

## Framingham 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\(4\)\(a\)\(4\)](#).

The Framingham 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. Substantial Comments
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey - 667only
  - d. Tenant Satisfaction Survey - 200-705only
  - e. 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>
667-04	Elderly	Arsenal 667-04	10	1965	80
667-02	Elderly	Everett, Gallagher, and Grant Streets 667-C	7	1961	40
667-03	Elderly	Guadacanal, Normandy, and Arsenal Road	11	1963	80
667-07	Elderly	Hastings House 667-07	1	1981	72
667-08	Elderly	Memorial House 667-08	1	1987	60
705-03	Family	Oran Road 705-03	3	1956	12
667-06	Elderly	Rose Kennedy 667-06	9	1973	84
667-05	Elderly	Rose Kennedy Lane 667-05	10	1968	120
705-02	Family	Scattered Site - Beaver Gardens / Beaver Pk	0	0	58
200-02	Family	St. Lo Rd 200-02	50	1949	75
200-01	Family	The Musterfield at Concord Place 200-01	11	1950	110
	Other	Special Occupancy units	3		23
	Family	Family units in smaller developments	3		6
<b>Total</b>			<b>119</b>		<b>820</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.

Framingham Housing Authority manages 63 MRVP vouchers.

## Federally Assisted Developments

Framingham Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 1218 households.

## LHA Central Office

Framingham Housing Authority  
1 John J. Brady Drive, Framingham, MA, 01702  
Paul Landers, Executive Director  
Phone: 508-879-7562  
Email: tdumas@Framha.org

## LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Janet Leombruno	Treasurer	State Appointee	12/14/2015	04/21/2024
Phyllis A. May	Treasurer	State Tenant Rep	04/01/2018	06/30/2023
Robert L. Merusi	Member		04/05/2016	04/01/2021
Janice M. Rogers	Vice-Chair		04/01/2014	06/30/2024
Stephen Starr	Chair		04/01/2017	04/01/2022

## 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.	08/03/2020
B.	Advertise the public hearing in public postings.	08/03/2020
C.	Notify all LTO's of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	08/03/2020
E.	Hold quarterly meeting with LTO to review the draft AP. (Must occur before the Public Hearing.)	N/A
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.	09/21/2020
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	09/21/2020

## Certification

This Annual Plan will be certified by the LHA following approval by the Board.

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

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

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

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

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

The CIP includes the following parts:

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

**Additional Remarks by Framingham Housing Authority**

Our goal as always is to enhance the life-quality of our residents. Our CIP addresses this goal by focusing on upgrading our aging property and health and safety items. We can complete many of the projects by using FHA Staff and therefore able to get more projects done.

**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)	\$2,347,057.95		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$352,058.69		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$1,994,999.26	\$1,994,980.94	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$19,238.93	\$19,238.93	Accessibility projects
DMH Set-aside	\$67,808.75	\$67,808.60	Dept. of Mental Health facility
DDS Set-aside	\$39,182.62	\$39,182.62	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$1,868,768.96	\$1,868,750.79	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$855,855.83	\$855,855.83	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	\$8,921.00	\$8,921.00	Funds from the LHA's operating budget.
Other Funds	\$-14,498.55	\$-14,498.55	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$2,845,277.54	\$2,845,259.23	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
100127	FF: Bathroom Renovation	Alexander St 689-03	\$24,627	\$5,886	\$0	\$0	\$18,742	\$0	\$0	\$0
100130	FF: Gutter and Downspout Replacement	TEMPLE PLACE 689-01	\$8,921	\$0	\$0	\$0	\$0	\$0	\$0	\$0
100132	HILAPP St Lo Windows, Siding, Ext Doors	St. Lo Rd 200-02	\$1,392,320	\$594,031	\$0	\$741,773	\$0	\$0	\$0	\$0
100137	FF: Kitchens/Bathrooms/Floors Reno 667-3 17	Arsenal 667-04	\$15,867	\$15,867	\$0	\$0	\$0	\$0	\$0	\$0
100140	FF: Kitchens/Bathrooms/Floors Reno 667-4 17	Arsenal 667-04	\$15,000	\$0	\$0	\$1,500	\$12,000	\$0	\$0	\$0
100142	FF: Unit Rehab	Rose Kennedy 667-06	\$15,000	\$2,447	\$0	\$1,256	\$10,043	\$0	\$0	\$0
100146	FF: Fire Alarm Upgrades	Arsenal 667-04	\$50,000	\$41,720	\$0	\$0	\$8,280	\$0	\$0	\$0
100155	FF: 14C Arsenal Reno	Arsenal 667-04	\$10,000	\$4,243	\$0	\$5,758	\$0	\$0	\$0	\$0
100157	FF: Site Lighting Upgrades	Rose Kennedy Lane/Rose Kennedy Lane	\$19,286	\$10,218	\$0	\$9,068	\$0	\$0	\$0	\$0
100159	FF: 1B Rose Kennedy Lane Rehab	Rose Kennedy 667-06	\$25,943	\$5,415	\$0	\$20,529	\$0	\$0	\$0	\$0
100165	FF: Site Fence Replacement 667-5	Rose Kennedy Lane/Rose Kennedy Lane	\$20,000	\$19,464	\$0	\$536	\$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
100167	FF: Tub Wall Replacement 667-5	Rose Kennedy 667-06	\$2,500	\$291	\$0	\$2,210	\$0	\$0	\$0	\$0
100168	FF: RKL WINDOW REPLACEMENT	Rose Kennedy 667-06	\$158,649	\$99,496	\$0	\$59,154	\$0	\$0	\$0	\$0
100169	FF: tub wall replacement 667-6	Rose Kennedy 667-06	\$2,500	\$475	\$0	\$2,026	\$0	\$0	\$0	\$0
100170	FF: Driveway	Scattered Site 705-01	\$10,100	\$10,100	\$0	\$0	\$0	\$0	\$0	\$0
100171	ADA Accessible Door	Hastings House 667-07	\$9,990	\$6,736	\$0	\$3,255	\$0	\$0	\$0	\$0
100172	17 st lo Emergency Sewer Pipe Repair	St. Lo Rd 200-02	\$13,141	\$13,141	\$0	\$0	\$0	\$0	\$0	\$0
100174	Emergency Deck Repair/Replacement	Scattered Site 705-01	\$10,000	\$7,439	\$0	\$2,562	\$0	\$0	\$0	\$0
100175	(2020) Site Paving 667-5	Rose Kennedy 667-06	\$4,500	\$3,750	\$0	\$750	\$0	\$0	\$0	\$0
100176	(2020) Site Paving 667-6	Rose Kennedy 667-06	\$4,500	\$0	\$0	\$4,500	\$0	\$0	\$0	\$0
100178	Occupied Kitchen Renovations	Everett, Gallagher, and Grant Streets	\$80,000	\$0	\$0	\$69,895	\$0	\$0	\$0	\$0
100179	Security Cameras (667-2)	Everett, Gallagher, and Grant Streets	\$10,000	\$7,948	\$0	\$2,053	\$0	\$0	\$0	\$0
100180	Basement Drainage	Everett, Gallagher, and Grant Streets	\$40,250	\$0	\$0	\$35,533	\$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
100181	(2020)Exterior Door Replacement 667-3	Arsenal 667-04	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0
100182	Roofs 667-3 & 667-4	Arsenal 667-04	\$455,400	\$11,000	\$338,010	\$444,400	\$0	\$0	\$0	\$0
100185	(2020) 667-6 RKL Floors/kitchens/baths	Rose Kennedy 667-06	\$10,000	\$600	\$0	\$9,401	\$0	\$0	\$0	\$0
100186	site fencing	Rose Kennedy 667-06	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
100187	ROOF TOP AC UPGRADE	Hastings House 667-07	\$40,250	\$0	\$0	\$35,533	\$0	\$0	\$0	\$0
100188	Re-pointing of Masonry	Hastings House 667-07	\$115,000	\$0	\$0	\$16,675	\$81,652	\$0	\$0	\$0
100189	Community Room Kitchen	Hastings House 667-07	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0
100190	Fob System for Building Entry	Hastings House 667-07	\$15,000	\$12,204	\$0	\$2,797	\$0	\$0	\$0	\$0
100191	35 St Lo Sewer 2019	St. Lo Rd 200-02	\$11,925	\$11,925	\$0	\$0	\$0	\$0	\$0	\$0
100192	36 Guadalcanal (sewer back up)	St. Lo Rd 200-02	\$12,350	\$12,350	\$0	\$0	\$0	\$0	\$0	\$0
100193	FF: H&S FY20: tree work with stump grinding. Trees are hanging over buildings a	St. Lo Rd 200-02	\$15,144	\$15,072	\$0	\$72	\$0	\$0	\$0	\$0
100194	FF: H&S FY20: Fencing Repairs	Rose Kennedy 667-06	\$20,000	\$2,104	\$0	\$17,896	\$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
100195	FF: H&S FY20: Sidewalk Repairs	Rose Kennedy 667-06	\$49,323	\$5,950	\$0	\$43,373	\$0	\$0	\$0	\$0
100196	FF: H&S FY20: LED Entrance lights	St. Lo Rd 200-02	\$2,500	\$2,170	\$0	\$330	\$0	\$0	\$0	\$0
100197	FF: H&S FY20: columns and railings/broken flag stone patio	Arsenal 667-04	\$28,875	\$20,430	\$0	\$8,445	\$0	\$0	\$0	\$0
100198	Air Compressor/Dry Valve Emergency	Memorial House 667-08	\$14,393	\$14,393	\$0	\$0	\$0	\$0	\$0	\$0
100199	Mold Remediation	St. Lo Rd 200-02	\$4,630	\$4,630	\$0	\$0	\$0	\$0	\$0	\$0
100200	667-3 Ars rd Vacant Unit Repairs	Guadacanal, Normandy, and Arsenal Road 667-03	\$6,864	\$0	\$0	\$6,864	\$0	\$0	\$0	\$0
100201	667-4 Ars Rd Vacant Unit Repairs	Arsenal 667-04	\$6,864	\$300	\$0	\$6,565	\$0	\$0	\$0	\$0
100202	Security Cameras Ars (667-4)	Arsenal 667-04	\$5,800	\$0	\$0	\$5,800	\$0	\$0	\$0	\$0
100204	Bad unit turnover APT (109)	Hastings House 667-07	\$6,050	\$0	\$0	\$6,050	\$0	\$0	\$0	\$0
100205	Fire Alarm Repairs Emergency	Rose Kennedy 667-06	\$14,308	\$0	\$0	\$14,308	\$0	\$0	\$0	\$0
100206	Community Room A/C Upgrade	Rose Kennedy 667-06	\$40,250	\$0	\$0	\$0	\$40,250	\$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
100207	Fire Alarm Repairs Emergency	Oran Road 705-03	\$1,216	\$0	\$0	\$1,216	\$0	\$0	\$0	\$0
100208	Asbestos Abatement	Rose Kennedy 667-06	\$15,950	\$0	\$0	\$30,450	\$0	\$0	\$0	\$0
100209	Water Break Ars.	Arsenal 667-04	\$7,327	\$0	\$0	\$7,327	\$0	\$0	\$0	\$0
100210	Emergency A/C Replacement	Alexander St 689-03	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0
100211	Asbestos Mini-Split Heat Pump Installation Projects	Everett, Gallagher, and Grant Streets 667-02	\$4,410	\$0	\$0	\$4,410	\$0	\$0	\$0	\$0
•	security cameras	St. Lo Rd 200-02	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0
•	(2020) Site Paving 200-2	St. Lo Rd 200-02	\$4,500	\$0	\$0	\$0	\$0	\$0	\$4,500	\$0
•	Furnace replacement	St. Lo Rd 200-02	\$141,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	occupied kitchen renovations (2)	Everett, Gallagher, and Grant Streets 667-02	\$50,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0
•	Site lighting replacement	Everett, Gallagher, and Grant Streets 667-02	\$52,872	\$0	\$0	\$0	\$0	\$52,872	\$0	\$0
•	(2020) Site Paving 667-2	Everett, Gallagher, and Grant Streets 667-02	\$4,500	\$0	\$0	\$0	\$0	\$0	\$4,500	\$0
•	Kitchens/Bathrooms/Floors Renovations 667-3	Guadacanal, Normandy, and Arsenal Road 667-03	\$28,250	\$0	\$0	\$0	\$0	\$28,250	\$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
•	Kitchens/Baths/F loors (vacant units 667-3)	Guadacanal, Normandy, and Arsenal Road 667-03	\$22,249	\$0	\$0	\$0	\$22,249	\$0	\$0	\$0
•	667-3 Kitchens/Bathroo ms and floors	Guadacanal, Normandy, and Arsenal Road 667-03	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0
•	Hallways/ Entry Doors /stair treads	Guadacanal, Normandy, and Arsenal Road 667-03	\$40,000	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0
•	tubwalls 4	Guadacanal, Normandy, and Arsenal Road 667-03	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
•	additional security cameras	Guadacanal, Normandy, and Arsenal Road 667-03	\$10,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
•	Maint BLDG Renovation Study	Guadacanal, Normandy, and Arsenal Road 667-03	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
•	Stoops/Rails/Ext Doors/Storm and Screen	Arsenal 667-04	\$199,092	\$0	\$0	\$0	\$0	\$0	\$0	\$199,092
•	Kitchens Arsenal 667-4	Arsenal 667-04	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0
•	Kitchens and Bathrooms Renovations	Arsenal 667-04	\$28,250	\$0	\$0	\$0	\$0	\$0	\$0	\$28,250

**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
•	(2020) Exterior Door Replacement 667-4	Arsenal 667-04	\$10,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
•	(2020)667-4 Ars floors/kitchens/baths	Arsenal 667-04	\$10,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
•	Entry Doors Arsenal Road 667-4	Arsenal 667-04	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0
•	667-4 kitchens/Bathroom/Floors	Arsenal 667-04	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
•	Hallways/ Entry Doors /stair treads	Arsenal 667-04	\$40,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0
•	tubwalls 3	Arsenal 667-04	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
•	Roof for community building	Arsenal 667-04	\$16,589	\$0	\$0	\$0	\$16,589	\$0	\$0	\$0
•	Arsenal Road Site Repaving/Curbs/ Site Fence Replacement	Arsenal 667-04	\$41,745	\$0	\$0	\$0	\$0	\$41,745	\$0	\$0
•	Kitchen/Bathrooms/Floors (vacant units 667-5)	Rose Kennedy Lane 667-05	\$15,000	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0
•	(2020) 667-5 Floors/Kitchen/Baths	Rose Kennedy Lane 667-05	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000

**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
•	interior unit door replacement	Rose Kennedy Lane 667-05	\$32,000	\$0	\$0	\$0	\$0	\$32,000	\$0	\$0
•	vacant unit rehab	Rose Kennedy Lane 667-05	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0
•	Walkways, curbs and parking lot repairs	Rose Kennedy Lane 667-05	\$192,000	\$0	\$0	\$0	\$0	\$0	\$192,000	\$0
•	Entry Doors RKL (1)	Rose Kennedy Lane 667-05	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0
•	tubwalls 1	Rose Kennedy Lane 667-05	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
•	Conversion of two units to accessible units	Rose Kennedy 667-06	\$93,750	\$0	\$0	\$0	\$0	\$0	\$93,750	\$0
•	Kitchen/Bathrooms/Floors (vacant units 667-6)	Rose Kennedy 667-06	\$15,000	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0
•	(2020) Tub wall Replacement 667-6	Rose Kennedy 667-06	\$5,000	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0
•	interior Unit door replacement	Rose Kennedy 667-06	\$25,000	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0
•	tubwalls 2	Rose Kennedy 667-06	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
•	Intercom upgrade	Hastings House 667-07	\$103,500	\$0	\$0	\$0	\$103,500	\$0	\$0	\$0
•	Intercom Upgrade	Memorial House 667-08	\$120,000	\$0	\$0	\$0	\$0	\$120,000	\$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
•	WINDOW REPLACEMENT	Memorial House 667-08	\$150,000	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0
•	Exterior door replacement	Rose Kennedy Lane 667-05	\$204,075	\$0	\$0	\$0	\$0	\$0	\$204,075	\$0
•	Site Fence Replacement Temple	TEMPLE PLACE 689-01	\$12,000	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0
•	misc improvements	TEMPLE PLACE 689-01	\$5,983	\$0	\$0	\$0	\$5,983	\$0	\$0	\$0
•	Fire Escape/Deck Replacement 24 underwood	Underwood 689-02	\$15,000	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0
•	Bathroom Plumbing Fixture Replacement	TEMPLE PLACE 689-01	\$16,370	\$0	\$0	\$0	\$16,370	\$0	\$0	\$0
•	Roofing Replacement	Underwood 689-02	\$23,020	\$0	\$0	\$0	\$0	\$0	\$0	\$23,020
•	Site Fencing and Storage Shed Replacement	Alexander St 689-03	\$23,965	\$0	\$0	\$0	\$23,965	\$0	\$0	\$0
•	new flooring - 85 Alex	Alexander St 689-03	\$20,784	\$0	\$0	\$0	\$20,784	\$0	\$0	\$0
•	Roofing Replacement	Alexander St 689-03	\$38,809	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Window Replacement Bethany	Scattered Site 705-01	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0
•	Heat Detector Replacement 705-3	Oran Road 705-03	\$1,499	\$0	\$0	\$0	\$0	\$0	\$0	\$1,499



**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
<b>TOTALS</b>			\$5,253,972	\$966,787	\$338,010	\$1,694,261	\$707,406	\$409,867	\$673,825	\$531,861

## 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
100130	FF: Gutter and Downspout Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$8,921	\$0
100132	HILAPP St Lo Windows, Siding, Ext Doors	HILAPP St Lo Siding, Windows, Ext Doors	\$0	\$0	\$0	\$1,392,320	\$0	\$0	\$0	\$0
100193	FF: H&S FY20: tree work with stump grinding. Trees are hanging over buildings a	H&S FY20: tree work with stump grinding. Trees are hanging over buildings a	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0
100194	FF: H&S FY20: Fencing Repairs	H&S FY20: Fencing Repairs	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
100195	FF: H&S FY20: Sidewalk Repairs	H&S FY20: Sidewalk Repairs	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
100196	FF: H&S FY20: LED Entrance lights	H&S FY20: LED Entrance lights	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0
100197	FF: H&S FY20: columns and railings/broken flag stone patio	H&S FY20: columns and railings/broken flag stone patio	\$0	\$0	\$0	\$28,875	\$0	\$0	\$0	\$0
100203	24D Rose Kennedy Lane Asbestos Floor Removal	asbestos removal	\$0	\$1,975	\$0	\$0	\$0	\$0	\$0	\$0
100208	Asbestos Abatement	asbestos abatement	\$0	\$15,950	\$0	\$0	\$0	\$0	\$0	\$-14,500
<b>TOTALS</b>			\$0	\$17,925	\$0	\$1,478,695	\$0	\$0	\$8,921	\$-14,500

## **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.

Framingham Housing Authority has not submitted an Alternate CIP.

**2. Request for additional funding.**

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

Framingham Housing Authority has requested \$14,500.00 in DHCD Compliance Reserve funding for project #100-667-06-008-20-742, Asbestos Abatement. Reason: Had a pressure valve let go in the building which caused extensive flooding (7ft of water) and significant damage. part of the clean up included the removal of asbestos insulation , flooring materials and joint compound.

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

Our goal as always is to enhance the life-quality of our residents. Our CIP addresses this goal by focusing on upgrading our aging properties. Our focus is on high priority projects that effect the health and safety of our residents. In order to address as many physical needs as possible most of the projects are completed by our maintenance staff. We have included annual projects for kitchen and bath upgrades, roofs, and building envelope projects.

**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 following projects to our plan: At our 200-02 Security Cameras. At our 667-03 Hallways/ Entry Doors /stair treads, Tubwalls 4, Additional Security Cameras. Then at the 667-04 Kitchens and Bathrooms Renovations, 667-4 kitchens/Bathroom/Floors, Hallways/ Entry Doors /stair treads, Tubwalls 3. At our 667-05 Walkways, Curbs & Parking Lot Repairs, Entry Doors RKL (1), Tubwalls. At our 667-06 Conversion of two units to accessible units, Tubwalls 2. At our 689-01 Misc Improvements. Then finally at our 705-03 Heat Detector Replacement.

**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 07/31/2020.

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

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 07/01/2020.

**8. Project priorities**

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

**9. High priority deficiencies**

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

**10. Accessibility**

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

**11. Special needs development**

Framingham 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 07/16/2020.

## 12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 4/2019 to 3/2020.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
	667-02			200-01
	667-03			200-02
	667-04			667-03
	667-05			667-04
	667-06			667-05
				667-07
				667-08
				705-01

Framingham has notoriously high water rates, as indicated by all of our developments showing as high water PUM. They all have low flow toilets and showerheads.

RE: high electric at our 667s...we have increased insulation and new windows, attempts to secure the building envelop. We discussed heat pumps, but they were rejected for various reasons. We are pursuing programmable thermostats from the electric company.

## 13. Energy or water saving initiatives

Framingham 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.)

2% c. 667 (DHCD Goal 2%)

2% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

Framingham Housing Authority will address the excess vacancies in the following manner:  
All off-line units are actively working to get rentable.

#### **15. Vacancies**

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

Maintenance and Repair Plan

**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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

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

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

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



### **Emergency Request System**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	508-872-0422	after hours, weekends, and holidays
Call LHA at Phone Number	508-872-0422	8:00 am - 4:00 pm

A maintenance emergency is defined as "a condition that is immediately threatening to the life and safety of residents, staff, or structures."

If a tenant has a medical, police, or fire emergency, they need to call 911 immediately.

If a tenant has an emergency during normal business hours, they should call Maintenance at 508-872-0422.

If a tenant has an emergency after hours, weekends, or holidays, they should contact the Framingham Housing Authority Answering Service at 508-872-0422. The answering service will contact a member of our staff to respond to the emergency.

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 Framingham 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
Inoperable emergency lighting or exit signs
Inoperative refrigerator or stove
Blocked egress/ exits
Blocked electrical panel
Exposed wires, unsecured or missing covers, open breaker port, missin
Call for aide not working or cord missing, blocked, tied up or does not r
Clogged sink, toilet, or drain, sewer odor
Heater/ Exhaust system leaking dangerous gases
GFCI outlet is inoperable
Evidence of leak, mold, mildew
Window will not stay up; window will not lock; broken window pane
Flammables improperly stored
Excessive garbage in area not designated for storage

Infestation of rodents or insects
Sharp edges that could pose a cutting hazard
Tripping hazards
Leaking pipes
Drip legs do not extend within 12" of floor
Door hardware is inoperable
Self-closing door does not latch
Risk of falling chimney pieces
No running water in unit or building
Elevator inoperable
Fire extinguisher expired
Fire sprinkler components missing or damaged

### Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	508-872-0422	8:30 am - 4:30 pm
Call Housing Authority Office		
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 do not 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 Framingham 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 Operations at the Framingham Housing Authority are exceptional. The mechanics work hard to keep up with vacant units, projects, grounds, and work orders and produce quality results. The tenants are happy with the system currently in place and appreciate Maintenance repairing things properly the first time instead of using temporary, quick fixes. The administrative staff is 100% satisfied with the performance of the Maintenance Department.

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

All Maintenance employees are now required to fill out a Daily Maintenance Report and adhere to a daily schedule.

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

A big goal for this coming year is to streamline the vacant unit turnover process by scheduling the proper mechanics and subcontractors for each individual turnover.

**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	\$1,214,423.00	\$60,000.00
Last Fiscal Year Actual Spending	\$1,222,650.00	\$34,027.00
Current Fiscal Year Budget	\$1,344,109.00	\$60,000.00

**E. Unit Turnover Summary**

# Turnovers Last Fiscal Year	64
Average time from date vacated to make Unit "Maintenance Ready"	39 days
Average time from date vacated to lease up of unit	45 days

**Attachments**

These items have been prepared by the Framingham 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.



# Maintenance Plan

Program and Procedures

## **1. Introduction**

This document outlines the Framingham Housing Authority's (FHA) maintenance program and procedures.

### ***DESCRIPTION OF FHA DEVELOPMENTS:***

#### **A. 667**

667-2 Everit Ave, John J. Gallagher Drive, 130 Grant Street

667-3 Arsenal Road

667-4 Arsenal Road

667-5 Rose Kennedy Lane (even addresses)

667-6 Rose Kennedy Lane (odd addresses)

667-7 Hastings House 115 Cochituate Road, Framingham, MA 01702

667-8 Memorial House 317 Hollis Street, Framingham, MA 01702

#### **B. 200-2**

St Lo

Corregidor

Guadalcanal

#### **C. MUSTERFEILD**

Anzio

Pearl Harbor

Concord Street

Arsenal

#### **D. 689's**

40 Temple Street

85 Alexander Street

24 Underwood Road

#### **E. 705's**

705-1- 8/10 Webster Street, 46 Bethany Road, 234-236 Beaver Street

705-2 - (Pelham Properties) managed by Corcoran Management

705-3- Oran Road

#### **F. 28's (Federal)**

28-1 Beaver, Carlson and Pusan

28-2 John J. Brady Drive

#### **G. FHDCII Properties**

3 Wilmont Road, 1220 Concord Street, 27 Coburn Street, 45/47 Arsenal Road, 55/57 Arsenal Road, 124 Lawrence.

## **2. Staffing**

The FHA has 15 full-time and 0 part-time employees.

## **3. Tracking of Maintenance Work/Work Orders:**

All maintenance work performed by the FHA staff is tracked through a work order system, PHA-Web. Work orders are generated by routine scheduled work, on demand routine and emergency requests from the residents and staff, the results of apartments/building inspections, and the preventive maintenance program.

Work orders are prepared and tracked by computers/tablets from the Administrative Office or on the go via Maintenance staff. Work orders are entered into the system by the administrative/maintenance staff based on maintenance requests received from residents as well as from all other sources. Resident requests are received by telephone calls or walk-in requests at the Maintenance or Administrative Office. For after hours, holiday and weekend emergency problems, the tenants call an emergency number for on-call staff to be notified.

## **4. Routine Maintenance**

The primary routine maintenance tasks at this site are custodial in nature and related to the general cleanliness and appearance of the property and equipment.

Maintenance employees complete a series of scheduled routine tasks on a daily, weekly, and monthly basis to ensure that FHA properties and equipment are well cared for and properly functioning. These tasks strive to maintain the condition of the building exterior, building interior, and all related equipment.

As it pertains to the exterior building, staff will take actions such as power washing trash areas and picking trash from common areas including the playground and picnic area. This ongoing effort is helpful in keeping FHA properties clean and ensuring that all tenants can enjoy a safe living environment.

Regular action will also be taken to ensure that the interiors of FHA buildings are clean for residents. This ongoing effort strives to keep specific areas clean including woodwork, glass on windows and doors, stairways, laundry rooms, and trash areas. Vacuuming also takes place on a regular basis to maintain clean common areas for FHA residents.

Collectively, these routine maintenance tasks help to guarantee a safe, clean, and welcoming environment for tenants to live and go about their daily lives with ease.

A complete list of routine maintenance tasks can be found on attachment A of this manual.



## **5) Annual Unit Inspections**

The Maintenance Director or designee and on staff Housing Inspector will perform an annual inspection of each unit in the property using an inspection form provided by the Authority. All items found during the inspection considered immediate threats to life and property (emergencies) must be initiated or repaired within 24 hours. All other items should be corrected as soon as possible, but in no more than 30 business days. During these inspections, the inspectors may identify trends in the condition of certain building components, these observations should be brought to the attention of the Maintenance Director. The Maintenance Director will also review these inspection forms to make a separate assessment of any unit condition that should be addressed. Any housekeeping concerns observed by maintenance during the annual inspection or any other unit entry should be promptly reported to the administrative staff.

## **6) Preventive Maintenance**

Preventive maintenance is work which must be done to preserve and extend the useful life of materials, building systems, equipment and other elements of the FHA properties and to prevent emergency situations. Due to the complexity of the FHA mechanical systems at this site, preventive maintenance is provided through a combination of outside contractors and FHA staff.

Maintenance staff walks all properties on an annual basis to inspect insect screens, make a list of missing or damaged screens to be repaired or replaced, inspect damaged down spouts, and inspect air conditioning equipment. These actions are paramount to maintaining the condition of all FHA properties.

Staff is tasked with checking all exterior lights each month to ensure that they are properly operating for each building. This is important because it helps maintain a safe environment for tenants.

A series of tasks are completed each year to maintain FHA grounds and landscaping efforts. Mulch is ordered and subsequently delivered to the various properties, seasonal planting takes place, and spring clean ups take place at each unit. This work allows FHA properties to maintain a clean and organized appearance for staff and tenants alike.

There are also a series of actions taken to ensure that the electrical systems are functioning properly without a risk of danger. For example, the generators are tested on an annual basis to verify that they are working in case of an emergency. Elevators are also inspected each year to maintain their working condition and for the safety of residents.

Maintenance staff and mechanics also take preventive measures to maintain the condition of automobiles and small engines owned and operated by the Authority. The trucks used by maintenance staff are checked each month for potential oil changes and inspection stickers. Seasonal equipment including plows, sanders, and salt spreaders are also examined to ensure

that they are fully functional for staff use. Collectively, these preventive tasks help diminish the likelihood of emergencies and strive to guarantee longevity for various tools and materials.

A complete list of preventive maintenance tasks can be found in attachment A of this manual.

The following are contracted out by the FHA:

**a) Fire Protection**

An outside firm under contract to the Authority maintains the buildings' fire protection system. This firm will test the operation of the system on a semi-annual basis in accordance with the guidelines provided by the National Fire Protection Association. If any maintenance person detects a problem with the system – typically limited to hearing the audible trouble alarm – they should immediately contact the Authority's alarm contractor.

Maintenance of this system by the FHA maintenance staff is limited to assisting the contractor in performing their inspections and responding to assist the Fire Department when an alarm is triggered. At no time should an FHA employee silence or turn off a fire protection system without the express authorization of the Framingham Fire Department.

**b) Extermination/Pest Control**

The Authority contracts out for all pest related issues. This includes spraying for bees, hornets, wasps or any other flying insects. All resident complaints concerning cockroaches, flying insects, mice or other pests are handled by the Authority's pest control contractor.

Pest control problems are addressed through an integrated pest management approach. This approach is designed to minimize the amount of chemicals used to treat a problem. The contractor will work to identify the harborage point of the infestation and treat it at its source. The contractor may require the assistance of Authority maintenance staff to make any necessary repairs to assist in the control of the problem.

When the maintenance staff becomes aware of a pest problem either through resident or other reports or through their own observation, they should inform the Maintenance Director. The Administrative staff will assist in the preparation of notices to ensure full access for treatment of the problem.

**c) Generator Service:**

The generators at Hastings, Memorial and John J. Brady Drive administrative office are serviced twice a year by a contractor.

## **7) Vacancy Turnaround**

The Maintenance Director has the primary responsibility of coordinating the maintenance turnaround of units. All efforts will be made to re-occupy a unit within 20-30 business days of the unit becoming vacant.

The terms of the lease require each resident to give the Authority 30 days written notice of their intent to vacate a unit. Residents are directed to provide written notice to the administrative staff. If the administrative staff receives written notice of a tenant's intent to vacate, they will promptly notify the Maintenance Director and the tenant selection staff of the planned move out date.

Experience has shown not all residents provide proper written notice. It is not unheard of for residents to move out without any notice. As the primary regular site presence, maintenance staff should promptly investigate any information concerning someone vacating. If an investigation finds that someone has moved out of their unit without notice, maintenance should immediately notify the administrative staff.

Once a unit is vacant, the Maintenance Director should conduct a move out inspection. The former resident of the unit should be invited to participate in this inspection. The unit will be inspected to determine if there is any damage to the unit beyond normal wear and tear that should be repaired at the expense of the former occupant. In addition, the inspection should identify what repairs will be needed to prepare the unit for re-occupancy. Depending on the workload, the maintenance staff may be expected to paint and clean the apartment, or the work may be contracted out. The Maintenance supervisor will make the determination and coordinate any other outside contractor work needed to complete this turnaround.

The timely re-occupancy of its units is a core part of the Authority's operations. Because of this importance, senior Authority staff will meet on a weekly basis to review occupancy issues in a staff meeting.

The administrative or maintenance staff will show prospective residents' available units. During the presentations, the staff person will make certain to present all the positive aspects of the site and the unit being shown.

Once a new tenant has taken possession of a unit, the administrative staff will conduct a move in inspection. The purpose of this inspection is to take a written snapshot of the condition of the unit at move in. This record will be used to determine if the resident will be held responsible for any excess wear and tear or damage to the unit identified during annual or move out inspections.

## **8) Maintenance Charges**

The Authority does use a Schedule of Standard Maintenance Charges (attachment C) to assess a resident for maintenance related work. When maintenance repairs are determined to be

required because of resident/guest abuse or misuse, the resident is charged the actual Authority costs to make the repair. The charges will vary due to the amount of time of the repair (regular or after hours), the hourly rate of the person making the repairs, and the materials involved. The maintenance employee who completed the work will indicate whether they feel an item should be a resident charge on the work order. A copy of this work order will be forwarded to the administrative office for a final calculation of the charge for the repair.

A written itemized bill will be sent to resident. Failure to promptly pay a maintenance charge or enter into and keep a repayment agreement for said charge is grounds for eviction. A resident may appeal the assessment of a maintenance charge to the Public Housing Director or designee and may also appeal this charge through the grievance process.

## **9) Definition of Maintenance Emergencies**

A maintenance emergency refers to when a building's residents or Authority staff are faced with a health or life-threatening situation or if there is a building condition that will result in serious structural or systems damage if it is not repaired immediately.

The Authority considers the following items maintenance emergencies:

- Fires of any kind (Call 911)
- Gas leaks / Gas odor (Call 911)
- Electric power failures
- 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 / Heating system does not work
- No Hot water
- Snow or ice storm
- Dangerous structural defects
- Inoperable Smoke / CO detectors, beeping or chirping
- Elevator stoppage, entrapment
- Inoperable emergency lighting or exit signs
- Inoperative refrigerator or Stove
- Blocked egress /exits
- Blocked electrical panel
- Exposed wires, Unsecured or missing covers, open breaker port, missing knockouts
- Call for Aide not working or cord missing, blocked, tied up or does not reach to floor
- Clogged sink, toilet, or drain, Sewer odor
- Heater / Exhaust system leaking dangerous gases

- GFCI Outlet is inoperable
- Evidence of Leak/Mold/Mildew
- Window will not stay up, Window will not lock, Broken Windowpane
- Flammables improperly stored
- Excessive garbage in area not designated for storage
- Infestation of Rodents or Insects
- Sharp edges that could pose a cutting hazard
- Tripping hazards
- Leaking pipes
- Drip legs do not extend within 12" of floor
- Door hardware is inoperable
- Self-closing door does not latch
- Risk of falling chimney pieces
- No running water in unit or building
- Elevator inoperable
- Fire Extinguisher expired / Fire Sprinkler components missing or damaged
- Fire Alarm Control Panel System Trouble

Attachment D: contains this list and a handout given to residents upon signing a lease.

#### **10) Deferred Maintenance;**

Work orders will be deferred if:

- a. if items may be best completed if the unit is vacant
- b. If the item is a season item
- c. lack of funding
- d. efficiency (where it is easier to group common tasks together to a larger project)
- e. organizational upkeep tasks
- f. if the work shall be part of a larger Modernization Project.

The FHA will keep a list of deferred maintenance items with the following information:

1. Item
2. Date added to Deferred Maintenance Plan
3. Item Description
4. Location and/or unit#
5. Reason Deferred
6. Estimated Costs
7. Materials Needed
8. Original Work order#
9. Target Completion Date
10. Actual Completion Date
11. Other Comments

# ATTACHMENT A

Routine Maintenance Schedule and Checklist														
LHA NAME: Framingham Housing Authority							All Developments							
Landscaping and Grounds Routine Maintenance														
Building Exterior														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Power Wash Trucks	Weekly	Staff	X	X			X	X	X	X				
Power Wash Musterfield Trash Areas	Monthly	Staff					X	X	X	X				
Musterfield Playground/Picnic Area Picked Up	Daily	Staff					X	X	X	X	X			
Clean main drain on Anzio Road	Monthly	Staff	X				X				X			
Building Routine Maintenance														
Building Interior														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Common Areas 667-3 & 667-4 Clean Landings	Monthly	Staff	X		X		X		X		X		X	
Common Areas 667-3 & 667-4 Wipe down wood work	Monthly	Staff	X		X		X		X		X		X	
Common Areas 667-3 & 667-4 Clean glass on windows, front/back of doors	Monthly	Staff	X		X		X		X		X		X	
Common Areas 667-3 & 667-4 Clean windows in the hallways	Monthly	Staff	X		X		X		X		X		X	
RKL&667-2 - clean landings	Monthly	Staff		X		X		X		X		X		X
RKL&667-2 - wipe down wood work	Monthly	Staff		X		X		X		X		X		X
RKL&667-2 - clean glass on windows/doors (front & back)	Monthly	Staff		X		X		X		X		X		X
RKL&667-2 - clean windows in hallways	Monthly	Staff		X		X		X		X		X		X
JJB Common Area - vacuum	Monthly	Staff	X				X		X		X		X	
JJB Common Area - glass cleaned (front/back)	Monthly	Staff	X				X		X		X		X	
JJB Common Area - windows cleaned	Monthly	Staff	X				X		X		X		X	
JJB Common Area - stairways cleaned	Monthly	Staff	X				X		X		X		X	

## Routine Maintenance Schedule and Checklist

[illegible]

**NOTE:**

***Routine (and Emergency) Work Orders are generated will be created due to results from Inspections Maintenance Tasks.***

## Preventive Maintenance Schedule and Checklist

**LHA NAME: Framingham Housing Authority**

**All Developments**

### Buildings & Grounds Preventive Maintenance

#### Building Exterior

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Exterior Dryer vent cleaning John J. Brady Drive	Annually	Staff		X										
Remove AC Covers 28-2 JJB (Week of Marathon Monday)	Annually	Staff				X								
Walk all Properties and Inspect Insect Screens, Make List of Missing/Damaged Screens and Replace/Repair as Needed	Annually	Staff				X								
Inspect Properties for Damaged Down Spouts & Gutters/Repair as Needed	Annually	Staff				X								
Inspect All AC Equip. in All Locations (service if needed)	Annually	Staff					X							
1 Hour Check Exterior Lights For Proper Operation	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Exterior Painting at 667-3 and 667-4 Incl. Railings/Benches	Annually	Staff							X					

#### Building Interior

Inspect Hastings Garage Floor (Determine Need for Reseal)	Annually	Staff										X		
Daylight Savings - make sure clocks are set	Bi-Annually	Staff			X								X	
Heavy Cleaning of Main Office	Annually	Staff		X										

### Buildings & Grounds Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
------	-----------	----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----



## Preventive Maintenance Schedule and Checklist

LHA NAME: Framingham Housing Authority			All Developments											
Trash / Recycling Room														
Inspect All Trash Areas for Needed Fence Repairs (St. Lo)	Annually	Staff				X								
Maguire Equip.both trash compactors (Hastings/Memorial)	Annually	Staff			X									
Power Wash Trash Shutes - Hastings/Memorial	Annually	Staff		X										
Landscaping														
Plant Pansies/Other Seasonal Plantings All Locations	Annually	Staff					X							
Seasonal Plantings Switch at Musterfield	Annually	Staff							X					
Plant "Fall" Flowers at All Locations - Last Week	Annually	Staff									X			
Mount Leaf Vac for Leaf Collection	Annually	Staff										X		
Go Thru All Landscape Contractors for Spring Clean Ups	Annually	Staff				X								
Order and Deliver Mulch	Annually	Staff				X								
Grounds														
Grounds Crew Start Following Grass Cutting Schedule	Annually	Staff					X							
Grounds Crew Work at All Locations	Annually	Staff					X							
Inspect All Flags/Replace if Nec. - Week Before Mem. Day	Annually	Staff					X							
Clear Debris From Drying Yard at 28-1	Annually	Staff											X	
Check all grounds for sticks/heavy branches	Annually	Staff			X									
Send Water Truck Out (discretion Director of Maintenance)	Monthly	Staff					X	X	X	X	X	X		
Mechanical, Electrical Systems Preventive Maintenance														
HVAC (Heating, Ventilation, Air Conditioning)														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

## Preventive Maintenance Schedule and Checklist

**LHA NAME: Framingham Housing Authority**

## All Developments

[illegible]

## Preventive Maintenance Schedule and Checklist

**LHA NAME: Framingham Housing Authority**

**All Developments**

### Machine Preventive Maintenance

Automobile														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Check for oil changes/inspection stickers on trucks	Monthly	Mechanic	X	X	X	X	X	X	X	X	X	X	X	X
Small Engines														
Bring all spring equipment to maint. mechanic for repairs	Annually	Staff			X									
Wash All Plows and Snow Equipment for Storage (add fuel stabilizer when required)	Annually	Staff				X								
Wash/Put Away Sanders and Salt Spreaders From Trucks	Annually	Staff				X								
Clear and clean salt bins	Annually	Staff				X								
Service all snow equipment	Weekly	Staff	X											

### Other

Meetings														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Meet with Fleet Mechanic to Discuss What Needs to be Ordered for Winter Months/What Large Repairs are Needed for Existing Equipment	Annually	Staff								X				



## FRAMINGHAM HOUSING AUTHORITY

1 John J. Brady Drive  
Framingham, MA 01702-2300

### Charges for Maintenance Repairs

Approved by the Board May 13, 2013



#### COMMISSIONERS:

JANET LEOMBRUNO  
PHYLLIS A. MAY  
ROBERT L. MERUSI  
JANICE M. ROGERS  
STEPHEN P. STARR

PAUL LANDERS  
EXECUTIVE DIRECTOR

TELEPHONE (508) 879-7562  
Fax (508) 626-0252

TTY RELAY SERVICE 711

<u>Item</u>	<u>Price</u>
Screen Door	\$250.00
Rescreen Door	\$50.00
Window Screen	\$35.00
Rescreen Window	\$15.00
Broken Window	\$8.00 per sq. ft. of glass
Inside Door Glass	\$125.00
New Locks	\$125.00
New Locks 200-1/2	\$200.00
Rekey Locks	\$25.00
Rekey Locks 200-1/2	\$50.00
Extra Set of Keys	\$15.00
Lockout	\$40.00 (Approved by Board on 5.13.13)
Countertop Replacement	\$18.00 per sq. ft.
Garbage Disposal Replacement	\$250.00 or actual cost
Outside Debris Removal	ACTUAL COST
Thermostat	Specific cost by development
Light Bulb (Replacement)	\$5.00 (Approved by Board on 11.14.11)
Paint (Gallon)	\$15.00

- Removal of any items from your unit will be charged according to an hourly wage for each employee used.
- Labor charges will be added to any unnecessary tasks not due to usual wear and use by tenant.
- Any unreported damage noted by the FHA and not reported by the tenant shall be repaired and charged accordingly.
- Any damages not listed on this sheet will be charged according to fair labor and material cost to repair the item.
- All charges must be PAID at the Housing Authority Office within 10 days of the billing date.

PL 5/13/13



EQUAL HOUSING OPPORTUNITY

ATTACHMENT C

**If you have a medical, police, or fire emergency, you need to contact 911 immediately.**

**Emergency definition and lists**

Definition of a maintenance emergency – **A condition that is immediately threatening to the life and safety of residents, staff, or structures.**

The following is the minimum list of emergencies that should be called out to maintenance for immediate repair:

Examples of Emergencies to be called to maintenance

<ul style="list-style-type: none"><li>• Fires of any kind (Call 911)</li><li>• Gas leaks or Gas odor (Call 911)</li><li>• Electric power failures</li><li>• Electrical hazards, sparking outlets</li><li>• Broken water pipes or flooding</li><li>• No water or unsafe water</li><li>• Sewer or toilet blockage</li><li>• Roof leaks</li><li>• Lock outs</li></ul>	<ul style="list-style-type: none"><li>• Door or Window lock failure</li><li>• No heat</li><li>• No Hot water</li><li>• Snow or ice storm</li><li>• Dangerous structural conditions</li><li>• Inoperable Smoke or CO detectors, beeping or chirping detectors</li><li>• Elevator stoppage or entrapment</li></ul>
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If a tenant has an emergency during normal business hours they should call **508-872-0422**. If a tenant has an emergency after hours, weekends, or holidays, they should contact the Framingham Housing Authority **Answering Service at 508-872-0422**. The answering service will contact a member of our staff to respond to the emergency.

**IF you have a medical, police or fire emergency, you need to call 911 immediately**

## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

Work Order Number	Completed Date/Time	Deferred Note	Deferred Type
56007	1/7/2019 10:00 AM	tub wall list	Deferred Maintenance Plan
56228	1/25/2019 12:00 AM	floor project	Capital Improvement Plan
56241	1/16/2019 12:00 AM	floor project	Capital Improvement Plan
56243	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56250	1/16/2019 12:00 AM	floor project	Capital Improvement Plan
56263	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56265	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56266	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56282	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56300	1/17/2019 12:00 AM	floor project	Capital Improvement Plan
56343	1/28/2019 9:00 AM	tub wall project	Deferred Maintenance Plan
56900	3/10/2019 1:15 PM	Private contractor	Deferred Maintenance Plan
57003	3/25/2019 12:00 AM	tub wall project	Deferred Maintenance Plan
57011	3/26/2019 12:00 AM	floor project	Deferred Maintenance Plan
57139	3/15/2019 3:00 PM	re-finish private contractor	Deferred Maintenance Plan
57153	3/19/2019 12:00 AM	floor project	Deferred Maintenance Plan
57171	4/2/2019 12:00 AM	Multiple project	Deferred Maintenance Plan
57212	4/2/2019 12:00 AM	tubwall project	Deferred Maintenance Plan
57217	4/2/2019 12:00 AM	tub wall project	Deferred Maintenance Plan
57266	3/20/2019 3:53 PM	Private contractor	Deferred Maintenance Plan
57515	6/11/2019 1:04 PM	tub wall list	Deferred Maintenance Plan
58153	6/14/2019 1:42 PM	painter project	Deferred Maintenance Plan
58937	7/23/2019 4:00 PM	re-finish private contractor	Deferred Maintenance Plan
58972	7/31/2019 1:00 PM	intercom list	Deferred Maintenance Plan
58983	8/2/2019 3:17 PM	tub wall list	Deferred Maintenance Plan
59045	8/1/2019 3:01 PM	tubwall project	Deferred Maintenance Plan
59153	9/3/2019 1:46 PM	painter list	Deferred Maintenance Plan
59559	9/18/2019 2:48 PM	floor project	Deferred Maintenance Plan
60163	11/7/2019 1:00 PM	intercom list	Deferred Maintenance Plan
60236	10/29/2019 10:14 AM	floor reapipe list	Deferred Maintenance Plan
60314	11/6/2019 10:09 AM	countertop repair	Deferred Maintenance Plan
60319	11/12/2019 9:37 AM	welder list	Deferred Maintenance Plan
60338	11/6/2019 9:55 AM	intercom list	Deferred Maintenance Plan
60339	11/6/2019 11:11 AM	intercom list	Deferred Maintenance Plan
60398	11/15/2019 3:00 PM	tub wall list	Deferred Maintenance Plan
60572	12/10/2019 12:00 AM	painter project	Deferred Maintenance Plan
60605	12/5/2019 12:00 AM	floor project	Deferred Maintenance Plan
60607	12/10/2019 12:00 AM	Multiple project	Deferred Maintenance Plan
60624	12/10/2019 12:00 AM	floor project	Deferred Maintenance Plan
60643	12/18/2019 12:00 AM	floor project	Deferred Maintenance Plan
60645	12/18/2019 12:00 AM	painter	Deferred Maintenance Plan
60666	12/18/2019 12:00 AM	painter	Deferred Maintenance Plan
60677	12/18/2019 12:00 AM	floor project	Deferred Maintenance Plan
60686	12/18/2019 12:00 AM	floor project	Deferred Maintenance Plan
60691	12/18/2019 12:00 AM	floor project	Deferred Maintenance Plan
60845	1/7/2020 12:00 AM	painter project	Deferred Maintenance Plan
60847	1/7/2020 12:00 AM	floor project	Deferred Maintenance Plan
60856	1/7/2020 12:00 AM	painter project	Deferred Maintenance Plan
60867	1/7/2020 12:00 AM	painter project	Deferred Maintenance Plan
60900	1/9/2020 12:00 AM	floor project	Deferred Maintenance Plan

## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

60916	1/8/2020 12:00 AM	floor project	Deferred Maintenance Plan
60926	1/8/2020 4:00 PM	floor project	Deferred Maintenance Plan
60928	1/8/2020 12:00 AM	floor project	Deferred Maintenance Plan
60933	1/10/2020 12:00 AM	painter project	Deferred Maintenance Plan
60938	12/30/2019 1:08 PM	floor repair list	Deferred Maintenance Plan
60966	1/8/2020 12:00 AM	painter project	Deferred Maintenance Plan
60967	1/8/2020 12:00 AM	painter project	Deferred Maintenance Plan
60971	1/3/2020 12:00 AM	floor project	Deferred Maintenance Plan
60981	1/8/2020 12:00 AM	floor project	Deferred Maintenance Plan
60982	1/9/2020 8:19 AM	floor repair list	Deferred Maintenance Plan
60984	1/8/2020 12:00 AM	floor project	Deferred Maintenance Plan
61014	1/9/2020 12:00 AM	painter project	Deferred Maintenance Plan
61024	1/9/2020 12:00 AM	floor project	Deferred Maintenance Plan
61035	1/9/2020 12:00 AM	floor project	Deferred Maintenance Plan
61039	1/9/2020 12:00 AM	floor project	Deferred Maintenance Plan
61055	1/3/2020 8:41 AM	painter project	Deferred Maintenance Plan
61070	4/17/2020 12:00 AM	painter project	Deferred Maintenance Plan
61088	4/17/2020 12:00 AM	floor project	Deferred Maintenance Plan
61095	1/7/2020 11:00 AM	painter project	Deferred Maintenance Plan
61249	4/17/2020 12:00 AM	floor project	Deferred Maintenance Plan
61251	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61253	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61256	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61260	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61261	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61262	4/21/2020 12:00 AM	painter project	Deferred Maintenance Plan
61265	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61266	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61270	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61284	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61289	4/21/2020 12:00 AM	painter project	Deferred Maintenance Plan
61295	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61297	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61299	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61302	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61306	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61308	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61314	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61326	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61327	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61329	4/21/2020 12:00 AM	floor project	Deferred Maintenance Plan
61331	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61333	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61335	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61336	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61337	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61338	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61340	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61347	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61363	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61368	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan

## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

61370	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61372	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61376	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61378	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61381	4/22/2020 12:00 AM	painter project	Deferred Maintenance Plan
61384	4/22/2020 12:00 AM	floor project	Deferred Maintenance Plan
61604	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61606	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61607	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61608	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61610	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61638	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
61655	4/23/2020 12:00 AM	Multiple project	Deferred Maintenance Plan
61758	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
61778	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
61810	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
61819	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
61976	4/27/2020 12:00 AM	floor project	Deferred Maintenance Plan
61977	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62005	4/27/2020 12:00 AM	floor project	Deferred Maintenance Plan
62006	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62007	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
62008	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
62011	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62029	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62035	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62039	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
62053	4/23/2020 12:00 AM	Multiple project	Deferred Maintenance Plan
62071	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62085	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62086	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62089	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62090	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62095	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62099	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62112	4/23/2020 12:00 AM	painter project	Deferred Maintenance Plan
62117	4/23/2020 12:00 AM	tub wall project	Deferred Maintenance Plan
62142	3/31/2020 2:34 PM	Covid-19 non emerge	Deferred Maintenance Plan
62158	4/23/2020 12:00 AM	floor project	Deferred Maintenance Plan
62243	4/17/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
62244	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62247	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62248	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62254	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62255	4/17/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
62258	3/31/2020 2:33 PM	floor repair list	Other
62263	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62265	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62269	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62281	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62282	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan



## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

62288	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62294	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62296	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62303	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62318	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62323	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62324	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62329	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62330	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62333	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62357	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62359	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62362	4/20/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62370	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62380	4/22/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62381	4/22/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62384	4/22/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62389	4/27/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62390	4/27/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62392	4/27/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62395	4/27/2020 12:00 AM	Covid-19 non emerge	Deferred Maintenance Plan
62443	4/28/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62446	4/30/2020 8:21 AM	Covid-19 non emerge	Deferred Maintenance Plan
62455	5/1/2020 1:35 PM	Covid-19 non emerge	Deferred Maintenance Plan
62469	5/1/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62471	5/1/2020 3:50 PM	Covid-19 non emerge	Deferred Maintenance Plan
62482	5/4/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62485	5/4/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62486	5/4/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62489	5/5/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62490	5/5/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62495	5/5/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62498	5/28/2020 3:05 PM	Covid-19 non emerge	Deferred Maintenance Plan
62522	5/7/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62535	5/8/2020 10:31 AM	Covid-19 non emerge	Deferred Maintenance Plan
62576	6/1/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
62704	5/28/2020 2:06 PM	Covid-19 non emerge	Deferred Maintenance Plan
62765	5/28/2020 2:10 PM	Covid-19 non emerge	Deferred Maintenance Plan
62768	5/14/2020 2:10 PM	Covid-19 non emerge	Deferred Maintenance Plan
62773	5/28/2020 2:13 PM	Covid-19 non emerge	Deferred Maintenance Plan
62774	5/5/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62775	5/5/2020 4:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62780	5/28/2020 2:08 PM	Covid-19 non emerge	Deferred Maintenance Plan
62788	5/28/2020 2:55 PM	Covid-19 non emerge	Deferred Maintenance Plan
62803	5/28/2020 2:14 PM	Covid-19 non emerge	Deferred Maintenance Plan
62815	5/21/2020 12:10 PM	Covid-19 non emerge	Deferred Maintenance Plan
62820	5/28/2020 2:53 PM	Covid-19 non emerge	Deferred Maintenance Plan
62821	5/28/2020 2:55 PM	Covid-19 non emerge	Deferred Maintenance Plan
62824	5/28/2020 1:00 PM	Covid-19 non emerge	Deferred Maintenance Plan
62838	5/28/2020 3:09 PM	Covid-19 non emerge	Deferred Maintenance Plan
62839	5/28/2020 3:10 PM	Covid-19 non emerge	Deferred Maintenance Plan

## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

62858	5/28/2020 3:11 PM	Covid-19 non emerge	Deferred Maintenance Plan
62866	5/28/2020 4:27 PM	Covid-19 non emerge	Deferred Maintenance Plan
62870	5/28/2020 4:28 PM	C	Deferred Maintenance Plan
62889	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62893	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62902	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62932	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62943	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62977	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62991	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62996	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
62998	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
63003	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
63019	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
63046	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
63089	6/23/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63104	6/23/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63106	6/24/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63187	7/2/2020 8:33 AM	covid-19	Deferred Maintenance Plan
63190	6/30/2020 12:00 AM	non-emergency Covid-19	Deferred Maintenance Plan
63192	6/30/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63193	6/30/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63200	6/30/2020 4:00 PM	non-emergency Covid-19	Deferred Maintenance Plan
63375	1/9/2019 12:00 AM		Deferred Maintenance Plan
63376	1/12/2019 12:00 AM		Deferred Maintenance Plan
63377	3/14/2019 12:00 AM		Deferred Maintenance Plan
63378	3/16/2019 12:00 AM		Deferred Maintenance Plan
63379	3/16/2019 12:00 AM		Deferred Maintenance Plan
63380	3/21/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63381	10/16/2019 12:00 AM		Deferred Maintenance Plan
63382	1/4/2020 12:00 AM		Deferred Maintenance Plan
63383	12/31/2019 12:00 AM		Deferred Maintenance Plan
63384	10/30/2019 12:00 AM		Deferred Maintenance Plan
63385	6/11/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63386	1/10/2019 12:00 AM		Deferred Maintenance Plan
63388	3/17/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63389	3/18/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63390	3/18/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63391	5/5/2020 12:00 AM	COVID-19 Non-Emergency	Deferred Maintenance Plan
63392	10/2/2019 12:00 AM		Deferred Maintenance Plan
63393	12/21/2019 12:00 AM		Deferred Maintenance Plan
63394	1/24/2020 12:00 AM		Deferred Maintenance Plan
63395	1/25/2020 12:00 AM		Deferred Maintenance Plan
63396	1/25/2020 12:00 AM		Deferred Maintenance Plan
63397	1/25/2020 12:00 AM		Deferred Maintenance Plan
63398	1/12/2019 12:00 AM		Deferred Maintenance Plan
63399	1/12/2019 12:00 AM		Deferred Maintenance Plan
63400	1/9/2019 12:00 AM		Deferred Maintenance Plan
63401	1/10/2019 12:00 AM		Deferred Maintenance Plan
63402	1/11/2019 12:00 AM		Deferred Maintenance Plan
63411	3/5/2019 12:00 AM		Deferred Maintenance Plan

## Framingham Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 1/1/2019 to 8/3/2020 11:59:59 PM

63414	6/13/2019 12:00 AM	Deferred Maintenance Plan
63415	7/30/2019 12:00 AM	Deferred Maintenance Plan
63416	9/24/2019 12:00 AM	Deferred Maintenance Plan
63417	1/2/2020 12:00 AM	Deferred Maintenance Plan
63418	1/2/2020 12:00 AM	Deferred Maintenance Plan
63419	1/2/2020 12:00 AM	Deferred Maintenance Plan
63424	12/28/2019 12:00 AM	Deferred Maintenance Plan
63425	12/5/2019 12:00 AM	Deferred Maintenance Plan
63427	12/3/2019 12:00 AM	Deferred Maintenance Plan
63428	11/16/2019 12:00 AM	Deferred Maintenance Plan
63429	9/24/2019 12:00 AM	Deferred Maintenance Plan

*End of Report*

**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, except as noted in the list of budgets below.

Budgets included in this Annual Plan:

- 1.Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Framingham Housing Authority , except as noted for separate budgets on the following pages.

- 2.The Musterfield At Concord Place

- 3.Scattered Site - Beaver Gardens/Beaver Park

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

**Operating Reserve**

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

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

The Framingham Housing Authority operating reserve at the end of fiscal year 2019 was \$14,040,714.00, which is 734.5% 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 Framingham Housing Authority , except as noted for separate budgets on the following pages.						
<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	\$2,746,416.00	\$2,813,894.00	\$2,814,552.00	0%	\$372.89
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	\$100.00	\$128.00	\$125.00	-2.3%	\$0.02
3611	Interest on Investments - Restricted	\$45,600.00	\$492,856.00	\$45,600.00	-90.7%	\$6.04
3690	Other Revenue	\$23,110.00	\$17,111.00	\$18,000.00	5.2%	\$2.38
3691	Other Revenue - Retained	\$310,000.00	\$597,193.00	\$500,000.00	-16.3%	\$66.24
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)	\$951,505.00	\$958,146.00	\$1,318,339.00	37.6%	\$174.66
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	\$2,975.00	\$0.00	-100%	\$0.00
3000	TOTAL REVENUE	\$4,076,731.00	\$4,882,303.00	\$4,696,616.00	-3.8%	\$622.23

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Framingham Housing Authority , except as noted for separate budgets on the following pages.						
<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	\$421,458.00	\$372,904.00	\$434,102.00	16.4%	\$57.51
4120	Compensated Absences	\$0.00	\$1,401.00	\$0.00	-100%	\$0.00
4130	Legal	\$30,000.00	\$42,295.00	\$30,000.00	-29.1%	\$3.97
4140	Members Compensation	\$23,000.00	\$21,344.00	\$23,000.00	7.8%	\$3.05
4150	Travel & Related Expenses	\$5,494.00	\$730.00	\$4,658.00	538.1%	\$0.62
4170	Accounting Services	\$7,300.00	\$6,459.00	\$7,300.00	13%	\$0.97
4171	Audit Costs	\$6,800.00	\$14,177.00	\$6,800.00	-52%	\$0.90
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$79,825.00	\$90,732.00	\$95,631.00	5.4%	\$12.67
4191	Tenant Organization	\$3,852.00	\$2,258.00	\$3,852.00	70.6%	\$0.51
4100	TOTAL ADMINISTRATION	\$577,729.00	\$552,300.00	\$605,343.00	9.6%	\$80.20
4310	Water	\$537,777.00	\$610,148.00	\$600,002.00	-1.7%	\$79.49
4320	Electricity	\$660,800.00	\$669,671.00	\$675,000.00	0.8%	\$89.43
4330	Gas	\$88,028.00	\$75,370.00	\$75,000.00	-0.5%	\$9.94
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
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	\$300,000.00	\$0.00	\$755,000.00	100%	\$100.03
4392	Net Meter Utility Credit (Negative Amount)	\$-300,000.00	\$0.00	\$-755,000.0	-100%	\$-100.03
4300	TOTAL UTILITIES	\$1,286,605.0	\$1,355,189.0	\$1,350,002.0	-0.4%	\$178.86

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Framingham Housing Authority , except as noted for separate budgets on the following pages.						
<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	\$604,858.00	\$610,365.00	\$650,590.00	6.6%	\$86.19
4420	Materials & Supplies	\$203,355.00	\$233,784.00	\$222,615.00	-4.8%	\$29.49
4430	Contract Costs	\$406,210.00	\$378,501.00	\$470,904.00	24.4%	\$62.39
4400	TOTAL MAINTENANCE	\$1,214,423.00	\$1,222,650.00	\$1,344,109.00	9.9%	\$178.07
4510	Insurance	\$120,189.00	\$117,165.00	\$138,386.00	18.1%	\$18.33
4520	Payment in Lieu of Taxes	\$5,326.00	\$11,430.00	\$5,326.00	-53.4%	\$0.71
4540	Employee Benefits	\$456,714.00	\$428,726.00	\$465,915.00	8.7%	\$61.73
4541	Employee Benefits - GASB 45	\$0.00	\$65,246.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$30,000.00	\$12,558.00	\$5,000.00	-60.2%	\$0.66
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	\$30,646.00	\$30,646.00	\$30,646.00	0%	\$4.06
4500	TOTAL GENERAL EXPENSES	\$642,875.00	\$665,771.00	\$645,273.00	-3.1%	\$85.49
4610	Extraordinary Maintenance	\$60,000.00	\$34,027.00	\$60,000.00	76.3%	\$7.95
4611	Equipment Purchases - Non Capitalized	\$30,000.00	\$58,733.00	\$30,000.00	-48.9%	\$3.97
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	\$797,190.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$90,000.00	\$889,950.00	\$90,000.00	-89.9%	\$11.92
4000	TOTAL EXPENSES	\$3,811,632.00	\$4,685,860.00	\$4,034,727.00	-13.9%	\$534.54



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Framingham Housing Authority , except as noted for separate budgets on the following pages.						
<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	\$4,076,731.00	\$4,882,303.00	\$4,696,616.00	-3.8%	\$622.23
4000	TOTAL EXPENSES	\$3,811,632.00	\$4,685,860.00	\$4,034,727.00	-13.9%	\$534.54
2700	NET INCOME (DEFICIT)	\$265,099.00	\$196,443.00	\$661,889.00	236.9%	\$87.69
7520	Replacements of Equip. - Capitalized	\$50,725.00	\$75,639.00	\$96,000.00	26.9%	\$12.72
7540	Betterments & Additions - Capitalized	\$126,350.00	\$83,409.00	\$126,350.00	51.5%	\$16.74
7500	TOTAL NONOPERATING EXPENDITURES	\$177,075.00	\$159,048.00	\$222,350.00	39.8%	\$29.46
7600	EXCESS REVENUE OVER EXPENSES	\$88,024.00	\$37,395.00	\$439,539.00	1075.4%	\$58.23

The Musterfield At Concord Place						
<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	\$812,654.00	\$872,803.00	\$852,600.00	-2.3%	\$645.91
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	\$22,775.00	\$0.00	-100%	\$0.00
3690	Other Revenue	\$26,600.00	\$0.00	\$28,000.00	0%	\$21.21
3691	Other Revenue - Retained	\$0.00	\$39,983.00	\$0.00	-100%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$400,805.00	\$368,506.00	\$386,423.00	4.9%	\$292.74
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	\$1,240,059.00	\$1,304,067.00	\$1,267,023.00	-2.8%	\$959.87

The Musterfield At Concord Place						
<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	\$148,557.00	\$148,557.00	\$153,014.00	3%	\$115.92
4120	Compensated Absences	\$0.00	\$0.00	\$0.00	0%	\$0.00
4130	Legal	\$10,314.00	\$11,556.00	\$10,314.00	-10.7%	\$7.81
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$0.00	\$0.00	\$0.00	0%	\$0.00
4170	Accounting Services	\$46,368.00	\$26,211.00	\$47,759.00	82.2%	\$36.18
4171	Audit Costs	\$15,000.00	\$15,250.00	\$15,175.00	-0.5%	\$11.50
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$62,180.00	\$56,141.00	\$62,398.00	11.1%	\$47.27
4191	Tenant Organization	\$55,200.00	\$66,871.00	\$55,200.00	-17.5%	\$41.82
4100	TOTAL ADMINISTRATION	\$337,619.00	\$324,586.00	\$343,860.00	5.9%	\$260.50
4310	Water	\$259,161.00	\$260,148.00	\$259,161.00	-0.4%	\$196.33
4320	Electricity	\$24,045.00	\$19,627.00	\$24,045.00	22.5%	\$18.22
4330	Gas	\$56,907.00	\$61,588.00	\$56,907.00	-7.6%	\$43.11
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$340,113.00	\$341,363.00	\$340,113.00	-0.4%	\$257.66

The Musterfield At Concord Place						
EXPENSES						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Spent	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$144,543.00	\$144,543.00	\$148,878.00	3%	\$112.79
4420	Materials & Supplies	\$19,258.00	\$17,103.00	\$19,836.00	16%	\$15.03
4430	Contract Costs	\$112,125.00	\$117,871.00	\$114,879.00	-2.5%	\$87.03
4400	TOTAL MAINTENANCE	\$275,926.00	\$279,517.00	\$283,593.00	1.5%	\$214.84
4510	Insurance	\$96,421.00	\$99,880.00	\$104,397.00	4.5%	\$79.09
4520	Payment in Lieu of Taxes	\$3,960.00	\$3,960.00	\$3,960.00	0%	\$3.00
4540	Employee Benefits	\$120,575.00	\$120,575.00	\$124,192.00	3%	\$94.08
4541	Employee Benefits - GASB 45	\$0.00	\$0.00	\$0.00	0%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$0.00	\$4,744.00	\$0.00	-100%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$446,075.00	\$0.00	-100%	\$0.00
4590	Other General Expense	\$53,255.00	\$12,617.00	\$54,718.00	333.7%	\$41.45
4500	TOTAL GENERAL EXPENSES	\$274,211.00	\$687,851.00	\$287,267.00	-58.2%	\$217.63
4610	Extraordinary Maintenance	\$0.00	\$0.00	\$0.00	0%	\$0.00
4611	Equipment Purchases - Non Capitalized	\$12,190.00	\$11,838.00	\$12,190.00	3%	\$9.23
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	\$1,039,381.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$12,190.00	\$1,051,219.00	\$12,190.00	-98.8%	\$9.23
4000	TOTAL EXPENSES	\$1,240,059.00	\$2,684,536.00	\$1,267,023.00	-52.8%	\$959.87

The Musterfield At Concord Place						
<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	\$1,240,059.00	\$1,304,067.00	\$1,267,023.00	-2.8%	\$959.87
4000	TOTAL EXPENSES	\$1,240,059.00	\$2,684,536.00	\$1,267,023.00	-52.8%	\$959.87
2700	NET INCOME (DEFICIT)	\$0.00	\$-1,380,469.00	\$0.00	-100%	\$0.00
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$0.00	0%	\$0.00
7600	EXCESS REVENUE OVER EXPENSES	\$0.00	\$-1,380,469.00	\$0.00	-100%	\$0.00

Scattered Site - Beaver Gardens/Beaver Park						
REVENUE						
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	\$283,488.00	\$294.881.00	\$279.096.00	-5.4%	\$401.00
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	\$2,650.00	\$3.386.00	\$2.950.00	-12.9%	\$4.24
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$0.00	\$0.00	\$0.00	0%	\$0.00
3691	Other Revenue - Retained	\$0.00	\$0.00	\$0.00	0%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$483,784.00	\$302.585.00	\$558.429.00	84.6%	\$802.34
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	\$769,922.00	\$600.852.00	\$840.475.00	39.9%	\$1.207.58

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

Scattered Site - Beaver Gardens/Beaver Park						
EXPENSES						
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	\$156,224.00	\$81,690.00	\$160,911.00	97%	\$231.19
4120	Compensated Absences	\$0.00	\$444.00	\$0.00	-100%	\$0.00
4130	Legal	\$300.00	\$984.00	\$300.00	-69.5%	\$0.43
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$275.00	\$67.00	\$198.00	195.5%	\$0.28
4170	Accounting Services	\$700.00	\$605.00	\$700.00	15.7%	\$1.01
4171	Audit Costs	\$500.00	\$763.00	\$500.00	-34.5%	\$0.72
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$6,240.00	\$4,803.00	\$6,974.00	45.2%	\$10.02
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$164,239.00	\$89,356.00	\$169,583.00	89.8%	\$243.65
4310	Water	\$69,201.00	\$66,993.00	\$69,915.00	4.4%	\$100.45
4320	Electricity	\$100.00	\$120.00	\$75.00	-37.5%	\$0.11
4330	Gas	\$180.00	\$0.00	\$0.00	0%	\$0.00
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$69,481.00	\$67,113.00	\$69,990.00	4.3%	\$100.56

Scattered Site - Beaver Gardens/Beaver Park						
EXPENSES						
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	\$0.00	\$0.00	\$0.00	0%	\$0.00
4420	Materials & Supplies	\$0.00	\$0.00	\$0.00	0%	\$0.00
4430	Contract Costs	\$310,329.00	\$279,318.00	\$292,912.00	4.9%	\$420.85
4400	TOTAL MAINTENANCE	\$310,329.00	\$279,318.00	\$292,912.00	4.9%	\$420.85
4510	Insurance	\$10,782.00	\$10,377.00	\$11,848.00	14.2%	\$17.02
4520	Payment in Lieu of Taxes	\$15,538.00	\$17,793.00	\$15,538.00	-12.7%	\$22.32
4540	Employee Benefits	\$68,354.00	\$62,129.00	\$68,481.00	10.2%	\$98.39
4541	Employee Benefits - GASB 45	\$0.00	\$9,765.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$0.00	\$0.00	\$0.00	0%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$16,100.00	\$0.00	\$16,100.00	0%	\$23.13
4500	TOTAL GENERAL EXPENSES	\$110,774.00	\$100,064.00	\$111,967.00	11.9%	\$160.87
4610	Extraordinary Maintenance	\$3,000.00	\$0.00	\$24,834.00	0%	\$35.68
4611	Equipment Purchases - Non Capitalized	\$3,000.00	\$1,535.00	\$3,000.00	95.4%	\$4.31
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	\$60,969.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$6,000.00	\$62,504.00	\$27,834.00	-55.5%	\$39.99
4000	TOTAL EXPENSES	\$660,823.00	\$598,355.00	\$672,286.00	12.4%	\$965.93



Scattered Site - Beaver Gardens/Beaver Park						
<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	\$769,922.00	\$600,852.00	\$840,475.00	39.9%	\$1,207.58
4000	TOTAL EXPENSES	\$660,823.00	\$598,355.00	\$672,286.00	12.4%	\$965.93
2700	NET INCOME (DEFICIT)	\$109,099.00	\$2,497.00	\$168,189.00	6635.6%	\$241.65
7520	Replacements of Equip. - Capitalized	\$39,000.00	\$38,724.00	\$40,000.00	3.3%	\$57.47
7540	Betterments & Additions - Capitalized	\$6,118.00	\$0.00	\$6,118.00	0%	\$8.79
7500	TOTAL NONOPERATING EXPENDITURES	\$45,118.00	\$38,724.00	\$46,118.00	19.1%	\$66.26
7600	EXCESS REVENUE OVER EXPENSES	\$63,981.00	\$-36,227.00	\$122,071.00	-437%	\$175.39

## 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 Framingham 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: No Findings

Reason: The Framingham Housing Authority is aggressive with rent collection - send monthly bills, send reminder letters, 14 day notices to quit and proceed to court.

Framingham Housing Authority has been transferred from the District Court to the Housing Court based out of Worcester, and with that comes a delay in getting cases seen in a timely manner. The overall collections for the Authority meets the criteria for no findings, and we continue to be aggressive with our 705 and 200 units.

Response: The Framingham Housing Authority will continue to send monthly bills and notices to residents. We will continue to take court action to create payment agreements, as well as make payment agreements in house at the Authority.

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

Rating: No Findings

Criterion: Completion of mandatory online board member training

Rating: No Findings

**Category: Financial**

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

Rating: Corrective Action

Reason: The Framingham Housing Authority does not believe it is appropriate to receive a corrective action as a result of expending resources received from the Commonwealth in a more efficient manner than was expected at the time of budget approval.

Response: The Framingham Housing will revised budget to adjust for its more efficient operation in the future.

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

Rating: No Findings

### **Category: Capital Planning**

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

Rating: No findings

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

Rating: No Findings

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

Criterion: Health and Safety Violations

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

	<b>Number of violations cited</b>	<b>Number of violations corrected</b>
<b>Maintenance related violations</b>	0	0
<b>Tenant related violations</b>	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 competed 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 it not ocmpleted within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.

Rating:

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

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

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





## **Policies**

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy		will address at next board meeting
*Personnel Policy	08/10/2015	
*Capitalization Policy		will address at next board meeting
*Procurement Policy	10/12/2016	
*Grievance Policy		will address at next board meeting
Other – Define in the ‘Notes’ column		Affirmatively Furthering Fair Housing [no documented date of latest revision]
Equal Employment Opportunity Policy and Affirmative Action Plan	06/12/2017	[will address at next board meeting]
Other – Define in the ‘Notes’ column	11/07/1966	By Laws - Framingham Housing Authority
Other – Define in the ‘Notes’ column		Code of Conduct Policy [will address at next board meeting]
Criminal Offender Records Information (CORI) Policy	07/10/2017	will address at next board meeting
Credit/Debit Card Policy	05/12/2014	
Other – Define in the ‘Notes’ column		Disposition Policy
Other – Define in the ‘Notes’ column	05/25/1989	Drug-Free Workplace Policy
Emergency Response Plan		Emergency Case Plan
Other – Define in the ‘Notes’ column		Eviction Policy (will address at next board meeting)

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Fair Housing Marketing Plan		[no documented date of latest revision]
Other – Define in the ‘Notes’ column		Family & Medical Leave Policy (will address at next board meeting)
Other – Define in the ‘Notes’ column	11/03/2016	Flat Rent Significant Amendment
Other – Define in the ‘Notes’ column		Force Account Labor (will address at next board meeting)
Other – Define in the ‘Notes’ column	01/11/2016	Fraud Policy
Other – Define in the ‘Notes’ column	07/16/2001	Hazardous Substance Disposal Procedure
Other – Define in the ‘Notes’ column	09/12/2016	Integrated Pest Management Policy (IPM)
Other – Define in the ‘Notes’ column	02/18/2016	Internal Controls Policy
Other – Define in the ‘Notes’ column		Internet & Technology Resources Usage Policy (will address at next board meeting)
Investment Policy		[no documented date of latest revision]
Other – Define in the ‘Notes’ column		Limited English Proficiency (LEP) Policy
Maintenance and Other Charges	11/14/2011	Charges for Maintenance Repairs
Smoking Policy	09/12/2016	Non-Smoking Policy
Other – Define in the ‘Notes’ column		No Trespass Notice
Other – Define in the ‘Notes’ column	02/18/2016	OBRA Policy
Parking	01/14/2013	Parking Policy

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Pet Policy		(will address at next board meeting)
Other – Define in the ‘Notes’ column	08/09/2004	Program Participation Policy
Reasonable Accommodations Policy	07/10/2017	
Other – Define in the ‘Notes’ column	05/08/2007	Satellite Policy
Sexual Harassment Policy		(will address at next board meeting)
Other – Define in the ‘Notes’ column		Smoke Detector Policy (will address at next board meeting)
Travel Policy	05/22/2011	
Other – Define in the ‘Notes’ column	01/11/2016	Vehicle Policy
Other – Define in the ‘Notes’ column		Violence Against Women Act (VAWA) Policy (will address at next board meeting)
Other – Define in the ‘Notes’ column		Workers' Compensation Policy and Procedures (will address at next board meeting)

\* 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**

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

<b>Description</b>	<b>Reason</b>	<b>Date Waiver Approved by DHCD</b>	<b>Date Expired</b>
Biennial recertification of c.667 rents	Due to Covid 19	03/25/2020	

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

## Attachments

**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.

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

## Framingham Housing Authority

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We had our Annual Plan Hearing on Sept 21<sup>st</sup>, 2020. There were no Substantial Comments.

Kristin Davis

## **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.



# Framingham Housing Authority

## Chapter 667 Housing

### Fall 2019

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

In the Fall of 2019, surveys were sent to 7172 housing units (Chapter 667). 3421 surveys were filled out and returned.

In the **Framingham Housing Authority**, surveys were sent to a total of **200** Framingham housing units (Chapter 667); **77** surveys were completed.

This report provides some information about how the residents from the **Framingham Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state.

## Communication

- **Communication with management:** Residents were asked about how they interacted with their Housing Authorities in this peer group in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Framingham Housing Authority	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	91%	87%
Knew the Executive Director held a meeting with residents.....	69%	54%

## Maintenance and Repair

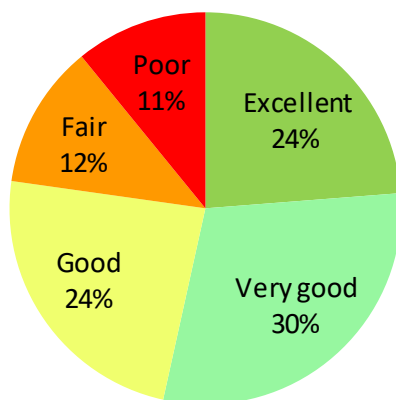
- **Communication with maintenance staff:** Residents were asked about their interactions with the Framingham Housing Authority maintenance staff in the last 12 months.

	Framingham Housing Authority	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	92%	89%
Were contacted by the Housing Authority before entering their apartment.....	97%	92%

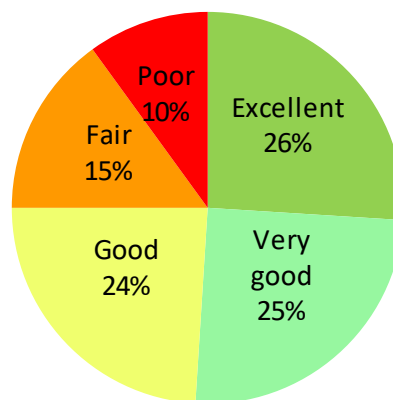
- **Overall maintenance** Respondents were asked how they would they rate overall building maintenance (such as clean halls and stairways and having lights and elevators that work) and outdoor space maintenance (such as litter removal and clear walkways) in the last 12 months.

### Building maintenance:

**Framingham Housing Authority**

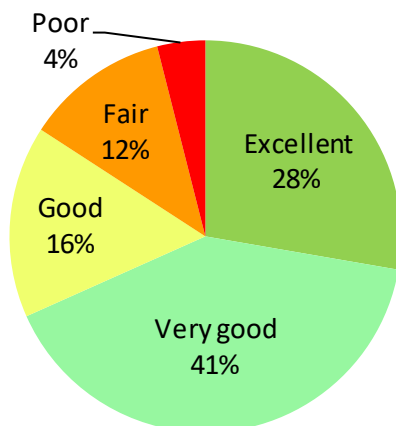


**Entire State**

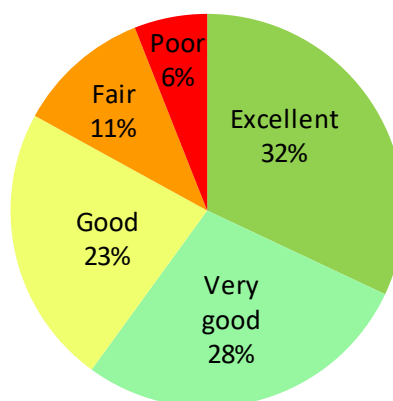


### Outdoor maintenance:

**Framingham Housing Authority**



**Entire State**



- **Heating and Water Problems:** More than a third of respondents had a problem with their heating and about a half had a plumbing problem in the last 12 months.

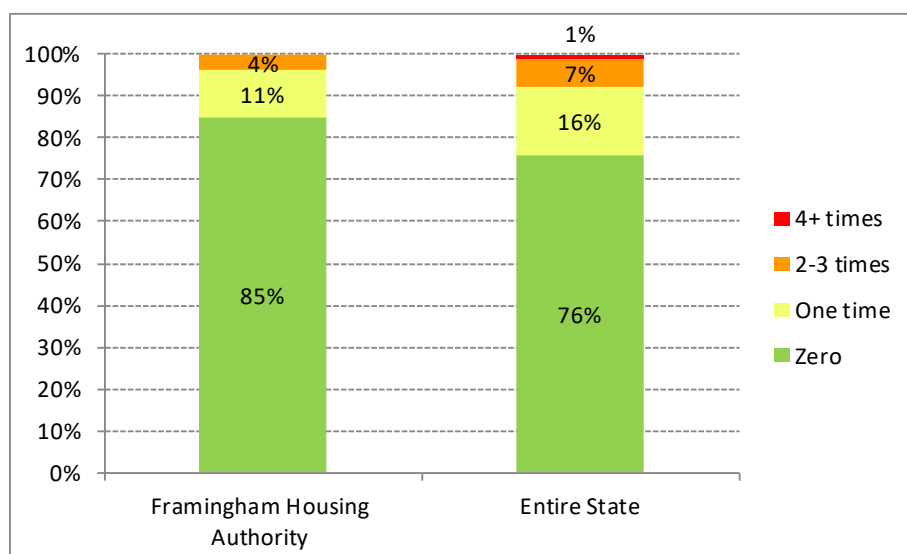
	Framingham Housing Authority	Entire State
Had any heating problem.....	42%	40%
Had any water problem.....	49%	57%

- **Heating Problems**

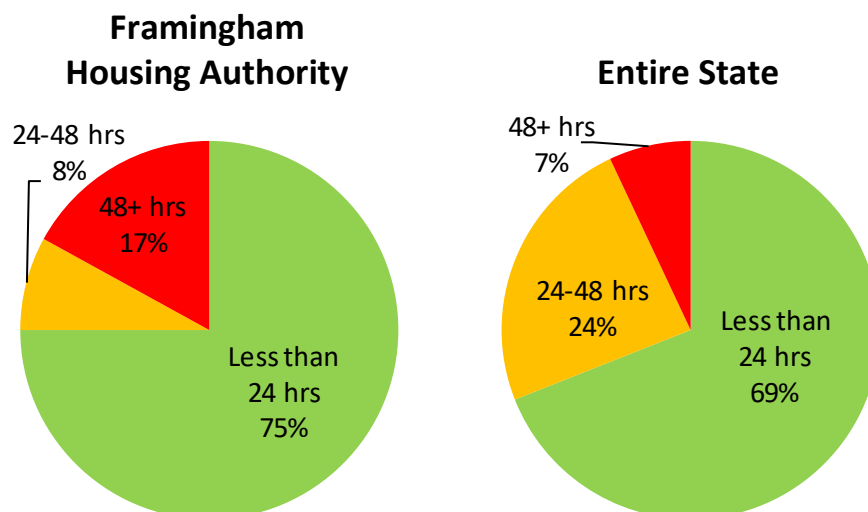
### How many times did residents completely lose heat?

The chart below shows how many times respondents had completely lost heat 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.



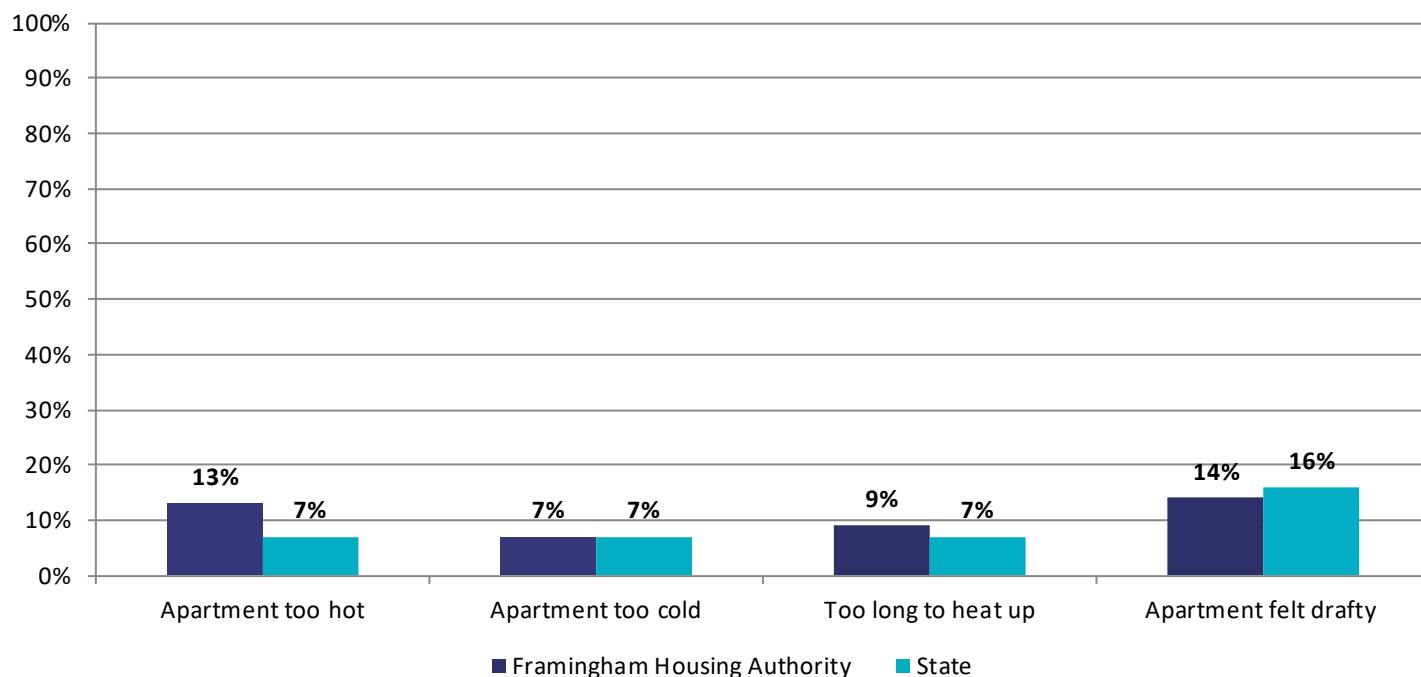
**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- **Other Heating Problems**

**In the last 12 months did residents have other heating problems?**

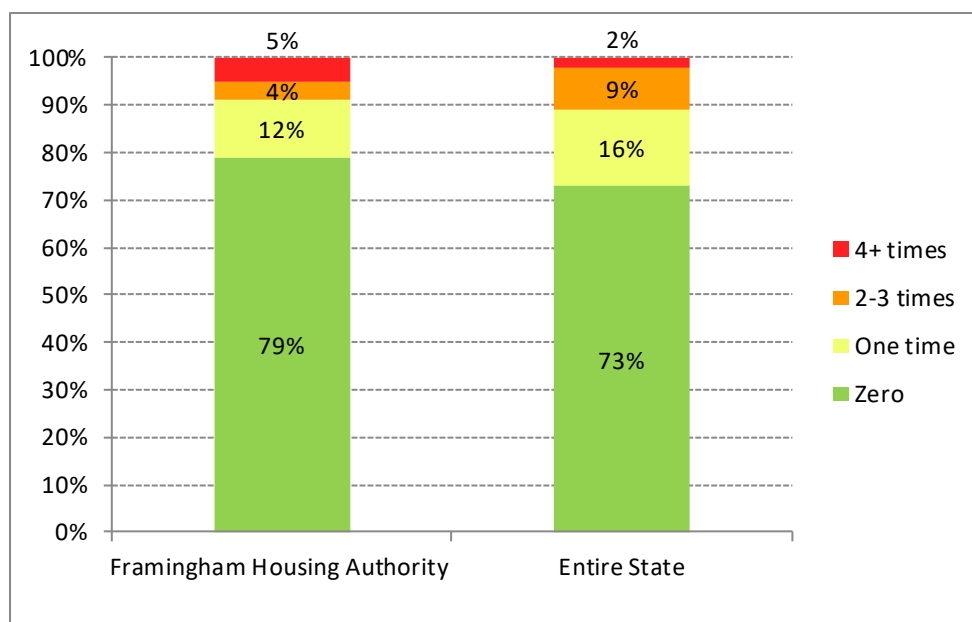
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



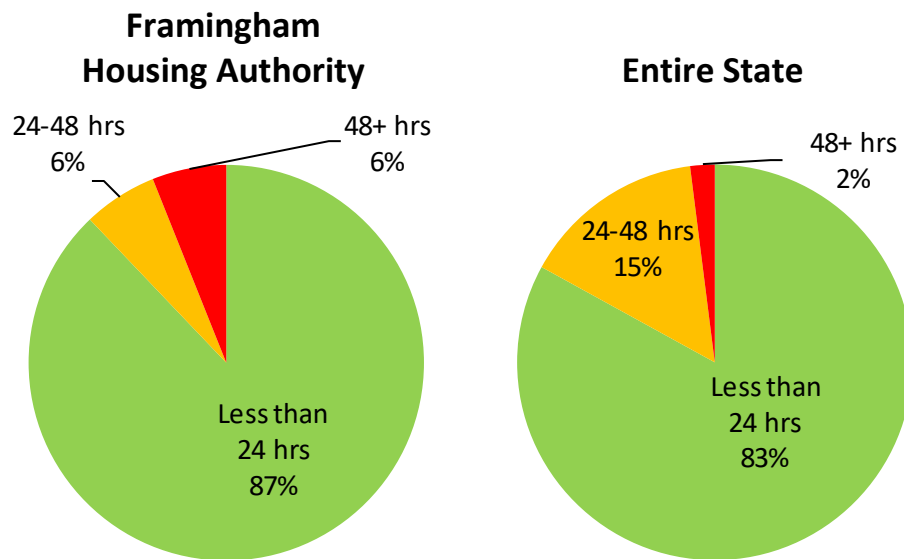
- **Water or Plumbing Problems**

**How many times did residents have no hot water in their apartment?**

The chart below shows how many times respondents did not have no hot water in their apartment 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.



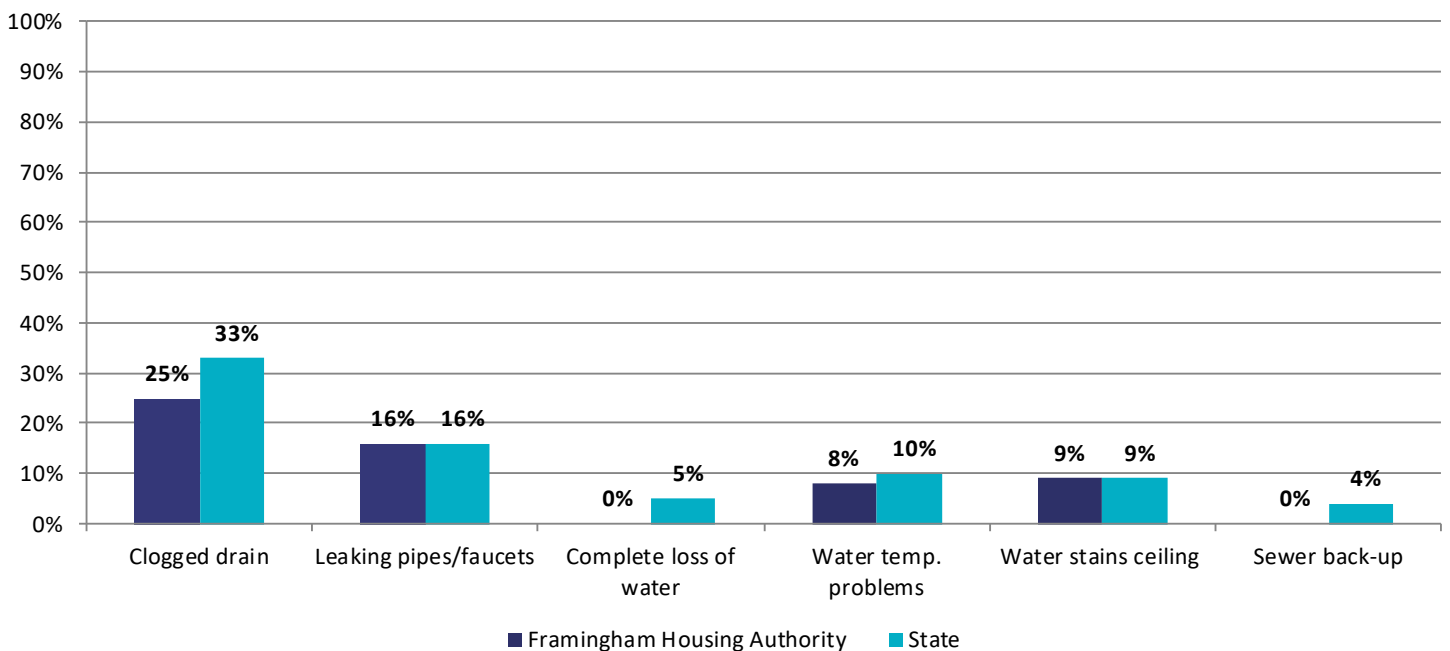
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- Other Water or Plumbing Problems**

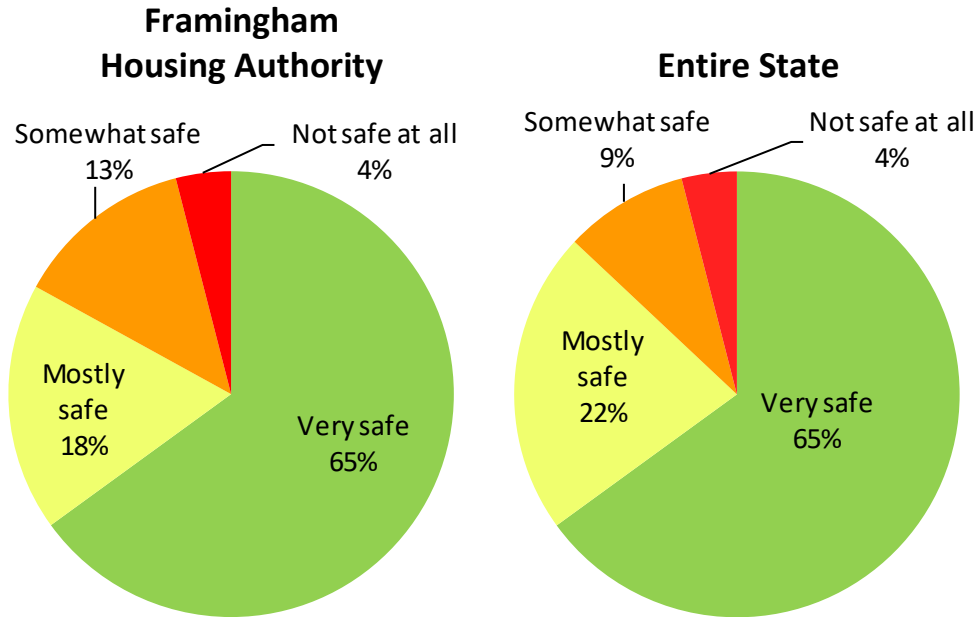
**In the last 12 months did residents have other water or plumbing problems?**

The chart below shows how many times respondents had other water or plumbing problems in the last 12 months.

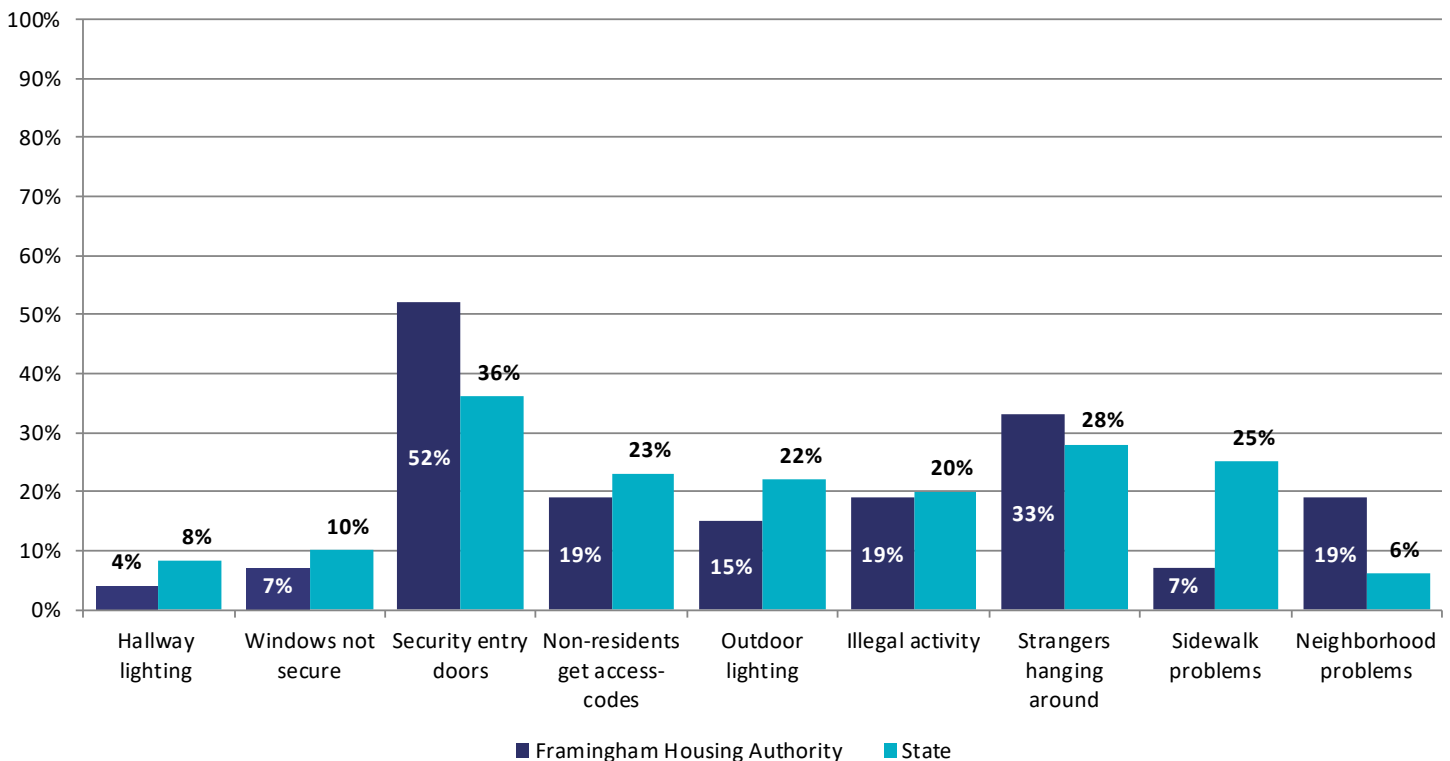


## Safety

**Respondents were asked how safe they felt in their development.** The charts below show what percentage of residents said they felt “very safe”, “mostly” safe, “somewhat safe”, or “not safe at all” in their development in the last 12 months.

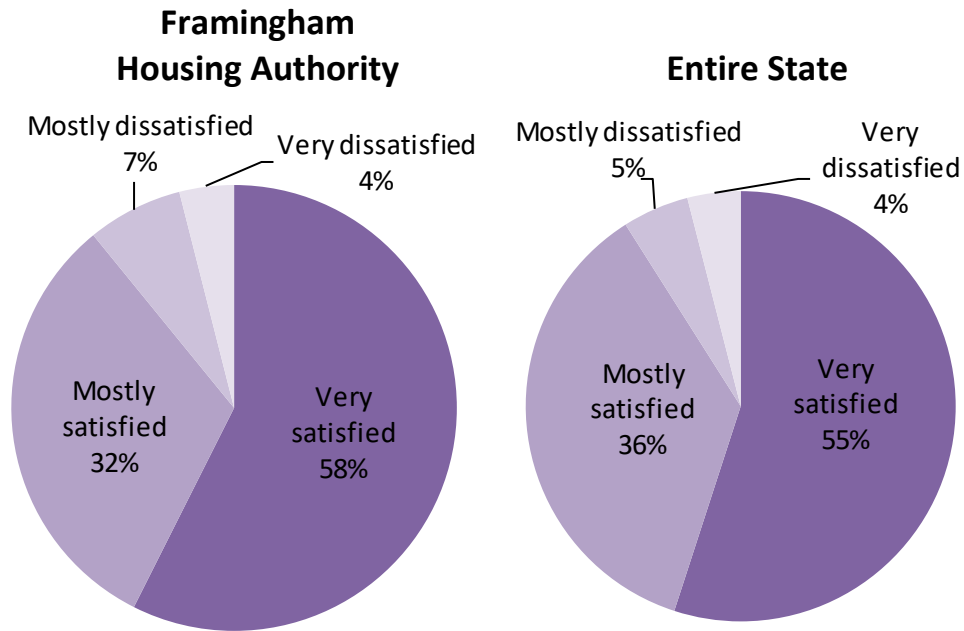


**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



## Overall Satisfaction

Respondents were asked about their overall satisfaction living in their development. The chart below shows what percentage of people said they were “very satisfied”, “mostly satisfied”, “mostly dissatisfied”, or “very dissatisfied”.



# FRAMINGHAM 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 **255** housing units (Chapters 200 and 705) in the **Framingham Housing Authority**. **108** surveys were completed.

This report provides some information about how the residents from the **Framingham 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 Framingham Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Framingham Housing Authority	All Large LHAs in Central MA*	Entire State
Contacted management about a problem or concern.....	89%	84%	87%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	72%	75%	76%
Saw the Capital Improvement Plan.....	11%	25%	18%
Saw the Operating Budget.....	7%	14%	12%
Knew the Executive Director held a meeting with residents..	14%	28%	21%

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



## Services and Programs

**79%** of the Framingham 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:

	Framingham Housing Authority	All Large LHAs in Central MA	Entire State
Job training programs.....	30%	28%	31%
Money management programs ( <i>budgeting, taxes, income building</i> ).....	26%	27%	29%
Children's programs ( <i>tutoring, childcare, afterschool programs</i> ).....	40%	41%	39%
Health and Medical Services ( <i>visiting nurse, meal programs</i> ).....	22%	22%	26%
Adult Education ( <i>GED, ESL, educational counseling</i> ) .....	34%	30%	29%

## Maintenance and Repair

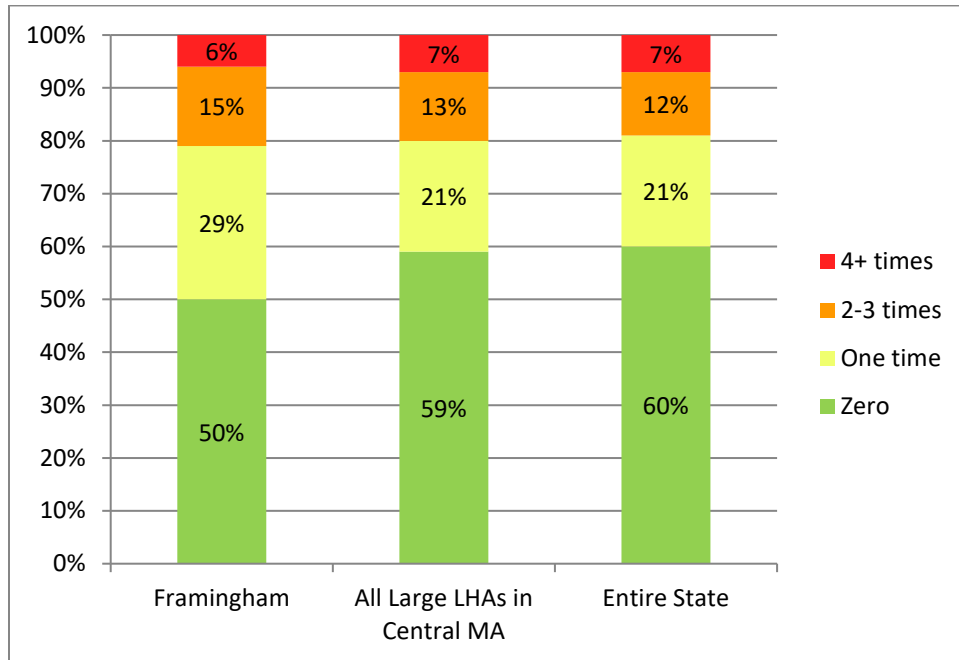
- **Who had problems?** About half of respondents had at least one maintenance problem in the last 12 months.

	Framingham Housing Authority	All Large LHAs in Central MA	Entire State
Had a heating problem.....	49%	40%	39%
Had a problem with water or plumbing.....	53%	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.

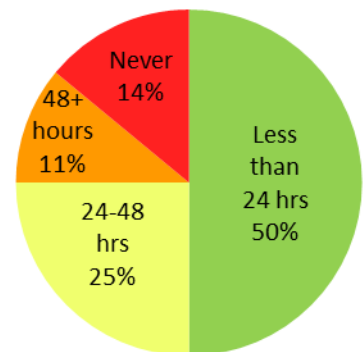
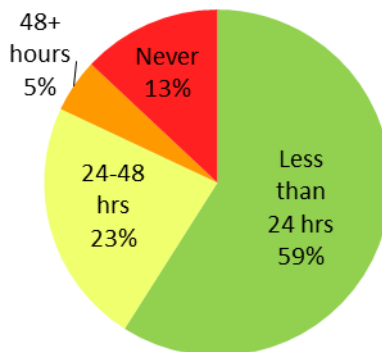
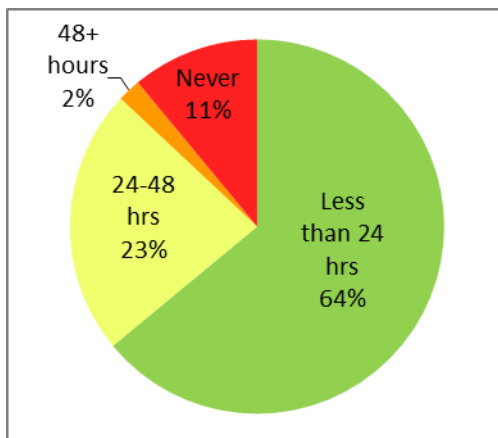


**How long did it take to fix the heating problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

### Framingham Housing Authority

### All Large LHAs in Central MA

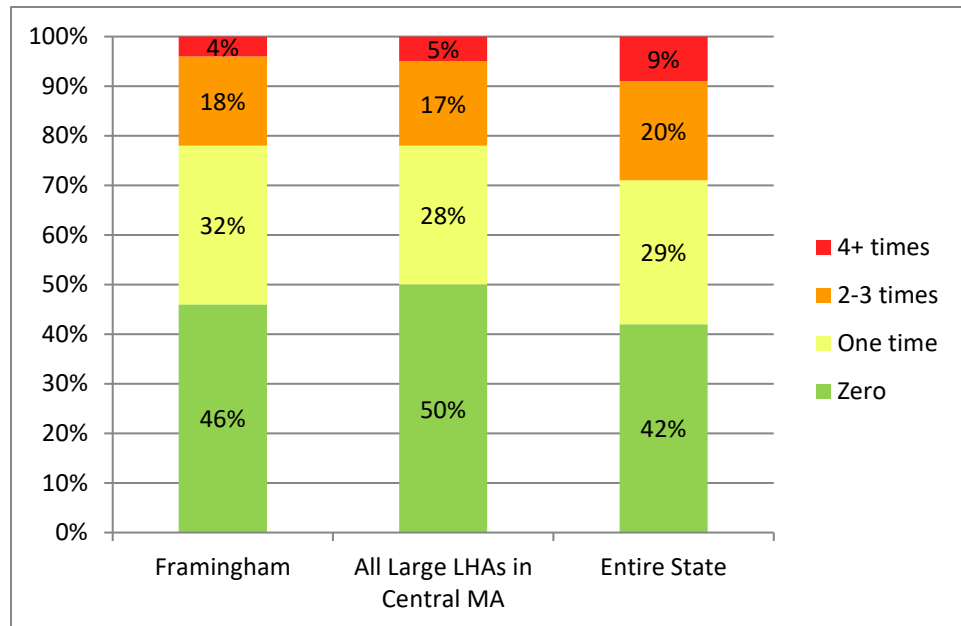
### Entire State



- **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.

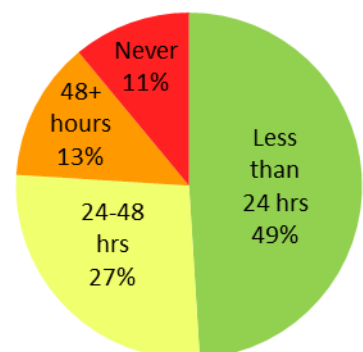
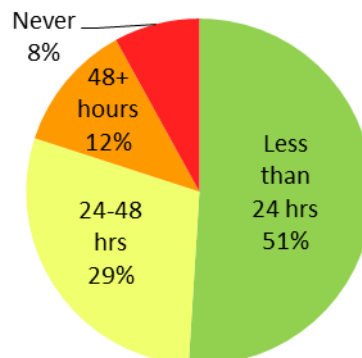
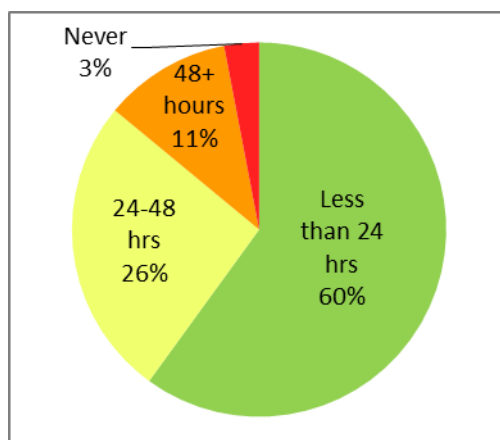


**How long did it take to fix the water or plumbing problems?** For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

### Framingham Housing Authority

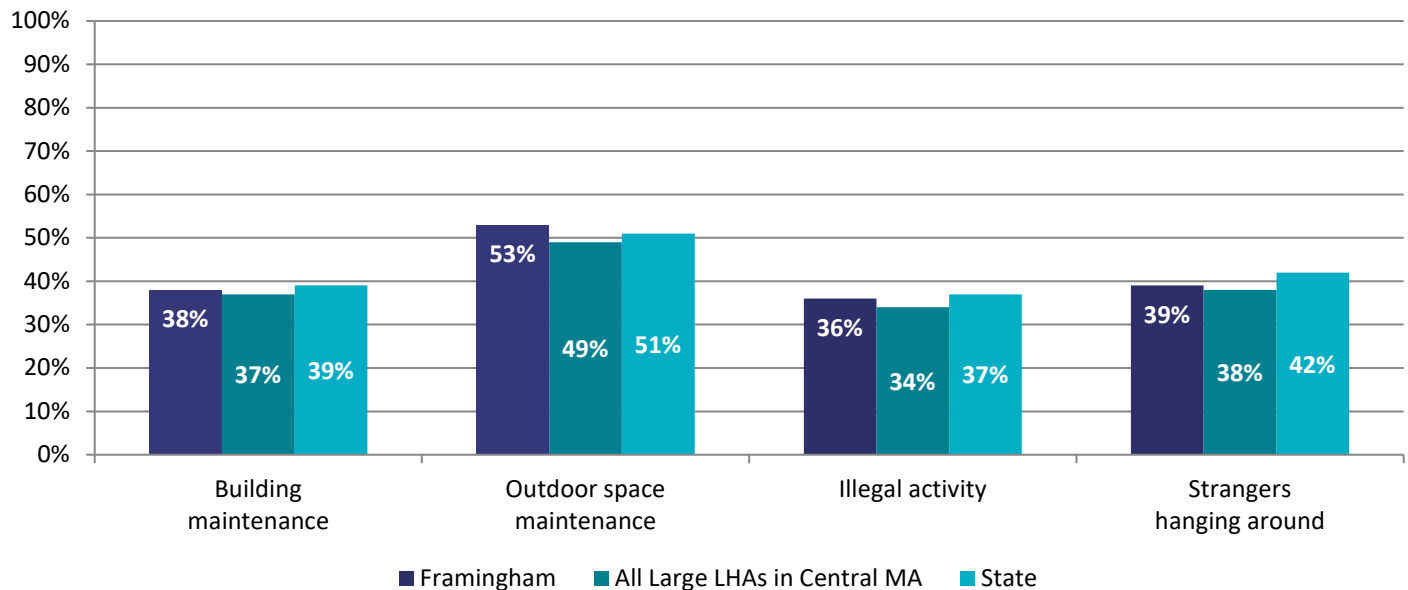
### All Large LHAs in Central MA

### 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.

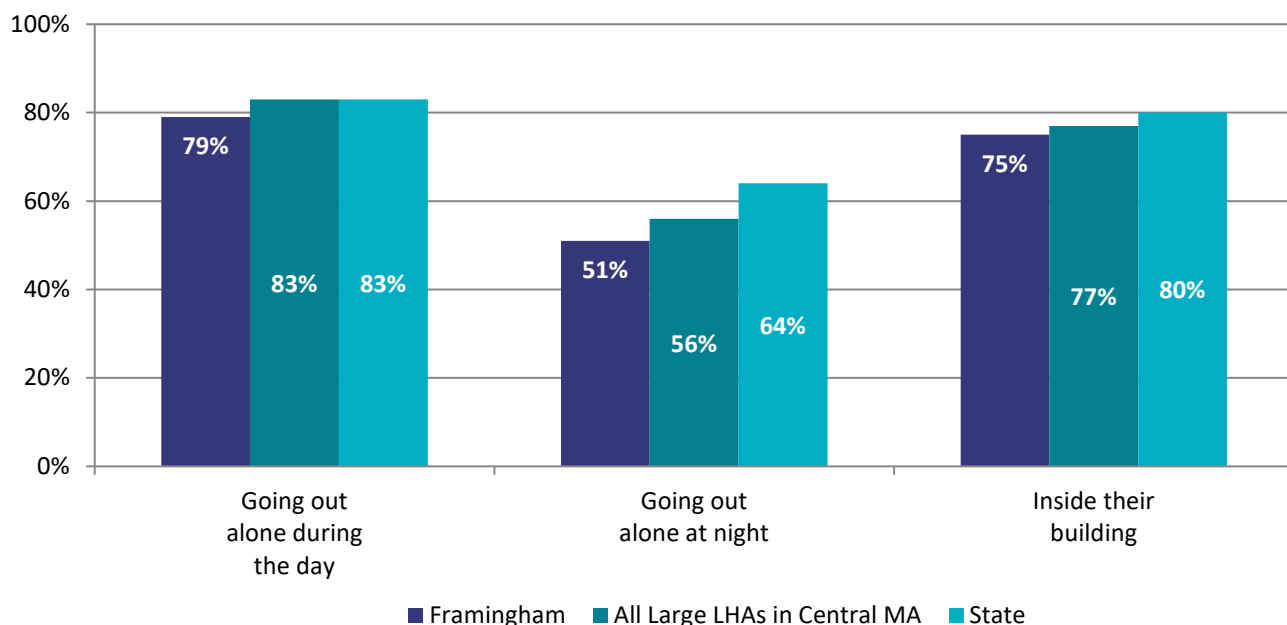
### Respondents who “always” or “sometimes” had problems with....



## 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” ....



# FRAMINGHAM 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	Framingham Housing Authority
Fiscal Year Ending	12/31/2019
Housing Management Specialist	Robert Pelletier
Facilities Management Specialist	Wilzor Exantus

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

## LHA Framingham 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:

### Tenant Accounts Receivable (TAR)

Rating All: No Findings

Rating 667: No Findings

Rating 200: Operational Guidance

Rating 705: Corrective Action

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

## Certifications and Reporting Submissions

**Rating:** No Findings

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

## Adjusted Net Income/Revenue

**Rating:** Corrective Action

### Revenue:

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



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: Track spending on a monthly basis, and submit a budget revision in the 10th month, if necessary.**

## Operating Reserve

Rating: No Findings

- ☐ Please refer to PHN 2018-04 and current budget guidelines for information on operating reserve
- ☐ An LHA may spend down to 35% of maximum reserve level without consulting DHCD, but the LHA must budget these expenses in the correct line items of their annual operating budget. If the expense occurred after DHCD approval of the annual operating budget, the LHA should submit a budget revision with these expenditures.
- ☐ Any expenditures from the operating reserve that will result in a projected operating reserve of less than 35% of maximum reserve level, requires *prior written approval* from DHCD, *unless the expenses are to resolve health and safety issues*.
- ☐ Each LHA must maintain a projected operating reserve of 20% of maximum reserve level, which *remains the minimum operating reserve level for all LHAs*.
- ☐ **Other:**

## Board Member Training

Rating: No Findings

- ☐ Ensure you update the board attendance application with the most recent board members, and their term dates.
- ☐ Ensure each board member has a unique email for the board member training.
- ☐ Provide computer guidance as needed to help board members complete the training.
- ☐ **Other:**

## PMR Capital Benchmarks for LHA Fiscal Year 2019

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