state-aided public housing developments on a rotating basis. These are not unit inspections which are conducted on an annual basis as mandated by DHCD and other government regulations; these inspections are more concerned with outside unit conditions such as common areas, basements, boiler rooms, grounds and laundry rooms. Each month one (1) of the state-aided public housing complexes will have this inspection.<sup>2</sup>

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<sup>2</sup> The two (2) 689 homes that the FHA Leases have auxiliary maintenance and is not schedule for monthly inspection.

The inspections schedule is as follows:

| <u>Development</u> | <u>Sample Month</u> |
|--------------------|---------------------|
| Green Acres –      | January             |
| Canton Valley –    | February            |
| Daniel Heights –   | March               |
| Wallace Tower –    | April               |
| CJ Durkin –        | May                 |

Any work orders that are generated during these inspections will be considered inspection generated work orders and should be completed within thirty (30) days, excluding emergency work orders. Work orders will be generated and assigned to the Maintenance Foreman of the development who will be responsible for ensuring the work is completed.

#### **8. Review of Collected Data and Planning**

At the beginning of each work week the Deputy Director and Maintenance Foremen and if applicable the Program Directors will meet to review the status of the PPMP and its compliance and future PPMP maintenance tasks. This meeting can also be used to discuss work order reports and budget issues.

## Preventive & Programmed Maintenance Plan Schedule

### **Daily Duties:**

1. Walk FHA properties and ensure grounds and landscaping are acceptable, free of dirt or trash, and gives the general appearance of neatness
2. Check windows and lights for breaks/cracks that need replacement
3. Check stairs, hallways, common areas, laundry and community rooms and ensure they are clean and that the lights work
4. Check for health/safety code violations or possible hazards
5. Check exterior painted surfaces for cracking, chipping, or peeling of paint
6. Inspect exterior lighting
7. Mop and scrub floors in restrooms, laundry rooms, and common rooms as needed
8. Ensure walls, baseboards, and other surfaces are free of slashing and marks and presents an overall appearance of cleanliness
9. Dust/vacuum and wet mop all tile floors as needed, there shall be no dirt, dust, or streaks
10. Check trash chute for blockage at Wallace Tower and CJ Durkin
11. Check boilers for temperature readings and circulators
12. Do tenant requests and non-routine repairs
13. Check on/off emergency pull chord switch for *all* buildings
14. Check common/community room furniture for wear and tear
15. Check community room American flag for wear and tear

### **Weekly Duties:**

1. Service tractors/lawnmowers
2. Gas up trucks and containers
3. Clean main entrances
4. Mop floors in trash rooms
5. Mow lawns for all FHA properties, seed and fertilize as needed
6. Keep beddings clear of weeds, papers, or leaves and trim shrubs as needed; *shrubs are not to cover window sills*
7. Clean boiler rooms as needed
8. Clear dumpster areas of all debris after removal of trash
9. Test emergency backup lights
10. Spot clean walls and wipe down light fixtures
11. Clean drier vents of lint and rubbish
12. Clean floors, sinks, toilets, and trash receptacles in restrooms with disinfectant
13. All door handles, locks, and hinges shall be cleaned and treated, washed and/or painted if needed

**Monthly Duties:**

1. Inspect grounds for all FHA properties
2. Vacuum common halls
3. Check and adjust clocks as needed
4. Organize and reorder stock and supplies
5. Clean and sanitize maintenance areas
6. Clear debris on basement stairs/floors
7. Run/test emergency generators
8. Ensure all drains/catch basins are clear of leaves/rocks or other debris
9. Wash windows in common areas
10. Check washers and driers for any repairs

**Quarterly Duties:**

1. Fire alarm/smoke and heat detector inspections at all FHA properties
2. Check roof tops and attics
3. Clean, disinfect, and spray down trash chute and compactor/compactor room
4. Mop stairwells and clean/inspect handrails for repairs
5. Check and test all sump pumps
6. Update tenant names on buzzer panel
7. Clear gutters or debris/obstruction
8. Lubricate blowers, fans, motors, and circulators
9. Inspect condition of parking lots and repair as needed
10. Change oil on vehicles after 3,000 miles or 6 months
11. Clean carpets at all FHA properties
12. Clean vinyl at all FHA properties three (3) times a year

**Annual Duties:**

1. Check light lenses
2. Check, grease, and change belts on roof fans
3. Inspect fire extinguishers and hoses
4. Check washing machine hoses
5. Inventory tools, equipment, refrigerators, and stoves in stock - *January 1 of each year*
6. Clean, repaint, or replace ceiling tiles in common areas as needed
7. Change oil and all other PM on slow blowers, lawn mowers, and highway sanders
8. Change air filters on rooftop air handler
9. Inspect apartments and change batteries in CO detectors (done during annual inspections)
10. Fire extinguisher inspections and tagging
11. Elevator inspection and sticker

12. Truck inspections and tagging
13. Emergency generator inspection and refuel storage tanks
14. Inspect/grease bearings and check fan belts on exhaust fans
15. Change heating filter in common room on Pleasant Street
16. Shampoo carpets and strip wax floors common areas at *all* properties

**Seasonal Duties:**

*Winter*

1. Turn on heat September 15<sup>th</sup> or as required each season
2. Shovel, snow blow, and snowplow all parking lots, roadways, walkways, ramps, stairs
3. Sand and salt walking areas and parking lots
4. Get sand, ice, and fuel
5. Remove hanging ice from roofs and buildings
6. Keep storm drains clear
7. Routinely pick up fallen tree limbs
8. Check areas for melt and freeze up that need to be re-sanded

*Spring*

1. Pick up trash, leaves, tree branches, and other debris left on all FHA properties
2. Sweep up and remove sand from roads and walkways
3. Repair and add loam to grounds that have been disturbed by plows or heavy equipment
4. Mulch and reseed where needed and prune trees and shrubs
5. Turn off heat May 15<sup>th</sup> or as required each season

*Summer*

1. Keep flowers watered and prune/cut trees and shrubs as needed
2. Cut lawns and remove weeds/overgrowth
3. Repaint areas outside as needed
4. Deodorize and clean outside trash and dumpster areas
5. Pressure wash mold from all FHA properties
6. Install/maintain fencing
7. Outside light repair/replacement

*Fall*

1. Cut lawns and rake grass and leaves at all FHA properties as needed
2. Lay new mulch as needed/remove old mulch or other debris
3. Install storm windows and begin weatherization and winter preparation

I have read the Preventive and Programmed Maintenance Plan and fully understand the duties outlined. Regular preventive maintenance will be carried out according to the above-mentioned schedule. I understand that these duties are crucial for smooth operation of the maintenance department and for optimal service to the tenants.

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Deputy Director Date

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Maintenance Forman Date

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Maintenance Staff Date

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Other Staff Date



# Fitchburg Housing Authority



## Preventive and Programmed Maintenance Plan (PPMP)

July 2020

# FITCHBURG HOUSING AUTHORITY

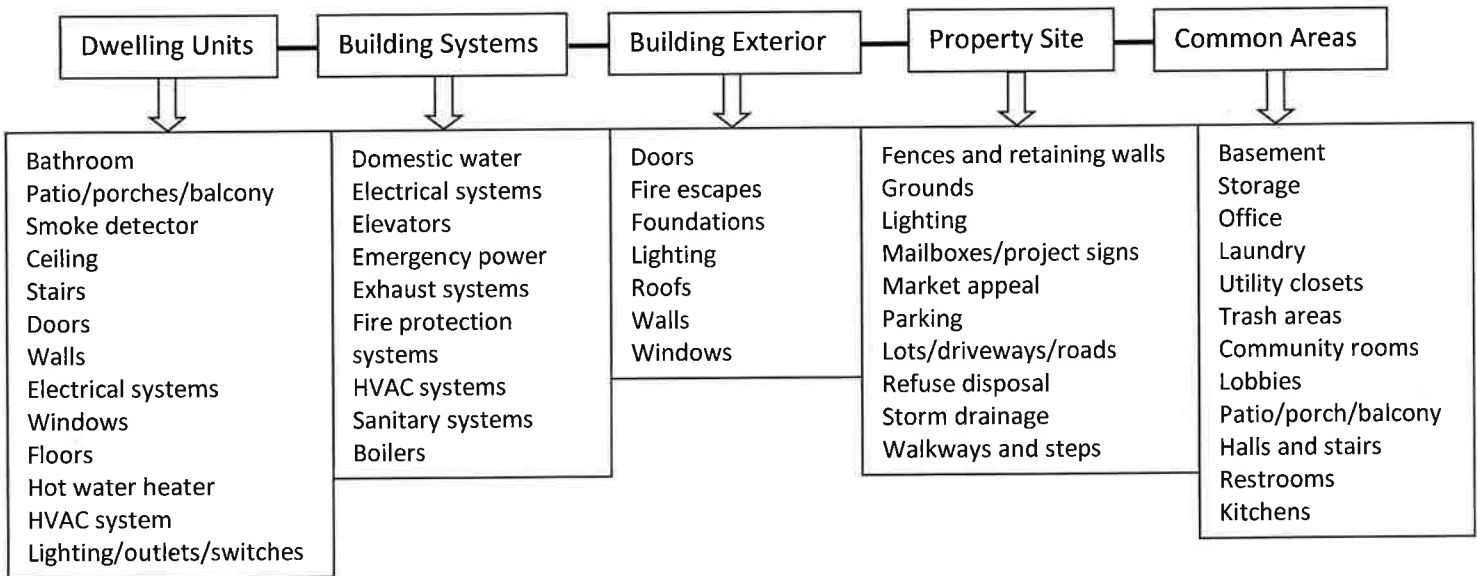
## PREVENTIVE & PROGRAMMED MAINTENANCE PLAN

### (PPMP)

#### 1. General Information

This is the Preventive and Programmed Maintenance Plan and schedule for the Fitchburg Housing Authority’s five (5) state-aided public housing developments and eleven (11) scattered site homes. Please note that inventory, annual inspections and the work order policies and procedures are covered in separate administrative policies and should be cross referenced with the Preventive and Programmed Maintenance Plan and schedule. However, when maintenance personnel are undertaking their preventive and programmed maintenance duties, if they discover maintenance problems, a work order should be immediately generated and the maintenance issue should be resolved according to the proper procedures. This administrative procedure only covers scheduled preventive and programmed maintenance issues.<sup>1</sup>

#### Uniform Physical Condition Standard Basic Inspection Items



<sup>1</sup> This is an administrative procedure that can be changed per the directive of the FHA Executive Director; Preventive and Programmed Maintenance Plan Issued July 2020. The FHA Maintenance Union Local 248 also has a Union Agreement with the FHA which should be read in conjunction with this PPMP.

The FHA provides state-aided public housing management and maintenance for the following five (5) project-based apartment complexes and eleven (11) single family homes:

|  |   |
|--|---|
| <b>C.J. DURKIN APARTMENTS</b><br><i>FHA Administrative Offices</i><br>125 Units – 1 Building | 50 Day Street<br><br><i>7 Floors</i>  |
| <b>WALLACE TOWER</b><br><i>FHA Satellite Office</i><br>130 Units – 1 Building                | 54 Wallace Avenue<br><br><i>14 Floors</i>   |
| <b>DANIELS HEIGHTS</b><br><br>56 Units – 10 Building   | 351 Daniels Street<br>5 – 40 Daniels Heights  |
| <b>CANTON VALLEY TERRACE</b><br><br>48 Units – 10 Buildings                                  | 1 – 41 Valley Street<br>379 – 441 Canton Street   |
| <b>GREEN ACRES VILLAGE</b><br><i>FHA Satellite Office</i><br><br>160 Units – 47 Buildings    | 1 – 103 Leyte Road<br>5 – 141 Normandy Road<br>34 – 53 Wanoosnoc Road<br>873 – 919 Water Street   |
| <b>SCATTERED SITE<br/>SINGLE FAMILY HOMES FITCHBURG</b><br>11 Buildings                      | 76 Mechanic Street<br>7 Sheridan Street<br>70 Maryland Street<br>66 Almount Road<br>114 Arlington Street<br>238 Ashburnham Street<br>174 Milk Street<br>52 Exeter Street<br>28 Taft Street<br>24 Forest Street<br>110-112 Overland Street |

In addition to the above state housing units, the FHA also maintains two (2) State 689 housing programs at 76 Mechanic Street and 240 Ashburnham Street. The FHA maintains Lease agreements with providers in these group homes and those Lease agreements should be referenced in conjunction with this PPMP. The provider agencies also provide auxiliary maintenance assistance from their internal staff.

The primary responsibility of the FHA Maintenance Department is to reoccupy vacancies as quickly as possible and to maintain all properties in safe and sanitary condition per the Lease agreement and State Sanitary and housing codes. **A well-developed PPMP will help to ensure that these goals are consistently met while reducing overall maintenance costs.**

## **2. Maintenance Department**

It is the FHA's goal is to ensure that on-site staff can effectively perform routine, emergency, preventive and programmed maintenance and responsibilities. All maintenance staff report to a Maintenance Foreman. Duties of the maintenance staff are also spelled out in their job description. Their duties include, but are not limited to, the following:

1. Perform general cleaning chores of community, common areas, and office spaces
2. Mow lawns, trim trees/shrubs, maintain appearance of all FHA properties
3. Assist in building maintenance and repair
4. Clean common areas and remove trash
5. Maintain the grounds for all FHA properties
6. Snow removal
7. Ensure the lease terms regarding maintenance of the 689 program group homes are in compliance
8. Clean and maintain floors at all FHA properties

The FHA provides tools and equipment to the Maintenance Department as needed. Maintenance personnel are responsible for proper care and upkeep of all FHA owned tools. Any maintenance staff who use their own tools do so at their own risk and the FHA is not responsible for any personal tools that are lost, stolen, or damaged when used at work.

During the performance of regular maintenance duties, maintenance staff members should be alert to repairs that should be made (Examples: malfunctioning washing machine, a broken light, etc.) and report them to their Maintenance Foreman for action. The Maintenance Foreman should then ask their Program Director to prepare a work order.

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1. Provide supervision to the maintenance staff
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The Maintenance Foremen report directly to the Deputy Director but are expected to closely work with the Program Directors on a regular basis to coordinate unit turnover, regular maintenance, and other issues.

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The FHA maintenance system shall include certain components:

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- E. **Skills, updates, and training programs**
- F. **Long-range planning**

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

### **3. Goals & Objectives**

The management of the physical plant is a crucial part of the overall management process. **A well thought out and executed PPMP will save time and money.** The appearance and condition of the buildings and grounds are essential to resident satisfaction, efficient use of operating funds, and community acceptance of public housing. All maintenance performed shall conform to or exceed the State Sanitary and Building Codes. Maintenance of the physical buildings is an ongoing process, therefore preventative and programmed maintenance should be used to keep operations running efficiently. The following are the three (3) primary standards for which maintenance can follow PPMP.

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Work which is important and should be completed to the greatest extent possible within time and budget constraint.
- III. **Deferred Maintenance**  
Work orders created that upon commencement of the work it is discovered that more extensive maintenance/repairs are needed which may require specialized equipment, materials, and/or outside contractors to complete are deferred by management until they can be completed.

The Maintenance Foreman is responsible and accountable for the satisfactory performance of maintenance functions and should be aware of all maintenance work on the properties, as well as the overall conditions and property operation.

### **Preventive Maintenance**

Preventive maintenance is performed on a regularly scheduled basis to keep the level of services at the properties high and reduce equipment breakdowns and service interruptions. It requires that the maintenance staff and office make regular inspections for the repair and replacement of items before problems occur.

#### **A. Manufactured Components**

Whenever new equipment, facilities or fixtures are installed, manufacturers' information packets will be consulted regarding service. These recommendations will be immediately scheduled as a part of the FHA Preventive and Programmed Maintenance Plan to keep the component functioning efficiently.

#### **B. Industry Standards**

In the case of standard material and even some equipment and fixtures, industry standards will apply to effective maintenance. Examples might include the frequency of waxing linoleum tile, changing an air filter, etc.

#### **C. Technical Consultants**

In some cases, a consultant may be needed to design the best preventive maintenance strategy for FHA components.

The FHA shall have a schedule for performance of these PPMP tasks. This will include lists of tasks that need to be performed annually, seasonally, quarterly, monthly, weekly, and daily. These lists will be updated whenever new components are installed or new procedures are decided upon. From these lists, a weekly schedule can be assembled and converted into a daily set of work orders using the FHA's work order system.

All maintenance staff will rotate preventive maintenance tasks. This will give all maintenance staff an opportunity to become familiar with all equipment.

Preventive maintenance will be concentrated on one day of the week or one week of the month. This will prevent preventive maintenance work from being rescheduled when it is necessarily "bumped" for a higher priority work order.

## Preventive Maintenance Components

The FHA is responsible for coordinating and completing a wide-variety of inspections and preventative maintenance tasks for various components at each property. These inspections occur throughout the year with some of the tasks conducted by outside contractors, such as the elevator inspections, while other tasks can be completed by maintenance staff. The tasks below are for the all FHA properties and not for specific units.

| #  | Service Type  | Responsible Party    | Schedule Date |
|----|---|----------------------|---------------|
| 1  | Fire & Smoke Alarms   | Contract             | ANNUAL        |
| 2  | Fire Extinguishers  | Contract             | ANNUAL        |
| 3  | Boilers   | Internal             | ANNUAL        |
| 4  | Electrical  | Contract             | ANNUAL        |
| 5  | Plumbing  | Internal or Contract | ANNUAL        |
| 6  | Elevators   | Contract             | ANNUAL        |
| 7  | Boilers –Magnetic Filter (Canton Valley)                          | Internal             | ANNUAL        |
| 8  | Boilers   | Internal             | ANNUAL        |
| 9  | Furnace   | Internal             | ANNUAL        |
| 10 | Emergency Generator Servicing<br>(Including Fluid Check and Fill) | Contract             | ANNUAL        |
| 11 | Fire Sprinkler Systems  | Contract             | ANNUAL        |

### A. Green Acres Village

| # | Service Type        | Responsible Party    | Schedule Date     | Work Order | Vendor    | Date Completed |
|---|---------------------|----------------------|-------------------|------------|-----------|----------------|
| 1 | Fire & Smoke Alarms | Internal             | During AI         | N/A        | N/A       | N/A            |
| 2 | Fire Extinguishers  | Contract             | N/A               | N/A        | N/A       | N/A            |
| 3 | Boilers             | Internal             | During AI         | N/A        | Internal  | Not Completed  |
| 4 | Electrical          | Contract             | As Needed         | N/A        | Dave Biss | N/A            |
| 5 | Plumbing            | Internal or Contract | Internal/Contract | N/A        | N/A       | N/A            |
| 6 | Furnace             | Internal             | During AI         | N/A        | Internal  | N/A            |

**B. Canton Valley Terrace**

| # | Service Type             | Responsible Party    | Schedule Date | Vendor           | Date Completed   |
|---|--------------------------|----------------------|---------------|------------------|------------------|
| 1 | Fire & Smoke Alarms      | Contract             | December 2020 | Jupiter Electric | N/A              |
| 2 | Fire Extinguishers       | Contract             | N/A           | Impact Fire      | Sched. Sept 2020 |
| 3 | Boilers                  | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020     |
| 4 | Electrical               | Contract             | N/A           | Dave Perry       | As Needed        |
| 5 | Plumbing                 | Internal or Contract | N/A           | Internal         | Internal         |
| 6 | Furnace                  | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020     |
| 8 | Boilers –Magnetic Filter | Internal             | Year 2021     | Internal         | January 2021     |

**C. Scattered Sites**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor     | Date Completed |
|---|---------------------|----------------------|---------------|------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | Not Schedule  | Internal   | Pending        |
| 2 | Fire Extinguishers  | Contract             | N/A           | N/A        | N/A            |
| 3 | Boilers             | Internal             | During A. I   | Internal   | During A.I     |
| 4 | Electrical          | Contract             | As Needed     | Dave Perry | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal   | As Needed      |
| 6 | Furnace             | Internal             | During A. I   | Internal   | During A.I     |

**D. C.J. Durkin Apartments**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor           | Date Completed |
|---|---------------------|----------------------|---------------|------------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/25/2020    | BEF              | 02/25/2020     |
| 2 | Fire Extinguishers  | Contract             | Sept 2020     | Impact Fire      | Sept 2020      |
| 3 | Boilers- HW Tanks   | Internal             | June 9, 2020  | Liberty Mutual   | June 9, 2020   |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson       | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal         | As Needed      |
| 6 | Furnace             | Internal             | June 9, 2020  | Liberty Ins      | June 9, 2020   |
| 7 | Elevators           | Contract             | July 31, 2020 | Elev. Maintenanc | Planning       |



**E. Wallace Tower**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor         | Date Completed |
|---|---------------------|----------------------|---------------|----------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/26/2020    | BEF            | 02/26/2020     |
| 2 | Fire Extinguishers  | Contract             | Sept 2020     | Impact Fire    | Sept 2020      |
| 3 | Boilers             | Internal             | 06/09/2020    | Liberty Mutual | 06/09/2020     |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson     | As Needed      |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal       | As Needed      |
| 6 | Furnace             | Internal             | 06/09/2020    | Liberty Ins    | 06/09/2020     |
| 7 | Elevators           | Contract             | 12/31/2020    | Elev Mainten   | Planning       |
| 8 | Sprinkler Systems   | Contract             | Pending       | Metro-Swift    | Pending        |

**F. Daniel Heights Apartments**

| # | Service Type        | Responsible Party    | Schedule Date | Vendor         | Date Completed |
|---|---------------------|----------------------|---------------|----------------|----------------|
| 1 | Fire & Smoke Alarms | Contract             | 02/27/2020    | BEF            | 02/27/2020     |
| 2 | Fire Extinguishers  | Contract             | N/A           | Impact Fire    | N/A            |
| 3 | Boilers             | Internal             | June 9, 2020  | Liberty Mutual | June 9, 2020   |
| 4 | Electrical          | Contract             | As Needed     | Ken Bisson     | N/A            |
| 5 | Plumbing            | Internal or Contract | As Needed     | Internal       | N/A            |
| 6 | Furnace             | Internal             | 06/09/2020    | Liberty Mutual | 06/09/2020     |

Preventive tasks that are to be completed in this schedule are entered into PHA-Web even if the task is to be completed by a contractor. Maintenance Foremen are responsible for ensuring these tasks are completed as scheduled. When a contractor completes a preventive task, the Maintenance Foreman who is responsible for oversight must close out the work order and put any necessary comments in the description box. Whenever a work order must be generated as a result of these tasks, the Maintenance Foremen will be responsible for creating the work order and assigning it to maintenance staff.

The PPMP addresses the following areas:

1. Building exterior
  - Entrances
  - Landscaping
  - Grounds
  - Buildings (appearance and evidence of structural cracks)
  - Exterior paint
  - Driveways/parking lots
  - Gutters and downspouts
  - Roofs (evidence of wear and leaks)
  - Windows and door (frames and hardware)
  - Lighting (fixtures, bulbs, switches, and timers)
  - Storm drain systems, catch basins, piping
  - Roof/ventilation fans
  
2. Building interior and units
  - Office
  - Entrance/lobby and mailboxes
  - Appliances (range, refrigerator)
  - Floors, walls, and ceilings
  - Doors, closets, and cabinets
  - Lighting and electrical outlets
  - Sinks, showers, bathtubs, and toilets
  - Laundry room
  - Community room
  
3. Major equipment
  - Heating, ventilating, and air conditions
  - Fuel storage and transfer
  - Devices for sensing the outside temperature
  - Pipes and valves
  - Controls that regulate the flow of heat
  - Radiators
  - Security systems
  - Sprinkler and smoke detector systems
  - Plumbing
  - Boilers

4. Elevator check (full monthly/annual inspection and testing contracted out)

- Cab
- Controls
- Mechanical room
- Lighting and smooth operation

5. Electrical

- Wiring
- Control panels
- Fixtures

6. Solid waste disposal

- Chute
- Compactor
- Water system

7. Emergency systems

- Smoke and heat detecting devices
- Emergency lighting
- Extinguishers and hoses

8. Security system

- Alarm devices
- Locks and door buzzers

Regular inspections and servicing are planned for each of the areas listed above. Unlike custodial work, which is performed on the same day each week and therefore scheduled on a monthly basis, preventive maintenance is scheduled over the whole year.

**It is the policy of the FHA to provide a safe and sanitary environment for all its residents. To that extent the Maintenance Department shall notify the Program Directors of any scheduled and unscheduled pest extermination for all properties. All vacated units will be exterminated as needed during the make-ready process.**

## Programmed Maintenance

This work is performed after higher priority emergency, vacancy, and preventive maintenance tasks. Programmed maintenance are tasks that can be grouped and scheduled in such a way as to make their completion very efficient. Programmed maintenance comes from two primary sources:

### **A. Routine Work**

These are not emergencies nor related to vacancies. They cannot be called preventive maintenance because they are not undertaken for the purpose of preserving equipment. Examples: picking up litter, cleaning tools, shoveling snow and plowing, raking, etc.

### **B. Grouping**

This is appropriate for tasks that require particular tools, equipment, materials, and personnel. Other work can be grouped according to seasonal or timing considerations. In general, work should be grouped and assigned in a matter that assures that repairs will be performed within two (2) weeks.

## Deferred Maintenance

When routine work orders uncover larger issues that require more extensive maintenance and/or outside contractors to repair, work orders will be deferred by management until work can be completed. Deferred work orders are determined at regular maintenance meetings after discussion with staff and are deferred in the work order system by management. Management is responsible for the deferred work order schedule and may direct maintenance staff to procure specialized items, equipment, and/or outside contractors to correct certain maintenance issues.

### **4. Elevators, Fire Alarms, and Fire Equipment**

Certification for elevators, fire alarms, and other fire equipment require annual tests that must be performed by outside contractors. If the State and/or City require additional testing, then those standards must be complied with. Therefore scheduling of said tests must be coordinated through the Maintenance Department in order to ensure scheduled tests coincide with their due inspection date. However, the Maintenance Staff must still regularly check elevators, fire alarms, and fire equipment for any breaks, malfunctions, or other issues which may require immediate attention or calling in of outside certified contractors.

## **5. PPMP Scheduling**

The scheduling method for maintenance tasks is the FHA work order system which is hosted through PHA-Web. Preventive priority work orders are pre-programmed into the system by management. Each month, the scheduled preventive work orders will populate into the system with assigned work order numbers. As preventive tasks are completed, the work orders are closed out.

## **6. Detailed Maintenance Records, Forms, and Warranties**

A maintenance repair/work ledger must be kept and maintained for maintenance work performed on all apartment units, buildings, grounds, and equipment. This is done through PHA-Web when work orders are completed. When necessary, maintenance staff should document in the description box any information that may help to explain or note issues that arise during a work order. Individual tasks listed in work orders should always have labor attached by the maintenance staff who completed such task. Multiple employees' labor may be added to one or more tasks on the work order. Any additional tasks completed by maintenance staff should also be added to an existing work order if that work was completed at the same time as the existing work order.

All manufactured products that have warranties must be maintained at both the maintenance department and central office. Each form contained within this PPMP must be filled out and a copy must be provided to the Deputy Director when required. Please note that all logs, records, and reporting forms are public records that can only be disposed of with the approval of management in accordance with all applicable laws and regulations of the Commonwealth of Massachusetts.

## **7. Monthly Property Inspections**

Every month there will be an inspection of one (1) of the five (5) state-aided public housing developments on a rotating basis. These are not unit inspections which are conducted on an annual basis as mandated by DHCD and other government regulations; these inspections are more concerned with outside unit conditions such as common areas, basements, boiler rooms, grounds and laundry rooms. Each month one (1) of the state-aided public housing complexes will have this inspection.<sup>2</sup>

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<sup>2</sup> The two (2) 689 homes that the FHA Leases have auxiliary maintenance and is not schedule for monthly inspection.

The inspections schedule is as follows:

| <u>Development</u> | <u>Sample Month</u> |
|--------------------|---------------------|
| Green Acres –      | January             |
| Canton Valley –    | February            |
| Daniel Heights –   | March               |
| Wallace Tower –    | April               |
| CJ Durkin –        | May                 |

Any work orders that are generated during these inspections will be considered inspection generated work orders and should be completed within thirty (30) days, excluding emergency work orders. Work orders will be generated and assigned to the Maintenance Foreman of the development who will be responsible for ensuring the work is completed.

#### **8. Review of Collected Data and Planning**

At the beginning of each work week the Deputy Director and Maintenance Foremen and if applicable the Program Directors will meet to review the status of the PPMP and its compliance and future PPMP maintenance tasks. This meeting can also be used to discuss work order reports and budget issues.

## Preventive & Programmed Maintenance Plan Schedule

### **Daily Duties:**

1. Walk FHA properties and ensure grounds and landscaping are acceptable, free of dirt or trash, and gives the general appearance of neatness
2. Check windows and lights for breaks/cracks that need replacement
3. Check stairs, hallways, common areas, laundry and community rooms and ensure they are clean and that the lights work
4. Check for health/safety code violations or possible hazards
5. Check exterior painted surfaces for cracking, chipping, or peeling of paint
6. Inspect exterior lighting
7. Mop and scrub floors in restrooms, laundry rooms, and common rooms as needed
8. Ensure walls, baseboards, and other surfaces are free of slashing and marks and presents an overall appearance of cleanliness
9. Dust/vacuum and wet mop all tile floors as needed, there shall be no dirt, dust, or streaks
10. Check trash chute for blockage at Wallace Tower and CJ Durkin
11. Check boilers for temperature readings and circulators
12. Do tenant requests and non-routine repairs
13. Check on/off emergency pull chord switch for *all* buildings
14. Check common/community room furniture for wear and tear
15. Check community room American flag for wear and tear

### **Weekly Duties:**

1. Service tractors/lawnmowers
2. Gas up trucks and containers
3. Clean main entrances
4. Mop floors in trash rooms
5. Mow lawns for all FHA properties, seed and fertilize as needed
6. Keep beddings clear of weeds, papers, or leaves and trim shrubs as needed; *shrubs are not to cover window sills*
7. Clean boiler rooms as needed
8. Clear dumpster areas of all debris after removal of trash
9. Test emergency backup lights
10. Spot clean walls and wipe down light fixtures
11. Clean drier vents of lint and rubbish
12. Clean floors, sinks, toilets, and trash receptacles in restrooms with disinfectant
13. All door handles, locks, and hinges shall be cleaned and treated, washed and/or painted if needed

**Monthly Duties:**

1. Inspect grounds for all FHA properties
2. Vacuum common halls
3. Check and adjust clocks as needed
4. Organize and reorder stock and supplies
5. Clean and sanitize maintenance areas
6. Clear debris on basement stairs/floors
7. Run/test emergency generators
8. Ensure all drains/catch basins are clear of leaves/rocks or other debris
9. Wash windows in common areas
10. Check washers and driers for any repairs

**Quarterly Duties:**

1. Fire alarm/smoke and heat detector inspections at all FHA properties
2. Check roof tops and attics
3. Clean, disinfect, and spray down trash chute and compactor/compactor room
4. Mop stairwells and clean/inspect handrails for repairs
5. Check and test all sump pumps
6. Update tenant names on buzzer panel
7. Clear gutters or debris/obstruction
8. Lubricate blowers, fans, motors, and circulators
9. Inspect condition of parking lots and repair as needed
10. Change oil on vehicles after 3,000 miles or 6 months
11. Clean carpets at all FHA properties
12. Clean vinyl at all FHA properties three (3) times a year

**Annual Duties:**

1. Check light lenses
2. Check, grease, and change belts on roof fans
3. Inspect fire extinguishers and hoses
4. Check washing machine hoses
5. Inventory tools, equipment, refrigerators, and stoves in stock - *January 1 of each year*
6. Clean, repaint, or replace ceiling tiles in common areas as needed
7. Change oil and all other PM on slow blowers, lawn mowers, and highway sanders
8. Change air filters on rooftop air handler
9. Inspect apartments and change batteries in CO detectors (done during annual inspections)
10. Fire extinguisher inspections and tagging
11. Elevator inspection and sticker



12. Truck inspections and tagging
13. Emergency generator inspection and refuel storage tanks
14. Inspect/grease bearings and check fan belts on exhaust fans
15. Change heating filter in common room on Pleasant Street
16. Shampoo carpets and strip wax floors common areas at *all* properties

**Seasonal Duties:**

*Winter*

1. Turn on heat September 15<sup>th</sup> or as required each season
2. Shovel, snow blow, and snowplow all parking lots, roadways, walkways, ramps, stairs
3. Sand and salt walking areas and parking lots
4. Get sand, ice, and fuel
5. Remove hanging ice from roofs and buildings
6. Keep storm drains clear
7. Routinely pick up fallen tree limbs
8. Check areas for melt and freeze up that need to be re-sanded

*Spring*

1. Pick up trash, leaves, tree branches, and other debris left on all FHA properties
2. Sweep up and remove sand from roads and walkways
3. Repair and add loam to grounds that have been disturbed by plows or heavy equipment
4. Mulch and reseed where needed and prune trees and shrubs
5. Turn off heat May 15<sup>th</sup> or as required each season

*Summer*

1. Keep flowers watered and prune/cut trees and shrubs as needed
2. Cut lawns and remove weeds/overgrowth
3. Repaint areas outside as needed
4. Deodorize and clean outside trash and dumpster areas
5. Pressure wash mold from all FHA properties
6. Install/maintain fencing
7. Outside light repair/replacement

*Fall*

1. Cut lawns and rake grass and leaves at all FHA properties as needed
2. Lay new mulch as needed/remove old mulch or other debris
3. Install storm windows and begin weatherization and winter preparation

I have read the Preventive and Programmed Maintenance Plan and fully understand the duties outlined. Regular preventive maintenance will be carried out according to the above-mentioned schedule. I understand that these duties are crucial for smooth operation of the maintenance department and for optimal service to the tenants.

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Deputy Director Date

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Maintenance Forman Date

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Maintenance Staff Date

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Other Staff Date

### 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 12/31/2019. 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 Fitchburg Housing Authority operating reserve at the end of fiscal year 2019 was \$572,997.00, which is 28.4% 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 Fitchburg 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                     | \$1,953,792.00               | \$1,949,293.00               | \$1,950,744.00               | 0.1%                                     | \$309.05                                 |
| 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     | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3611  | Interest on Investments - Restricted       | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3690  | Other Revenue                              | \$30,000.00                  | \$32,811.00                  | \$30,000.00                  | -8.6%                                    | \$4.75                                   |
| 3691  | Other Revenue - Retained                   | \$300,000.00                 | \$247,176.00                 | \$300,000.00                 | 21.4%                                    | \$47.53                                  |
| 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)            | \$1,626,942.00               | \$1,560,541.00               | \$2,027,665.00               | 29.9%                                    | \$321.24                                 |
| 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                              | \$3,910,734.00               | \$3,789,821.00               | \$4,308,409.00               | 13.7%                                    | \$682.57                                 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Fitchburg 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                    | \$564,725.00                 | \$552,147.00              | \$673,344.00                 | 22%                                       | \$106.68                                 |
| 4120  | Compensated Absences                       | \$0.00                       | \$63,824.00               | \$0.00                       | -100%                                     | \$0.00                                   |
| 4130  | Legal                                      | \$39,000.00                  | \$27,600.00               | \$34,000.00                  | 23.2%                                     | \$5.39                                   |
| 4140  | Members Compensation                       | \$1,500.00                   | \$1,500.00                | \$1,500.00                   | 0%  | \$0.24                                   |
| 4150  | Travel & Related Expenses                  | \$7,467.00                   | \$5,775.00                | \$8,000.00                   | 38.5%                                     | \$1.27                                   |
| 4170  | Accounting Services                        | \$17,028.00                  | \$17,629.00               | \$20,808.00                  | 18%                                       | \$3.30                                   |
| 4171  | Audit Costs                                | \$6,622.00                   | \$8,730.00                | \$6,622.00                   | -24.1%                                    | \$1.05                                   |
| 4180  | Penalties & Interest                       | \$0.00                       | \$0.00                    | \$0.00                       | 0%  | \$0.00                                   |
| 4190  | Administrative Other                       | \$161,228.00                 | \$168,690.00              | \$163,028.00                 | -3.4%                                     | \$25.83                                  |
| 4191  | Tenant Organization                        | \$1,914.00                   | \$0.00                    | \$1,914.00                   | 100%                                      | \$0.30                                   |
| 4100  | TOTAL ADMINISTRATION                       | \$799,484.00                 | \$845,895.00              | \$909,216.00                 | 7.5%                                      | \$144.05                                 |
| 4310  | Water                                      | \$298,836.00                 | \$312,190.00              | \$323,104.00                 | 3.5%                                      | \$51.19                                  |
| 4320  | Electricity                                | \$739,476.00                 | \$665,469.00              | \$829,197.00                 | 24.6%                                     | \$131.37                                 |
| 4330  | Gas  | \$154,890.00                 | \$148,827.00              | \$158,598.00                 | 6.6%                                      | \$25.13                                  |
| 4340  | Fuel                                       | \$1,929.00                   | \$558.00                  | \$1,190.00                   | 113.3%                                    | \$0.19                                   |
| 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                       | \$220,000.00                 | \$254,465.00              | \$220,000.00                 | -13.5%                                    | \$34.85                                  |
| 4392  | Net Meter Utility Credit (Negative Amount) | \$-220,000.00                | \$-254,465.00             | \$-220,000.0                 | -13.5%                                    | \$-34.85                                 |
| 4300  | TOTAL UTILITIES                            | \$1,195,131.0                | \$1,127,044.0             | \$1,312,089.                 | 16.4%                                     | \$207.87                                 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Fitchburg 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                     | \$657,951.00                 | \$643,677.00              | \$713,853.00                 | 10.9%                                    | \$113.09                                 |
| 4420  | Materials & Supplies                  | \$165,000.00                 | \$204,516.00              | \$165,000.00                 | -19.3%                                   | \$26.14                                  |
| 4430  | Contract Costs                        | \$257,470.00                 | \$215,765.00              | \$257,470.00                 | 19.3%                                    | \$40.79                                  |
| 4400  | TOTAL MAINTENANCE                     | \$1,080,421.00               | \$1,063,958.00            | \$1,136,323.00               | 6.8%                                     | \$180.03                                 |
| 4510  | Insurance                             | \$99,569.00                  | \$98,276.00               | \$110,461.00                 | 12.4%                                    | \$17.50                                  |
| 4520  | Payment in Lieu of Taxes              | \$11,026.00                  | \$11,092.00               | \$11,026.00                  | -0.6%                                    | \$1.75                                   |
| 4540  | Employee Benefits                     | \$525,163.00                 | \$626,342.00              | \$600,555.00                 | -4.1%                                    | \$95.14                                  |
| 4541  | Employee Benefits - GASB 45           | \$0.00                       | \$190,534.00              | \$0.00                       | -100%                                    | \$0.00                                   |
| 4542  | Pension Expense - GASB 68             | \$0.00                       | \$182,665.00              | \$0.00                       | -100%                                    | \$0.00                                   |
| 4570  | Collection Loss                       | \$0.00                       | \$51,955.00               | \$15,000.00                  | -71.1%                                   | \$2.38                                   |
| 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                    | \$3,200.00                   | 100%                                     | \$0.51                                   |
| 4500  | TOTAL GENERAL EXPENSES                | \$635,758.00                 | \$1,160,864.00            | \$740,242.00                 | -36.2%                                   | \$117.28                                 |
| 4610  | Extraordinary Maintenance             | \$254,200.00                 | \$162,596.00              | \$108,200.00                 | -33.5%                                   | \$17.14                                  |
| 4611  | Equipment Purchases - Non Capitalized | \$67,000.00                  | \$43,188.00               | \$18,000.00                  | -58.3%                                   | \$2.85                                   |
| 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                       | \$738,447.00              | \$0.00                       | -100%                                    | \$0.00                                   |
| 4600  | TOTAL OTHER EXPENSES                  | \$321,200.00                 | \$944,231.00              | \$126,200.00                 | -86.6%                                   | \$19.99                                  |
| 4000  | TOTAL EXPENSES                        | \$4,031,994.00               | \$5,141,992.00            | \$4,224,070.00               | -17.9%                                   | \$669.21                                 |

**Annual Plan 2021  
Annual Operating Budget**

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Fitchburg 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                         | \$3,910,734.00       | \$3,789,821.00      | \$4,308,409.00       | 13.7%                                    | \$682.57                                 |
| 4000  | TOTAL EXPENSES                        | \$4,031,994.00       | \$5,141,992.00      | \$4,224,070.00       | -17.9%                                   | \$669.21                                 |
| 2700  | NET INCOME (DEFICIT)                  | \$-121,260.00        | \$-1,352,171.00     | \$84,339.00          | -106.2%                                  | \$13.36                                  |
| 7520  | Replacements of Equip. - Capitalized  | \$26,000.00          | \$11,877.00         | \$24,200.00          | 103.8%                                   | \$3.83                                   |
| 7540  | Betterments & Additions - Capitalized | \$82,000.00          | \$81,636.00         | \$0.00               | -100%                                    | \$0.00                                   |
| 7500  | TOTAL NONOPERATING EXPENDITURES       | \$108,000.00         | \$93,513.00         | \$24,200.00          | -74.1%                                   | \$3.83                                   |
| 7600  | EXCESS REVENUE OVER EXPENSES          | \$-229,260.00        | \$-1,445,684.00     | \$60,139.00          | -104.2%                                  | \$9.53                                   |

## 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 Fitchburg 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.

Due to the COVID-19 emergency, on-site assessments by the Facilities Management Specialists were cancelled for the December fiscal year end housing authorities. Therefore, there are no ratings for the Facility Management categories.

### **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: Operational Guidance

Reason: The Corrective Action noted in the Tenants Account Receivable section of the PMR was due to the FHA switching over its internal software system in the summer of 2019. This caused some delays in transferring over information for submittal in the new TAR reports. However, it should be noted that the FHA's TAR indicators went from 43.3% in the first quarter to 5.2% in the last quarter of 2019. This is a major improvement due to the hard work of the housing program managers, Deputy Director and our Director of Finance and H.R.

Response: Increased communication and new software has helps to ensure rents are collected and that the information is report to DHCD in a timely manner. Staff changes have brought more administrative support to help key staff address rent issues with tenants and easily track any repayment agreement or tenants who pay rent chronically late.

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

Rating: Operational Guidance

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: Operational Guidance

**Category: Capital Planning**

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

Rating: No findings

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

Rating: No Findings

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

Criterion: Health and Safety Violations

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

|   | <b>Number of violations<br/>cited</b> | <b>Number of violations<br/>corrected</b> |
|---|---------------------------------------|---|
| <b>Maintenance related<br/>violations</b> | 0                                     | 0   |
| <b>Tenant related<br/>violations</b>      | 0                                     | 0   |

**Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating:

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

Rating:

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

Rating:

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

Rating:

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

Rating:



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

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

Rating:

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

Rating:

Criterion: Vacancy work orders identified, tracked and reportable.

Rating:

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

Rating:

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

Rating:

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

Rating:

Criterion: Requested work orders identified, tracked and reportable.

Rating:

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

Rating:

**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:

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               | <p>Housing authorities are required to conduct inspections of all their occupied units at least once a year</p> <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                       | <p>Housing authorities are required to note all of the deficiencies found during inspections</p> <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                    | <p>Housing authorities are required to generate work orders for all deficiencies noted during inspections</p> <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                        | <p>Work order system identifies, tracks, and can produce reports for inspection work orders.</p> <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        | <p>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).</p> <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 Fitchburg Housing Authority:

| <b>Policy</b>                    | <b>Last Ratified<br/>by Board Vote</b> | <b>Notes</b> |
|----------------------------------|--|--------------|
| *Rent Collection Policy          | 04/27/1994                             |              |
| *Personnel Policy                | 09/18/2015                             |              |
| *Capitalization Policy           | 03/16/2016                             |              |
| *Procurement Policy              | 09/21/1994                             |              |
| *Grievance Policy                | 01/04/2017                             |              |
| Smoking Policy                   | 10/23/2019                             |              |
| Pet Policy                       | 07/22/2015                             |              |
| Reasonable Accommodations Policy | 12/16/2015                             |              |
| Maintenance and Other Charges    | 05/15/2014                             |              |

\* 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**

AP-2021-Fitchburg Housing Authori-00104 has no current waivers from the regulations of the Department of Housing and Community Development (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 oucher 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.

- LTO - Letter
- Public Comments
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey - 667only
- Tenant Satisfaction Survey - 200-705only
- Performance Management Review.



**Fitchburg Housing Authority**  
**Licensed Tenant Organization**

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October 23, 2020

Massachusetts Department of Housing & Community Development  
100 Cambridge Street, Suite 300  
Boston, MA 02114

RE: LTO Review and Approval of the ANNUAL & CIP (2021-2025)

To Whom it May Concern:

The Fitchburg Housing Authority Licensed Tenant Organization hereby approves and does not object to the proposed Capital Improvement Plan and Annual Plan for the FHA.

The following meetings and postings occurred concerning the creation, review and publication of both the CIP and Annual Plans:

- Thursday August 6, 2020 – posting of both DRAFT Annual and CIP Plans
- Tuesday September 8, 2020 at 12:00 pm – Review of the DRAFT Annual and CIP Plans with the Licensed Tenants' Organization (LTO).
- Monday September 21, 2020 – Public Hearing to review Annual and CIP Plans
- Wednesday, October 21, 2020 – FHA regular meeting and review and vote on the Annual and CIP Plans.

The LTO affirms it reviewed the plans and that the FHA incorporated our request for the repair of ventilation vents for the high-rises.

Sincerely,

David Rousseau

FHA LTO President  
c/o Fitchburg Housing Authority  
50 Day Street,  
Fitchburg, MA 01420

## **Fitchburg Housing Authority Annual Plan Hearing**

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We conducted our Annual Plan Hearing on 9/21/2020. There were no Substantial Comments.

Doug Bushman  
Executive Director

## **Resident Surveys – Background:**

Since 2016 DHCD has been working with the Center for Survey Research at the University of Massachusetts Boston to survey residents in the state public housing units it oversees. The surveys are confidential, mailed directly to the residents and returned to the Center by mail (or, starting in 2019, completed on-line). In Round One of the surveys, conducted over the period 2016-2018, residents of elderly/disabled developments (also known as c. 667 developments) and family units (also known as c. 705 and c. 200 developments) were surveyed in four groups as described below. (Note: there are many more c. 667 units, so they were broken down into three groups).

### **ROUND ONE SURVEYS**

Spring 2016: (c. 200 and c. 705)

Fall 2016: (667 - Group 1)

Fall 2017: (667 - Group 2)

Fall 2018: (667 - Group 3)

By the end of 2018, all residents were surveyed in Round One with one exception: in the case of the twelve housing authorities with **more than** 225 c. 200 family units, a randomly selected group of 225 c. 200 residents were surveyed. This group was determined to be large enough to generate statistically useful results.

Round Two of the surveys began in 2019. The current plan is to complete all Round Two surveys in four groups as follows:

### **ROUND TWO SURVEYS**

Fall 2019 (667 - Group 1) - COMPLETED

Fall 2020 (200s and 705s)

Fall 2021 (667 - Group 2)

Fall 2022 (667 - Group 3)

### **Please Note:**

1. If there were at least twenty responses from residents of BOTH an authority's c.667 units AND from their c.200/705 units, then there is a separate report for each program.
2. If there were fewer than twenty responses in EITHER program, but at least twenty responses combined, then the elderly and family results were combined into a single report.
3. To protect resident confidentiality, survey results are generally reported ONLY for authorities that had at least twenty total resident responses from their combined c.667/200/705 residents. Therefore, a few smaller authorities that didn't have twenty responses do not have a published survey report.
4. Because the 2019-2022 surveys ask some different questions than the 2016-2018 survey, the results can't be combined (i.e., 2019 c.667 results can't be combined with 2016 c.200/705 results, as described in #2 above).
5. Responses from family residents in c.200 and c.705 housing are always combined together.



# FITCHBURG HOUSING AUTHORITY

## Chapter 667 Housing Summary 2016 - 2018

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

### Fall 2016:

- Surveys were sent to 9624 housing units (Chapter 667). 5511 surveys were filled out and returned.

### Fall 2017:

- Surveys were sent to 6024 housing units (Chapter 667). 3391 surveys were filled out and returned.

### Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Fitchburg Housing Authority**, surveys were sent to a total of **245** housing units (Chapter 667); **137** surveys were completed.

This report provides some information about how the residents from the **Fitchburg Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from large LHAs in Central Massachusetts. These large LHAs in Central Massachusetts include: Fitchburg, Framingham, and Worcester.

## Communication

Residents in Ch. 667 housing were asked about how they interacted with the Fitchburg Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

|  | Fitchburg Housing Authority | Large LHAs in Central MA * | Entire State |
|--|-----------------------------|----------------------------|--------------|
| Contacted management about a problem or concern.....   | 75%                         | 75%                        | 78%          |
| Felt they were usually or always treated with courtesy and respect when they contacted management..... | 90%                         | 90%                        | 87%          |
| Saw the Capital Improvement Plan.....  | 26%                         | 24%                        | 30%          |
| Saw the Operating Budget.....  | 17%                         | 14%                        | 17%          |
| Knew the Executive Director held a meeting with residents...   | 55%                         | 46%                        | 53%          |

\* Large LHAs in Central Massachusetts include: Fitchburg, Framingham, and Worcester.

## Services and Programs

**61%** of the Fitchburg Housing Authority residents in Ch. 667 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:

|  | Fitchburg Housing Authority | Large LHAs in Central MA | Entire State |
|--|-----------------------------|--------------------------|--------------|
| Job training programs.....   | 15%                         | 10%                      | 6%           |
| Money management programs<br>( <i>budgeting, taxes, income building</i> ).....   | 10%                         | 11%                      | 10%          |
| Children’s programs<br>( <i>tutoring, childcare, afterschool programs</i> )..... | 2%                          | 2%                       | 2%           |
| Health and Medical Services<br>( <i>visiting nurse, meal programs</i> ).....     | 36%                         | 39%                      | 35%          |
| Adult Education<br>( <i>GED, ESL, educational counseling</i> ) .....             | 17%                         | 16%                      | 10%          |

## Maintenance and Repair

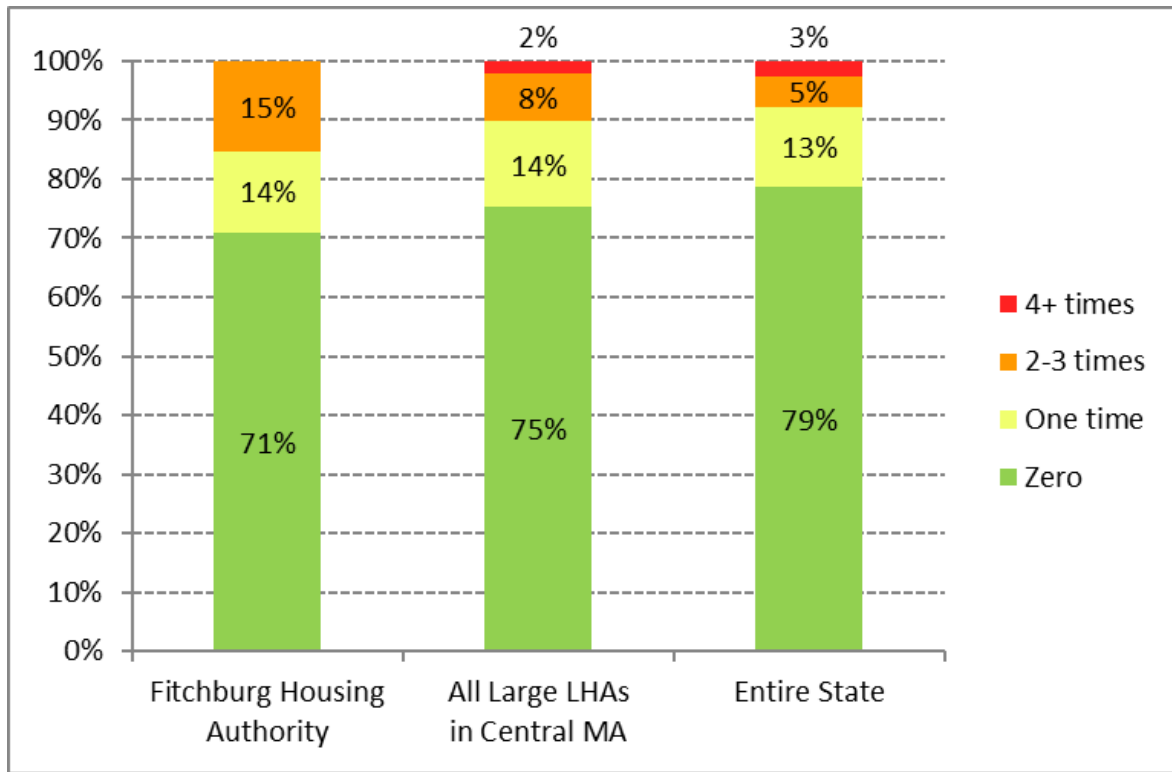
**Who had problems?** Over a quarter of respondents had a problem with their heating and just under half had a plumbing problem in the last 12 months.

|   | Fitchburg Housing Authority | Large LHAs in Central MA | Entire State |
|---|-----------------------------|--------------------------|--------------|
| Had a heating problem.....                | 29%                         | 25%                      | 21%          |
| Had a problem with water or plumbing..... | 48%                         | 40%                      | 49%          |

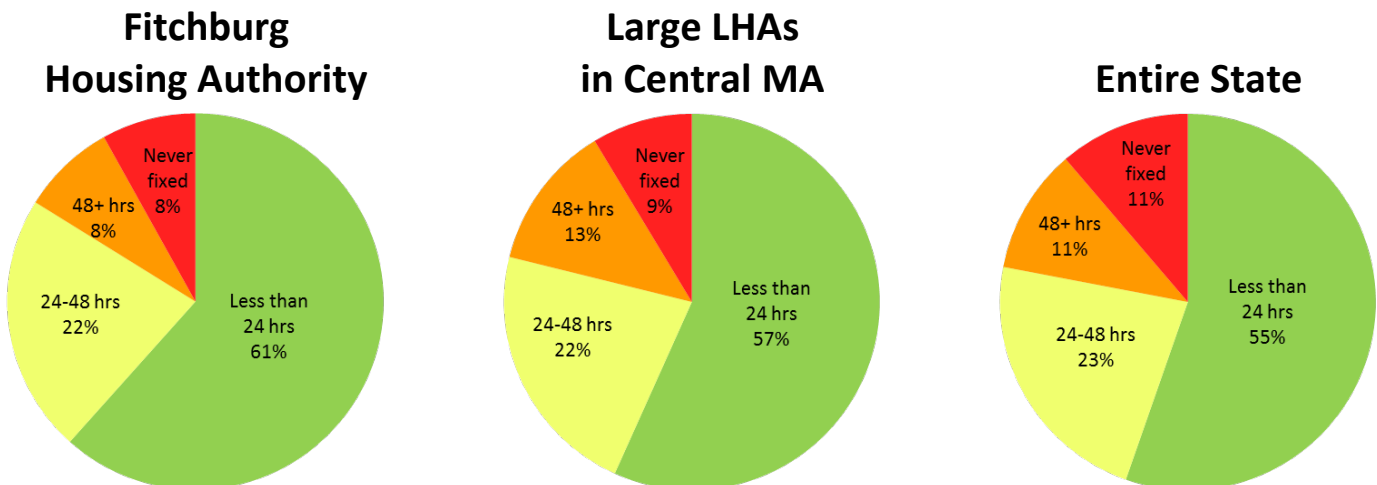
- **Heating Problems**

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

The chart 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.



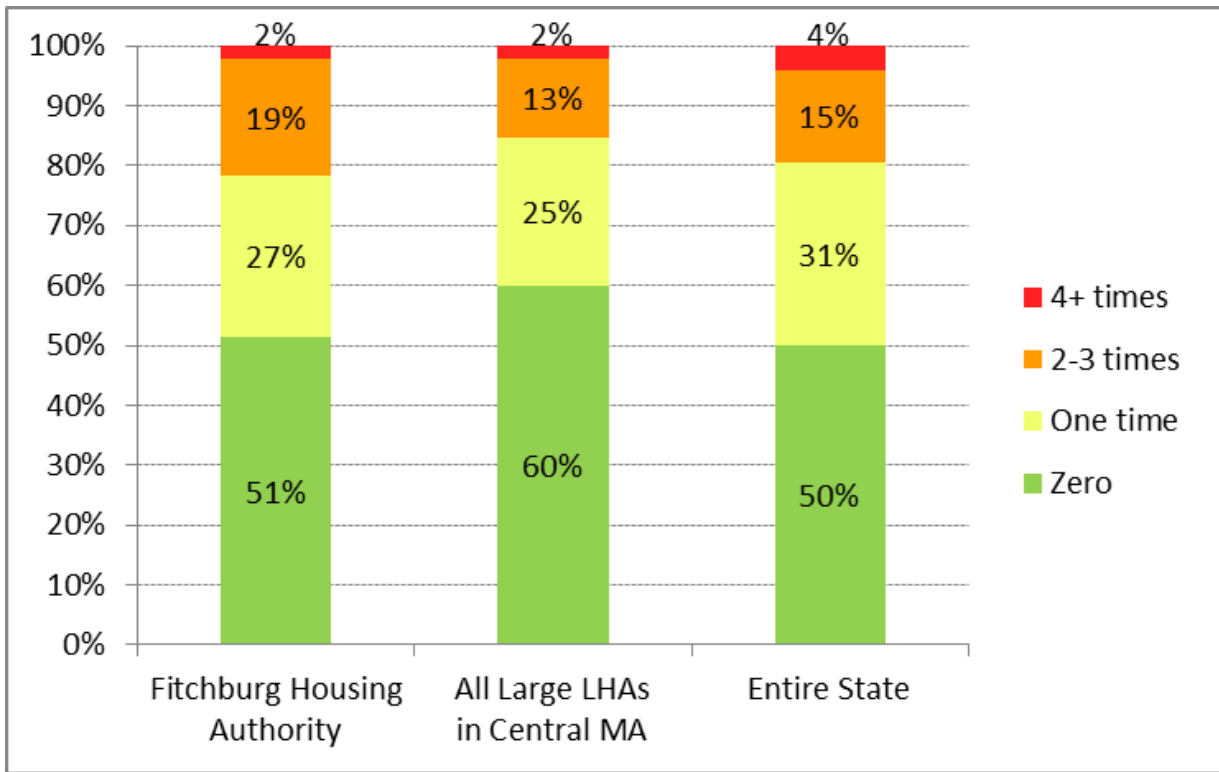
**How long did it take to fix the heating problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



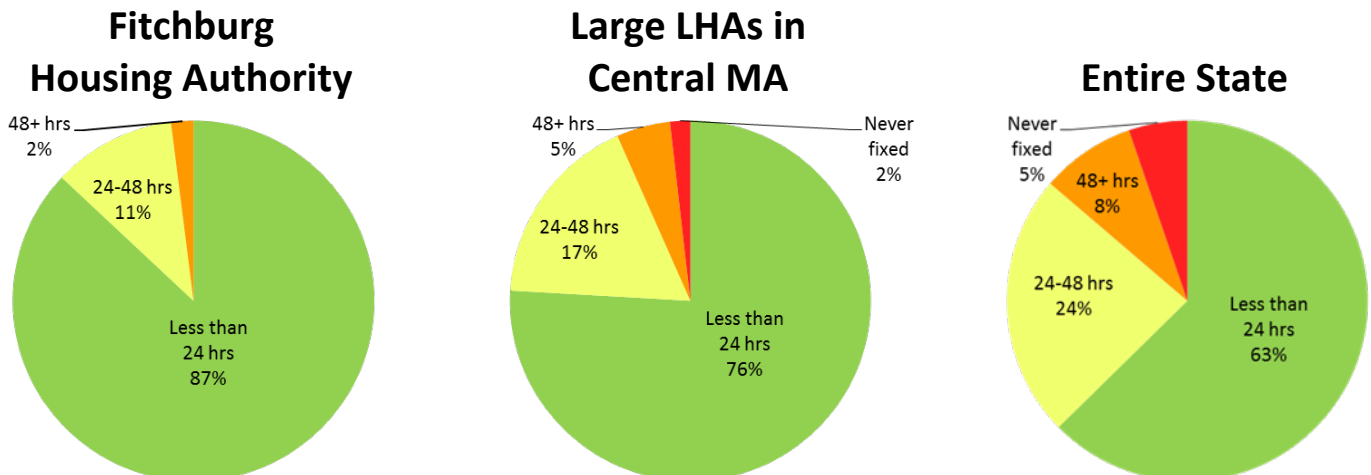
- **Water or Plumbing Problems**

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

The chart 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.

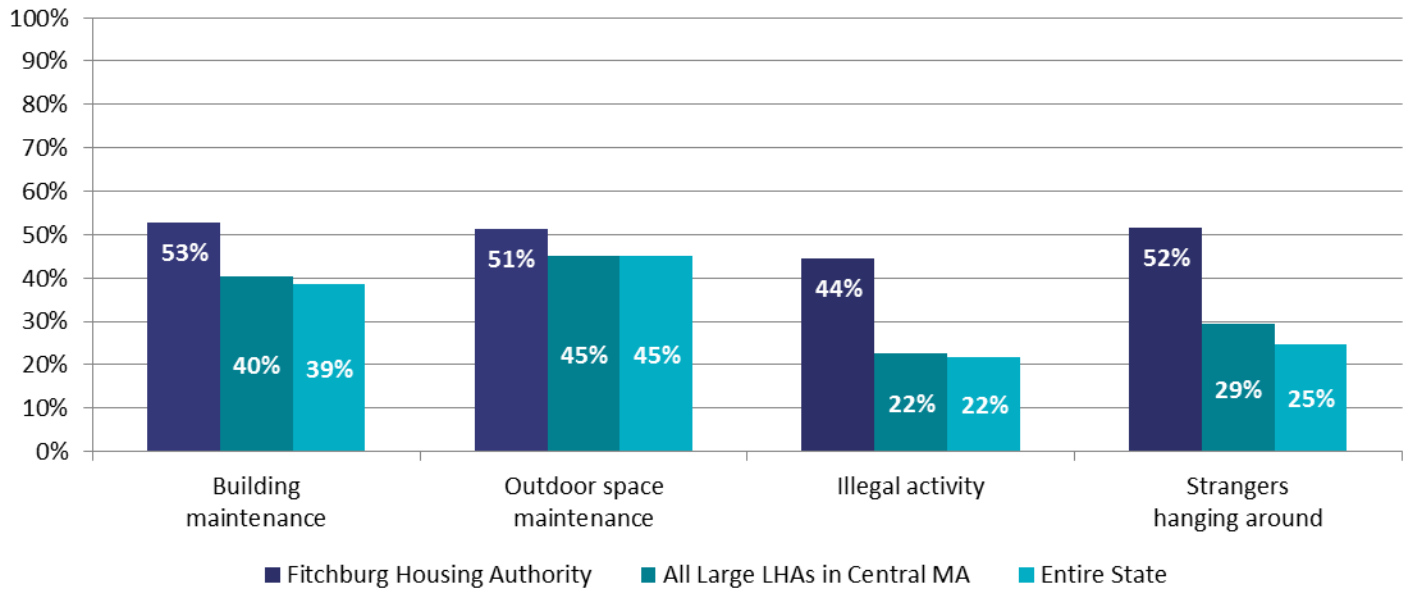


**How long did it take to fix the water or plumbing problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



- 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.

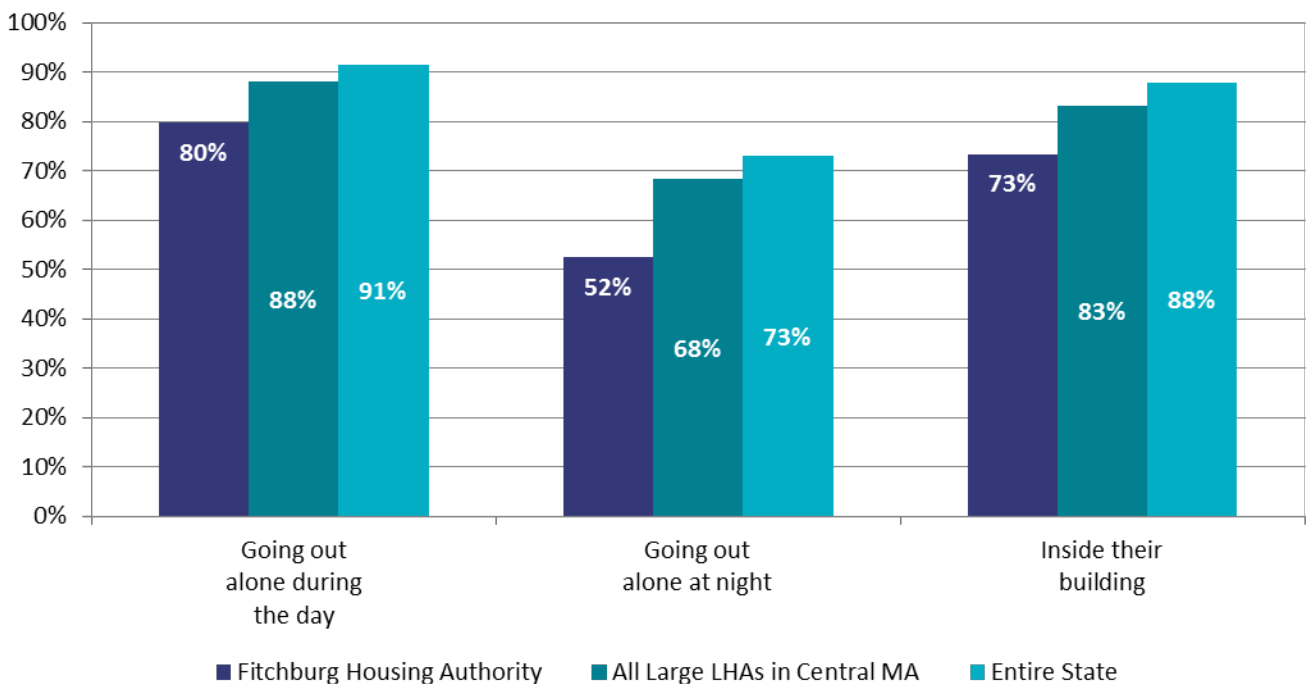
**Respondents who “always” or “sometimes” had problems with....**



**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” ....**



# FITCHBURG HOUSING AUTHORITY

## Chapter 200 & Chapter 705 Housing

### Summary Spring 2016

The Center for Survey Research at the University of Massachusetts Boston sent surveys to 9772 housing units (Chapters 200 and 705) in Massachusetts in the spring of 2016. 3240 residents responded.

Surveys were sent to **159** housing units (Chapters 200 and 705) in the **Fitchburg Housing Authority**. **60** surveys were completed.

This report provides some information about how the residents from the **Fitchburg Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from all large LHAs in Central Massachusetts. Large LHAs in Central Massachusetts include: Fitchburg, Framingham, and Worcester.

## Communication

Residents in Ch. 200 and Ch. 705 housing were asked about how they interacted with the Fitchburg Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

|  | Fitchburg Housing Authority | All Large LHAs in Central MA* | Entire State |
|--|-----------------------------|-------------------------------|--------------|
| Contacted management about a problem or concern.....   | 75%                         | 84%                           | 87%          |
| Felt they were usually or always treated with courtesy and respect when they contacted management..... | 82%                         | 75%                           | 76%          |
| Saw the Capital Improvement Plan.....  | 42%                         | 25%                           | 18%          |
| Saw the Operating Budget.....  | 25%                         | 14%                           | 12%          |
| Knew the Executive Director held a meeting with residents..  | 46%                         | 28%                           | 21%          |

\* Large LHAs in Central Massachusetts include: Fitchburg, Framingham, and Worcester.

## Services and Programs

**68%** of the Fitchburg Housing Authority residents in Ch. 200 and Ch. 705 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:

|  | Fitchburg Housing Authority | All Large LHAs in Central MA | Entire State |
|--|-----------------------------|------------------------------|--------------|
| Job training programs.....   | 23%                         | 28%                          | 31%          |
| Money management programs<br>( <i>budgeting, taxes, income building</i> ).....   | 25%                         | 27%                          | 29%          |
| Children's programs<br>( <i>tutoring, childcare, afterschool programs</i> )..... | 37%                         | 41%                          | 39%          |
| Health and Medical Services<br>( <i>visiting nurse, meal programs</i> ).....     | 20%                         | 22%                          | 26%          |
| Adult Education<br>( <i>GED, ESL, educational counseling</i> ) .....             | 23%                         | 30%                          | 29%          |

## Maintenance and Repair

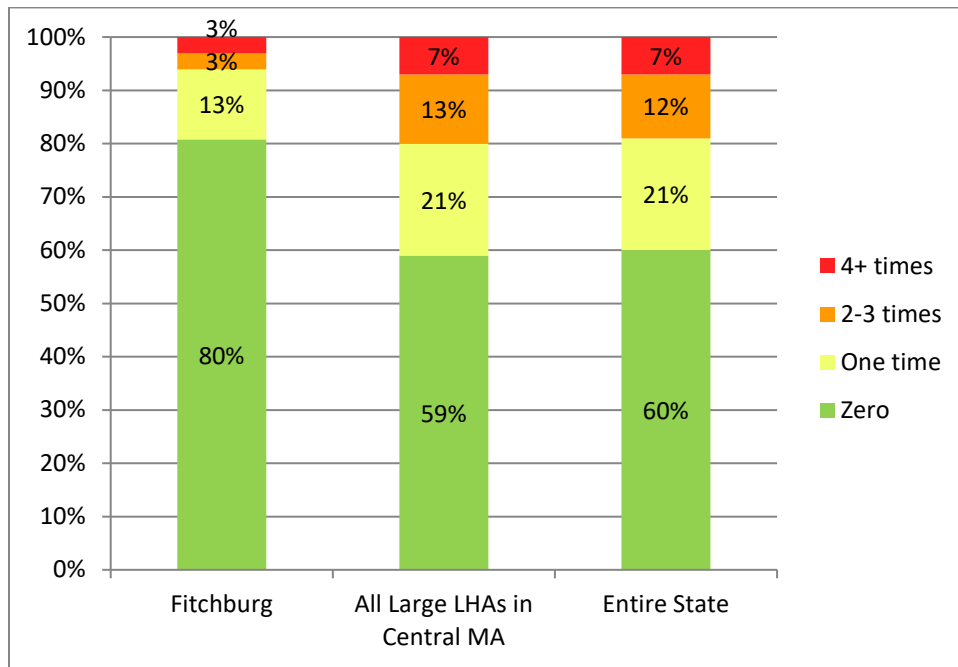
- **Who had problems?** One-fifth of respondents had a problem with their heating and less than half had a plumbing problem in the last 12 months.

|   | Fitchburg Housing Authority | All Large LHAs in Central MA | Entire State |
|---|-----------------------------|------------------------------|--------------|
| Had a heating problem.....                | 20%                         | 40%                          | 39%          |
| Had a problem with water or plumbing..... | 40%                         | 49%                          | 57%          |

- **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.

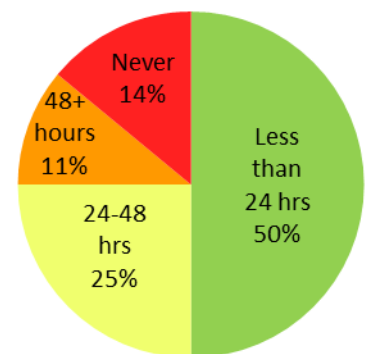
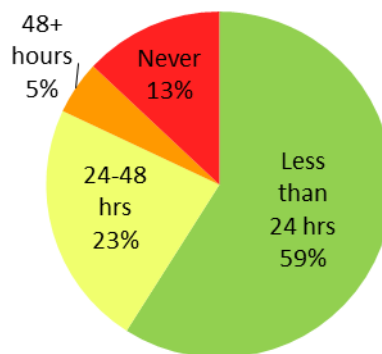
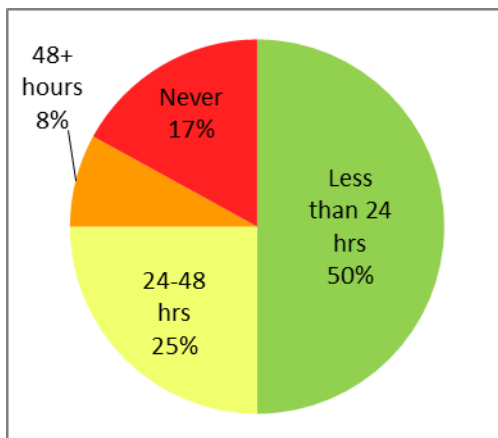


**How long did it take to fix the heating problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

**Fitchburg Housing Authority**

**All Large LHAs in Central MA**

**Entire State**

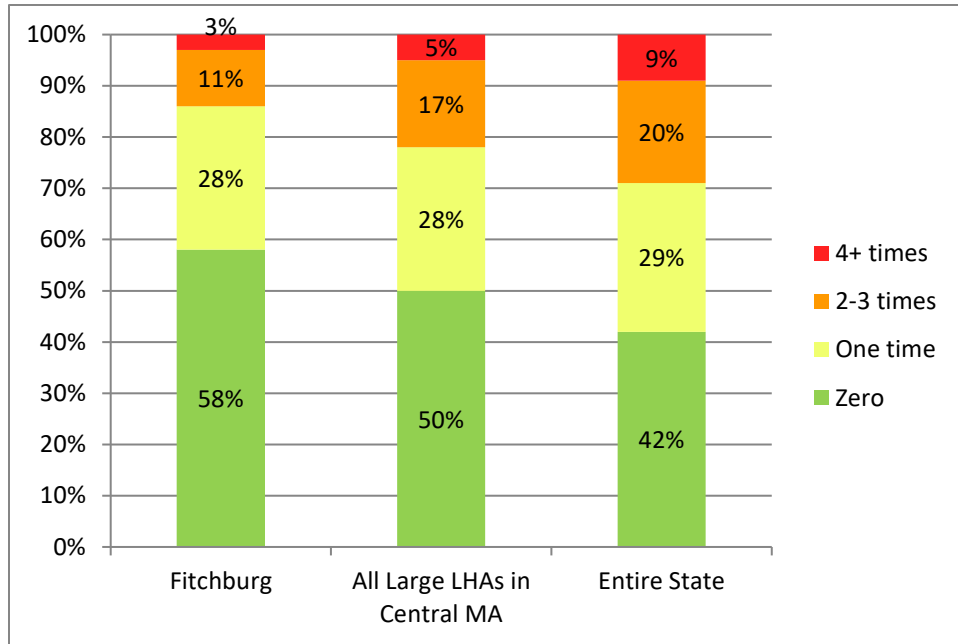




- Water or Plumbing Problems**

**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.

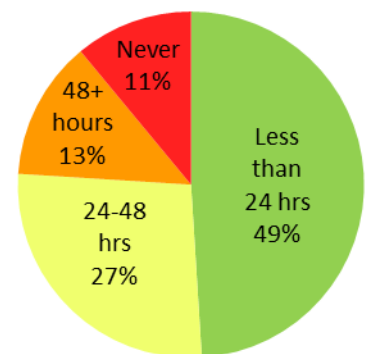
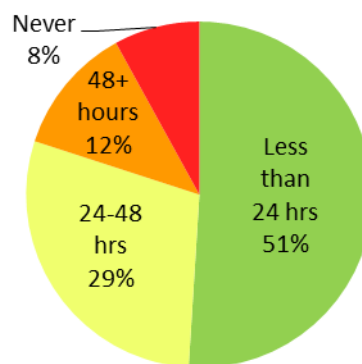
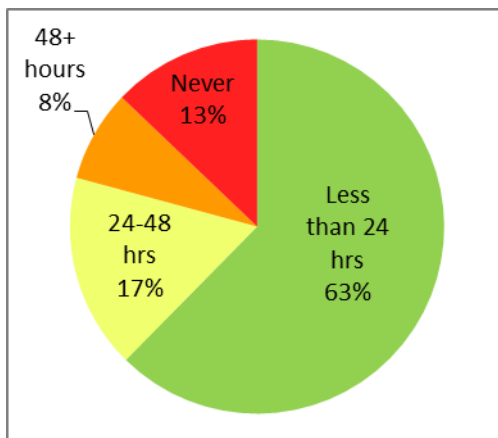


**How long did it take to fix the water or plumbing problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

**Fitchburg Housing Authority**

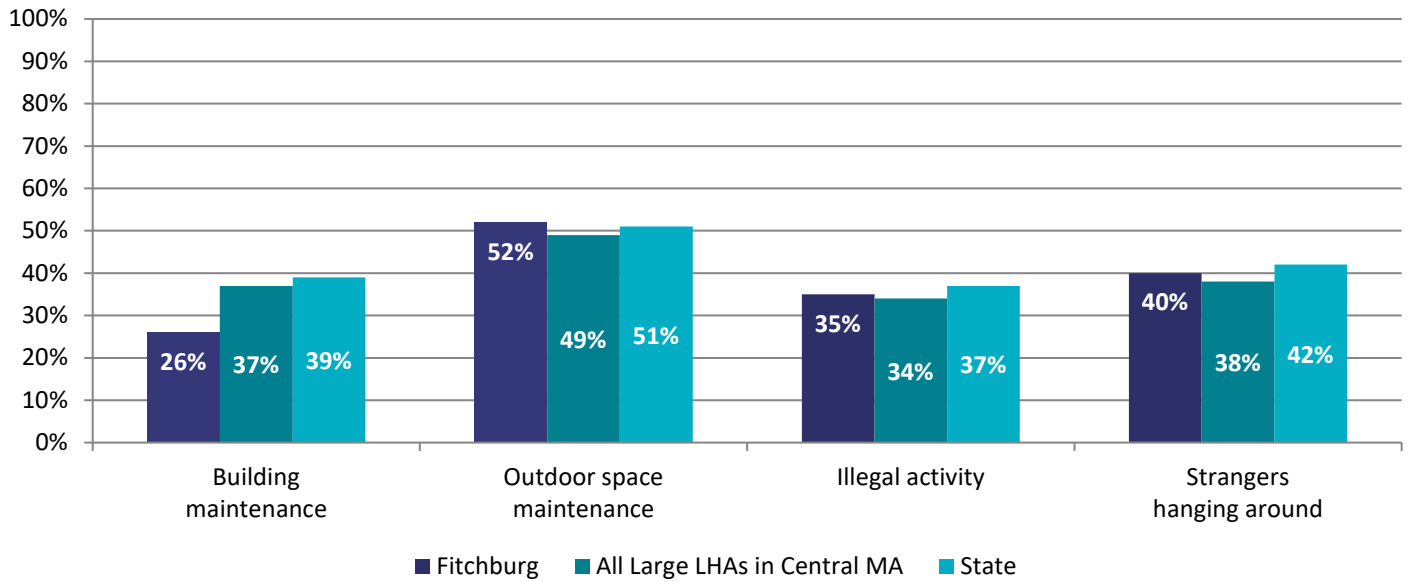
**All Large LHAs in Central MA**

**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.

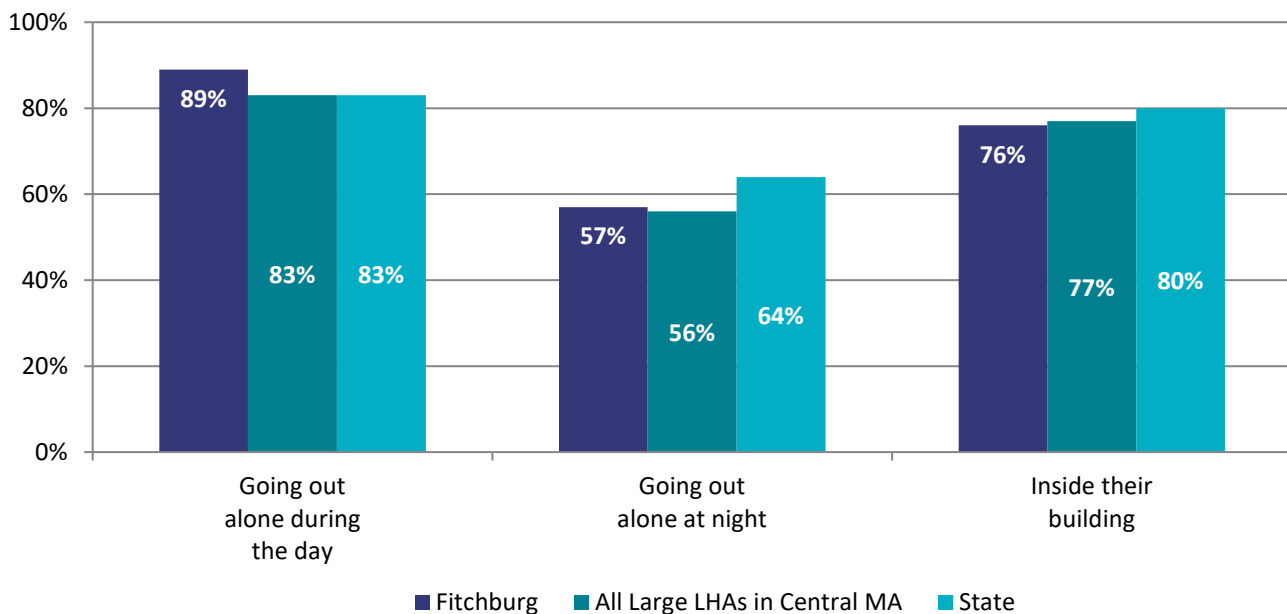
**Respondents who “always” or “sometimes” had problems with...**



## 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” ....**



# FITCHBURG HOUSING AUTHORITY

## Performance Management Review (PMR) Report

Fiscal Year End 12/31/2019

\*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                | Fitchburg Housing Authority |
| Fiscal Year Ending               | 12/31/2019                  |
| Housing Management Specialist    | Evelyn Muasya               |
| Facilities Management Specialist | Bruce Budrick               |

| Criteria                                 | Score/Rating         |                      |                   |                      |
|--|----------------------|----------------------|-------------------|----------------------|
|  | Management           |                      |                   |                      |
| Occupancy Rate                           | <b>c.667</b>         | <b>c.705</b>         | <b>c.200</b>      | <b>Cumulative</b>    |
|  | No Findings          | No Findings          | No Findings       | No Findings          |
| Tenant Accounts Receivable (TAR)         | <b>c.667</b>         | <b>c.705</b>         | <b>c.200</b>      | <b>Cumulative</b>    |
|  | No Findings          | Operational Guidance | Corrective Action | Operational Guidance |
| Board Member Training                    | No Findings          |                      |                   |                      |
| Certifications and Reporting Submissions | Operational Guidance |                      |                   |                      |
| <b>Financial</b>                         |                      |                      |                   |                      |
| Adjusted Net Income                      | No Findings          |                      |                   |                      |
| Operating Reserves                       | Operational Guidance |                      |                   |                      |

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

| <b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)<br/>                     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         |

## LHA Fitchburg Housing Authority

### Occupancy

Rating All: No Findings  
Rating 667: No Findings  
Rating 200: No Findings  
Rating 705: No Findings

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

### Tenant Accounts Receivable (TAR)

Rating All: Operational Guidance  
Rating 667: No Findings  
Rating 200: Corrective Action  
Rating 705: Operational Guidance

- 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: Overall, there is improved performance compared to the previous year. The new management has re-evaluated vacated balances and increased repayment agreements; continue with these efforts.**

## Certifications and Reporting Submissions

**Rating:** Operational Guidance

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

## Adjusted Net Income/Revenue

**Rating:** 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

Note: This PMR was conducted remotely in response to the State of Emergency declared on March 10, 2020. See PHN 2020-19.

**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: Operational Guidance

- 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: Review PHN 2018-04 and 2019-01 for additional guidance on operating reserve thresholds and the requirement to submit the Operating Reserve Request Form for approval by DHCD prior to spending below 35%; unless the expenses are to resolve health and safety issues.**

## 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:**



## Fitchburg Housing Authority

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50 Day Street  
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Fax: 978 345-1269

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June 24, 2020

Evelyn Muasya, Housing Management Specialist  
Department of Housing and Community Development  
100 Cambridge Street, Suite 300  
Boston, MA 02114

**RE: Fitchburg Housing Authority Performance Management Review for FY-2019**

Dear Ms. Muasya:

I want to thank you and the entire team at DHCD for reviewing the operations of the FHA for the Performance Management Review for the 2019 operational year. This year was challenging due to the review being conducted remotely and therefore a Desk Audit was utilized. The FHA's Board of Commissioners voted to approve the PMR with the noted suggestions from you. They were also pleased to find that the PMR did not result in any official notice of Findings.

The FHA wants to thank you for your comments regarding the improvements made in contrast to the PMR for 2018. Most notably you made references to the increased occupancy rate, improvement in the Tenant's Account Receivables and the Adjusted Net Income rating of "No Findings" all of which demonstrates that the FHA's expenditures are within DHCD's established parameters. Overall, we agree that the FHA is continuing to make progress in all measurable categories.

The FHA does note that Operational Guidance comments were issued regarding the timeliness of submitting Certifications and Reports per the DHCD HAFIS system. In January of 2019 it was first realized that none of the existing FHA program management staff had any knowledge let alone training in the HAFIS systems. This combined with the vast majority of management and organizational changes made in FY2019 led to some late submittals. Steps have been taken to correct this and by the end of FY2020 all program managers will have both the knowledge and ability to submit the required submissions so bottlenecks to not occur.

As to the Operational Guidance regarding operational reserve levels the FHA acknowledges that in FY2019 several purchases and expenses occurred due to the Leominster Housing Authority-Fitchburg Housing Authority transition which will not repeat itself in FY2020. In addition, we are closing out several FISH projects completed in 2019 which will result in earned administrative fees which are funds allocated to our reserves.

***"Teamwork, Excellence and Ability for Your Home and Family"***

The Corrective Action noted in the Tenants Account Receivable section of the PMR was due to the FHA switching over its internal software system in the summer of 2019. This caused some delays in transferring over information for submittal in the new TAR reports. However, it should be noted that the FHA's TAR indicators went from 43.3% in the first quarter to 5.2% in the last quarter of 2019. This is a major improvement due to the hard work of the housing program managers, Deputy Director and our Director of Finance and H.R.

While there is a general concurrence with the PMR ratings the FHA would be remiss if we did not highlight the fact that the FHA was in a transition period in 2019. This occurred when the FHA moved to independent operations from its former management by the Leominster Housing Authority. We are confident that in a relatively short amount of time the FHA will be one of the top performers in DHCD's housing authority portfolio.

In 2019, in response to the 2018 PMR, the FHA wrote you that we anticipated that due to the wide variety of changes owing to the separation from the management of the Leominster Housing Authority along with the vacancy crisis and other issues that some performance indicators may not reach allowable projections. However, looking at the 2019 PMR we strongly believe the FHA Team have met and exceeded expectations. This is in no small part due to the FHA Board, staff and the help of our partners at DHCD such as yourself.

Thank you for your assistance and guidance; we look forward to making even more progress in the weeks and months ahead of us in 2020. Please do not hesitate to contact me if you have any questions.

Very truly yours,



Douglas M. Bushman, Esq.  
Executive Director & CPO

***"Teamwork, Excellence and Ability for Your Home and Family"***