

Marblehead 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 Marblehead 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. No letters from LTO. Marblehead does not have a LTO
 - b. No substantive comments received.
 - c. Cover sheet for tenant satisfaction surveys
 - d. Tenant Satisfaction Survey - 667only
 - e. Tenant Satisfaction Survey - 200-705only
 - f. Performance Management Review.

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
200-01	Family	BARNARD HAWKES 200-01	2	1949	22
200-02	Family	BROUGHTON ROAD 200-02	28	1951	54
667-02	Elderly	GREEN STREET COURT 667-02	4	1962	32
667-04	Elderly	NEW FARRELL COURT 667-04	6	1974	48
667-03	Elderly	OLD FARRELL COURT 667-03	1	1967	63
667-01	Elderly	POWDER HOUSE 667-01	9	1959	38
667-05	Elderly	ROADS SCHOOL 667-05	1	1902	41
	Family	Family units in smaller developments	4		8
Total			55		306

LHA Central Office

Marblehead Housing Authority

Phone:

Email:

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Joan Cutler	Chair		05/13/2015	05/13/2020
Jean Eldridge	Treasurer		05/11/2016	05/11/2021
Pamela Foye	Member		05/14/2019	05/14/2020
Patricia Roberts	Vice-Chair		05/15/2018	05/11/2023
Martha Walton	Member	State Appointee	03/29/2017	07/19/2021

Plan History

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

	REQUIREMENT	DATE COMPLETED
A.	Advertise the public hearing on the LHA website.	07/29/2020
B.	Advertise the public hearing in public postings.	07/29/2020
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	07/29/2020
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	09/15/2020
G.	Executive Director presents the Annual Plan to the Board.	09/15/2020
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	09/15/2020

Certification

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

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

Date of certification: 10/05/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on December 4, 2020. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$1,976,394.86		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$296,459.23		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$1,679,935.63	\$1,712,375.18	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$24,017.85	\$24,017.85	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$1,655,917.78	\$1,688,357.33	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$79,606.65	\$79,606.65	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$1,759,542.28	\$1,791,981.83	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.

- o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.

- o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
168037	2008 Master CFA	POWDER HOUSE 667-01	\$4,900	\$4,900	\$0	\$0	\$0	\$0	\$0	\$0
168068	FF: Bathroom windowsill (and tile) replacement (Barnard)	BARNARD HAWKES 200-01	\$63,400	\$52,815	\$0	\$10,585	\$0	\$0	\$0	\$0
168076	FF: Bathroom windowsill (and tile) replacement (Broughton Phase 1)	BROUGHTON ROAD 200-02	\$60,110	\$59,551	\$0	\$559	\$0	\$0	\$0	\$0
168077	FF: 3-Kitchen/bath upgrade	POWDER HOUSE 667-01	\$97,026	\$94,323	\$0	\$2,704	\$0	\$0	\$0	\$0
168078	FF: Front unit entry door replacement	POWDER HOUSE 667-01	\$136,049	\$136,049	\$0	\$0	\$0	\$0	\$0	\$0
168079	FF: Exterior rear (and storm) door replacement -Phase2	FARRELL COURT 705-03	\$63,067	\$58,931	\$0	\$4,137	\$0	\$0	\$0	\$0
168080	FF: Bathroom tile replacement - Phase 3	FARRELL COURT 705-03	\$23,214	\$23,214	\$0	\$0	\$0	\$0	\$0	\$0
168081	FF: Repoint masonry at lintels	FARRELL COURT 705-03	\$37,147	\$33,411	\$0	\$3,736	\$0	\$0	\$0	\$0
168084	FF: Bathroom windowsill (and tile) replacement (Broughton Phase 2)	BROUGHTON ROAD 200-02	\$95,174	\$88,026	\$500	\$7,148	\$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
168086	FF: Brick Repointing	POWDER HOUSE 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
168087	FF: ADA Reasonable Accommodations	ROADS SCHOOL 667-05	\$20,316	\$4,316	\$0	\$16,000	\$0	\$0	\$0	\$0
168088	FF: EXTERIOR WINDOW Repacement.	BROUGHTON ROAD 200-02	\$71,907	\$54,373	\$500	\$17,534	\$0	\$0	\$0	\$0
168090	FF: EMG Pipe Replacement Project - Excavator	FARRELL COURT 705-03	\$60,216	\$48,604	\$0	\$11,612	\$0	\$0	\$0	\$0
168091	FF: Verizon project to convert copper wires to fiber optics	BROUGHTON ROAD 200-02	\$87,215	\$34,115	\$1,600	\$47,493	\$0	\$0	\$0	\$0
168092	FF: Window Replacement (with tuckpointing) at the 200-1 and 200-2 Developments.	BROUGHTON ROAD 200-02	\$1,040,601	\$50,448	\$0	\$866,289	\$123,865	\$0	\$0	\$0
168093	FF: Window replacement 200-1	BARNARD HAWKES 200-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
168095	FF: Storm door replacement - Final phase	FARRELL COURT 705-03	\$44,800	\$0	\$0	\$0	\$44,800	\$0	\$0	\$0
168096	FF: Bathroom tile replacement - Phase 4	FARRELL COURT 705-03	\$111,714	\$97,159	\$0	\$14,555	\$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
168097	FF: Roofing replacement	GREEN STREET COURT 667-02	\$115,958	\$100,943	\$0	\$15,015	\$0	\$0	\$0	\$0
168098	FF: Emergency Heat Pipe Replacement	FARRELL COURT 705-03	\$11,860	\$11,860	\$0	\$0	\$0	\$0	\$0	\$0
168099	FF: Emergency Heat Pipe-excavation	FARRELL COURT 705-03	\$16,891	\$16,891	\$0	\$0	\$0	\$0	\$0	\$0
168100	Smoke/CO Replacement	Portfolio Wide	\$6,710	\$6,100	\$0	\$610	\$0	\$0	\$0	\$0
168101	EMG Sewer Main and Plumbing Replacement	BROUGHTON ROAD 200-02	\$104,148	\$81,194	\$0	\$22,954	\$0	\$0	\$0	\$0
168102	EMG Heat Pipe Repair- 12.6.19	FARRELL COURT 705-03	\$23,795	\$0	\$0	\$23,795	\$0	\$0	\$0	\$0
168103	H&S FY20: Electrical upgrades		\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
168104	H&S FY20: Parking lot patching		\$9,000	\$0	\$0	\$9,000	\$0	\$0	\$0	\$0
168105	*REV-Vacant Unit Rehab #70	FARRELL COURT 705-03	\$67,520	\$6,620	\$0	\$60,900	\$0	\$0	\$0	\$0
168106	New steel door with half light. ADA Opener/Actuator		\$9,900	\$0	\$0	\$9,900	\$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
168107	Install Aluminum Ramp to make the community room more accesible.		\$5,910	\$5,410	\$0	\$500	\$0	\$0	\$0	\$0
168108	*Reasonable Accommodation* Door Openers	NEW FARRELL COURT 667-04	\$9,600	\$0	\$0	\$9,600	\$0	\$0	\$0	\$0
•	*SUS Low Flow Toilets	BARNARD HAWKES 200-01	\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
•	SUS Low Flow Toilets	BROUGHTON ROAD 200-02	\$24,300	\$0	\$0	\$24,300	\$0	\$0	\$0	\$0
•	Roof replacement	BROUGHTON ROAD 200-02	\$356,063	\$0	\$0	\$0	\$0	\$7,892	\$267,185	\$80,987
•	Flooring Replacement Dev-Wide	NEW FARRELL COURT 667-04	\$118,620	\$0	\$0	\$0	\$107,624	\$10,997	\$0	\$0
•	Heat Pipe Replacement-DEV Wide	NEW FARRELL COURT 667-04	\$319,798	\$0	\$0	\$68,851	\$250,948	\$0	\$0	\$0
•	Sump Pump Discharge Basins (Drywell)	NEW FARRELL COURT 667-04	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
•	Flooring Replacement Dev-Wide	ROADS SCHOOL 667-05	\$234,548	\$0	\$0	\$0	\$0	\$0	\$234,548	\$0
•	Window replacement - Green St.	GREEN STREET COURT 667-02	\$190,876	\$0	\$0	\$0	\$0	\$0	\$190,876	\$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
•	SUS Low Flow Toilets	BROUGHTON ROAD (NEW) 705-01	\$3,600	\$0	\$0	\$3,600	\$0	\$0	\$0	\$0
TOTALS			\$3,695,748	\$1,069,248	\$2,600	\$1,271,173	\$527,236	\$18,889	\$692,609	\$110,987

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
168077	FF: 3-Kitchen/bath upgrade	asbestos kitchen & bath renov	\$0	\$36,717	\$0	\$0	\$0	\$0	\$0	\$0
168091	FF: Verizon project to convert copper wires to fiber optics	verizon fiber optics conversion - asbestos removal	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
168103	H&S FY20: Electrical upgrades	H&S FY20: Electrical upgrades	\$0	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
168104	H&S FY20: Parking lot patching	H&S FY20: Door, ramp and parking lot patching	\$0	\$0	\$0	\$9,000	\$0	\$0	\$0	\$0
168105	*REV-Vacant Unit Rehab #70	asbestos removal unit 70 vacant unit rehab	\$0	\$32,453	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS			\$0	\$119,170	\$0	\$18,900	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP) Narrative **Including Requests to DHCD & Supporting Statements**

1. Request for increased spending flexibility.

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

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

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

We are unable to spread out the spending over 3 years. Therefore our year 3 spending is lacking.

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.

Marblehead Housing Authority has requested \$9,600.00 in DHCD Compliance Reserve funding for project #168-667-04-003-20-638, *Reasonable Accommodation* Door Openers. Reason: Community room is in need of ADA Auto Door Opener which needs to be brought into ADA Compliance. We understand that this has already been approved but award was not updated in Project detail screen.

Marblehead Housing Authority has requested \$9,900.00 in DHCD Sustainability funding for project #168-200-01-0-20-683, *SUS Low Flow Toilets. Reason: Low Flow Toilet Request

Marblehead Housing Authority has requested \$24,300.00 in DHCD Sustainability funding for project #168-200-02-0-20-684, SUS Low Flow Toilets. Reason: Low Flow Toilet Request

Marblehead Housing Authority has requested \$3,600.00 in DHCD Sustainability funding for project #168-705-01-0-20-685, SUS Low Flow Toilets. Reason: Low Flow Toilet Request

3. Overall goals of the Housing Authority's CIP

Our goal is to protect our buildings envelope and components while providing a safe home to our residents

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 moved up our underground heat pipe project as it is a growing concern. We have also added a sump pump project in year 5

5. Requirements of previous CIP approval

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

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 04/14/2020.

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 06/25/2020.

8. Project priorities

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

9. High priority deficiencies

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

Please see attached:

10. Accessibility

We have identified the following accessibility deficiencies in our portfolio:

All our buildings exhibit ADA challenges in one way or another due to being built in the 1950's-60's

We have incorporated the following projects in our CIP to address accessibility deficiencies:
We just added a ramp at Powderhouse Court community room. We have also added ADA door openers. We have a current vacant unit that is incorporating a barrier free shower stall.

11. Special needs development

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

12. Energy and water consumption

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

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

200-01
200-02
705-01

No developments exceed threshold values.

We are applying for low flow toilets within this Capital Plan

13. Energy or water saving initiatives

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

AP-2021-Marblehead Housing Author-00112 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 01/01/2019

14. Vacancy rate

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

5% c. 667 (DHCD Goal 2%)

8% c. 200 (DHCD Goal 2%)

13% c. 705 (DHCD Goal 2%)

Marblehead Housing Authority will address the excess vacancies in the following manner:
Due to Covid we are finding applicants reluctant to come in to lease.

Units are ready to be leased

15. Vacancies

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

CIP Approval For Marblehead Housing Authority for FY 2021

Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

11/13/2020

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

- Your LHA participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:
 - o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT will offer technical assistance upon your request. DHCD recently revised the Small Project Guide to address statutory and policy changes. It is available on the web at <http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>. The Guide contains step-by-step instructions to help you make sure that your projects are done efficiently, cost-effectively and according to applicable statutes, rules and regulations. Please be sure to complete projects in accordance with the requirements and procedures described in the Guide.
 - o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with LHA involvement and oversight throughout the process. If you have projects in this range, you will be working with your RCAT Project Manager who will contact you to initiate your project(s). Please note that DHCD has increased the threshold for independent implementation to \$100,000 construction cost in response to the passage of Chapter 218. Projects with an estimated Construction cost greater than \$25,000 still require soliciting the professional services of an architect or engineer. (See DHCD Small Project guide "When to Hire a Designer" (<http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>)). The RCAT may be able to provide "In House" specifications with an estimated construction cost greater than \$25,000, but requires the approval of DHCD before proceeding.
 - o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. At this point, RCAT will not be involved in the implementation of projects in this range and you will continue to work directly with your DHCD Project Manager and DHCD design staff.

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

CPS Number	FISH #	Project Name	TDC Amount	Primary PM	Project Year
168-200-01-0-20-683\ 168-200-02-0-20-684\ 168-705-01-0-20-685	168109	*SUS Low Flow Toilets	\$37,800.00	RCAT	2021

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

Projects for which the Primary PM is DHCD or RCAT - Large**

CPS Number	FISH #	Project Name	TDC Amount *	Other Funding	DHCD Staff Arch/ Eng	WO/RFS Date
168-667-04-0-19-947	168110	Flooring Replacement Dev-Wide	\$118,620.00	\$0.00	Sli	08/02/2021
168-667-04-0-20-677	168111	Heat Pipe Replacement-DEV Wide	\$319,798.00	\$0.00	FBOSSI	08/31/2021

Going forward, if you need to add a project that is not in your approved CIP you will need to submit a revision through CIMS. Instructions for revising your CIP can be found on the CIMS Forms menu.

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Ali Makke at (617) 573-1178 with any questions.

* Where the TDC is followed by an asterisk the project has been indicated as 'Complex' by DHCD.

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

This document was created on 11/13/2020 by Ali Makke, Project Manager

Maintenance and Repair Plan

Maintenance Objective

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

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

Additional Remarks by the Marblehead Housing Authority

HAB

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	781-631-2580	24 / 7
Call LHA at Phone Number	781-631-2580	Mon, Weds. & Thurs. 8am-4pm. Tues
Other	In person visit to MHA office	Mon, Weds. & Thurs. 8am-4pm. Tues.

Tenants may call 911 for police, fire & ambulance response

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 Marblehead Housing Authority main office.

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	7816312580	24 / 7
Call Housing Authority Office	7816312580	Mon, Weds. & Thurs. 8am-4pm. Tues.
Submit Online at Website		
Email to Following Email		
Other	in person visit to office	Mon, Weds. & Thurs. 8am-4pm. Tues.

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"/>

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

n/a

Maintenance Plan Narrative

Following are Marblehead 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?

excellent considering age of buildings, funding and manpower

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

Back to full staff

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

Continue to provide safe, decent affordable public housing in buildings that have aged out.

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	\$524,211.00	\$40,000.00
Last Fiscal Year Actual Spending	\$444,840.00	\$103,186.00
Current Fiscal Year Budget	\$593,506.00	\$66,400.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	22
Average time from date vacated to make Unit "Maintenance Ready"	89 days
Average time from date vacated to lease up of unit	137 days

F. Anything else to say regarding the Maintenance Plan Narrative?

no

Attachments

These items have been prepared by the Marblehead 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.

Marblehead Housing Authority

Roads School Elderly Housing
26 Rowland Street
Marblehead, MA 01945

(781) 631-2580
Fax (781) 639-2340



January Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. Hot air furnace /Boiler winter PM.
3. Oil circulator pumps.
4. Clean dryer vents.
5. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
6. Check smoke detectors and carbon monoxide detectors during annual inspections.
7. Inventory tools, equipment, refrigerators and stoves in stock.
8. Inventory of supplies and small parts.
9. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
10. Lease enforcement: Residents are responsible for snow removal from front and rear egress of their unit only if they have instances where a dwelling has an independent means of egress, not shared with other occupants, and a written letting agreement so states, the occupant is responsible for maintaining free of snow and ice, the means of egress under his or her exclusive use and control.
11. Inspection Sticker – Trucks (3)
12. Oil Changes

13. Manually run generators all sites
14. Check exhaust fans.
15. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
16. Service lawn equipment.

February Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. A/C, heat and air handler filter change.
3. Strip, wax and buff vinyl composite tile (VCT) and linoleum flooring.
4. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
5. Check smoke detectors and carbon monoxide detectors during annual inspections.
6. Inventory of supplies and small parts.
7. Unit inspections - schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
8. Lease enforcement: Clear common hallways and stairs free from all obstructions. (PHN 2012-12) According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
9. Manually run generators at all sites.
10. Check exhaust fans.
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

March Preventive Maintenance Tasks

1. Second Sunday, reset light timers and clocks for daylight saving time.
2. Monitor and issue on-going snow removal work orders.
3. Clean storage rooms and maintenance areas.
4. Touch up all common area paint.
5. Clean heater vents in all common areas.
6. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
7. Check smoke detectors and carbon monoxide detectors during annual inspections.
8. Unit inspections – schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
9. Lease enforcement: Furniture, trash and debris free from exteriors.
10. Inventory of supplies and small parts.
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
12. Manually run all generators at all sites.
13. Inspection Sticker & Oil Change – Trucks (3).
14. Check exhaust fans.

April Preventive Maintenance Tasks

1. Inspect all entry doors.
2. Clean dryer vents, exhaust vents and roof vent motors.
3. Inspect roofs and siding.
4. Clean common area flooring and carpeting.
5. Clean/disinfect dumpsters.
6. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
7. Inspect trees and trim as needed (maintain 10ft distance from buildings).
9. Vehicle Inspection:
 - Check all fluid levels:crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Change engine oil in all vehicles (2nd quarter)
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Inventory of supplies and small parts.
12. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
13. Lease enforcement: Check for proper AC installation
14. Manually run generators at all sites.
15. Check exhaust fans.

May Preventive Maintenance Tasks

1. Clean all manholes if applicable.
2. Emergency generator PM.
3. Clean A/C condensers.
4. Sidewalk and parking lot crack and crevice sealing and repair.
5. Weed treatment at all sites.
6. Edge and mulch all planting beds.
NOTE: Please note that in accordance with 527 CMR 17, which took effect September 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited. (See Addendum B: 527 CMR: Board of Fire Prevention Regulations & Preventing Mulch fires)
7. Prune/trim all shrubs and bushes away front buildings (maintain 2ft clearance from all structures)
8. Fertilize lawns.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Inventory of supplies and small parts.
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Unit inspections - schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
12. Fire extinguisher annual inspection.
13. Manually run generators at all sites.
14. Check exhaust fans.

15. Lease enforcement: Cooking grills and fire pits (according to policy)

- DHCD recommends the ban of fire pits on all public housing property. There is extreme risk to life and safety with the unsupervised use of fire pits.
- All cooking grills should be used a minimum of 10 feet from all structures.

June Preventive Maintenance Tasks

1. Summer boiler shut-down and PM Service. (Non-heating season June 15th to September 15th)
2. Change A/C, heat and air handler filters.
3. Check interior emergency lighting.
4. Weed and edge all planting beds every 2 weeks (June 1st to Oct 1st)
5. Inspect site railings, walkways and stairs for potential hazards. Identify and repair, as needed.
6. Edge and mulch all planting beds.

NOTE: Please note that in accordance with 527 CMR 17, which took effect September 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited. (See Addendum B: 527 CMR: Board of Fire Prevention Regulations & Preventing Mulch Fires)

7. Check flags and replace as needed.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Check smoke detectors and carbon monoxide detectors during annual inspections.
10. Inventory of supplies and small parts.
11. Unit inspections – schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
12. Manually run generators at all sites.
13. Check exhaust fans.

14. Lease enforcement:

- Pools, trampolines and swing-sets
- Furniture, trash and debris free from exterior.

July Preventive Maintenance Tasks

1. Clean dryer vents, exhaust vents and roof vent motors.
2. Inspect gutters, downspouts and splash blocks – repair as needed.
3. Inspect common area windows (glass, seals, balances and locks).
4. Inspect and repair site fencing.
5. Clean/disinfect dumpsters.
6. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor, and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Change engine oil in all vehicles (3rd quarter)
7. Inventory of supplies and small parts.
8. Check smoke detectors and carbon monoxide detectors during annual inspections.
9. Unit inspections --- schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
10. Lease enforcement: Pet Policy (according LHA Approved Pet Policy).
11. Manually run generators at all sites.
12. Check exhaust fans.
13. Service snow blowers.

August Preventive Maintenance Tasks

1. Make up air units PM.
2. Strip, wax and buff VCT and linoleum flooring.
3. Clean/disinfect dumpster.
4. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 1. Check wiper blades for wear.
5. Inventory of supplies and small parts.
6. Check smoke detectors and carbon monoxide detectors during annual inspections.
7. Lease enforcement: Common hallways and stairs free from all obstructions. (PHN 2012-12)
 - According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
8. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.

September Preventive Maintenance Tasks

1. Check electrical panels in boiler rooms and all common areas.
2. Domestic hot water systems PM.
3. Boiler tune-up. (Heating season is September 16th through June 16th)
4. Clean storage rooms and maintenance areas.
5. Touch up all common area paint.
6. Clean heater vents in all common areas.
7. Clean/disinfect dumpsters and compactor.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Inventory of supplies and small parts.
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Unit inspections -- schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
12. Lease enforcement: Removal of all AC's (according to policy)
13. Manually run generators at all sites
14. Check exhaust fans.

October Preventive Maintenance Tasks

1. October 7th through the 13th – Fire Prevention Month – Perform PM and check all fire systems, sprinklers, fire pumps, fire extinguishers, common area egress, etc.
2. Boiler tune-up. (Heating season is September 16th through June 16th)
3. Change A/C, heat and air handler filters.
4. Annual cleaning of all gutters.
5. Leaf removal.
6. Prune and trim all shrubs and bushes. (maintain 2ft clearance from all structures)
7. Fertilize lawns.
8. Buy and stock ice melt for winter.
9. Clean dryer vents, exhaust vents and roof vent motors.
10. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
12. Clean, service and store lawn equipment.
13. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Change engine oil in all vehicles. (4th quarter)
14. Inventory of supplies and small parts.
15. Check smoke detectors and carbon monoxide detectors during annual inspections.
16. Manually run generators at all sites.
17. Check exhaust fans.

18. Unit inspections – schedule so as to complete 100% each year.

- It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
- It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.

19. Lease enforcement: Decorations (Halloween) cords running through doors and windows

- a. Inspect all basements for proper clearance from heating systems (5ft).
- b. Fire prevention notices to tenants.

November Preventive Maintenance Tasks

1. First Saturday in November reset light timers and clocks back 1 hour for daylight saving time.
2. Monitor and issue on-going snow removal work orders.
3. Inspect trees and trim as needed (maintain 10 ft clearance from all structures).
4. Clean common area carpets and flooring.
5. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Check underbody for corrosion and hose off.
6. Inventory of supplies and small parts.
7. Lease enforcement: Blocked egresses.
8. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
9. Manually run generators at all sites
10. Check exhaust fans.

December Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. Check and replace flags as needed.
3. Vehicle Inspection :
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Check underbody for corrosion and hose off
4. Inventory of supplies and small parts.
5. Lease enforcement: Decorations (Christmas) Cords running through doors and windows.
6. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
7. Manually run generators at all sites.
8. Inspection sticker and oil change for trucks (3).
9. Check exhaust fans.

MAINTENANCE POLICY AND PROCEDURES MANUAL

Approved & Adopted by the MHA Board of Commissioners
7th APRIL 2020

MARBLEHEAD HOUSING AUTHORITY

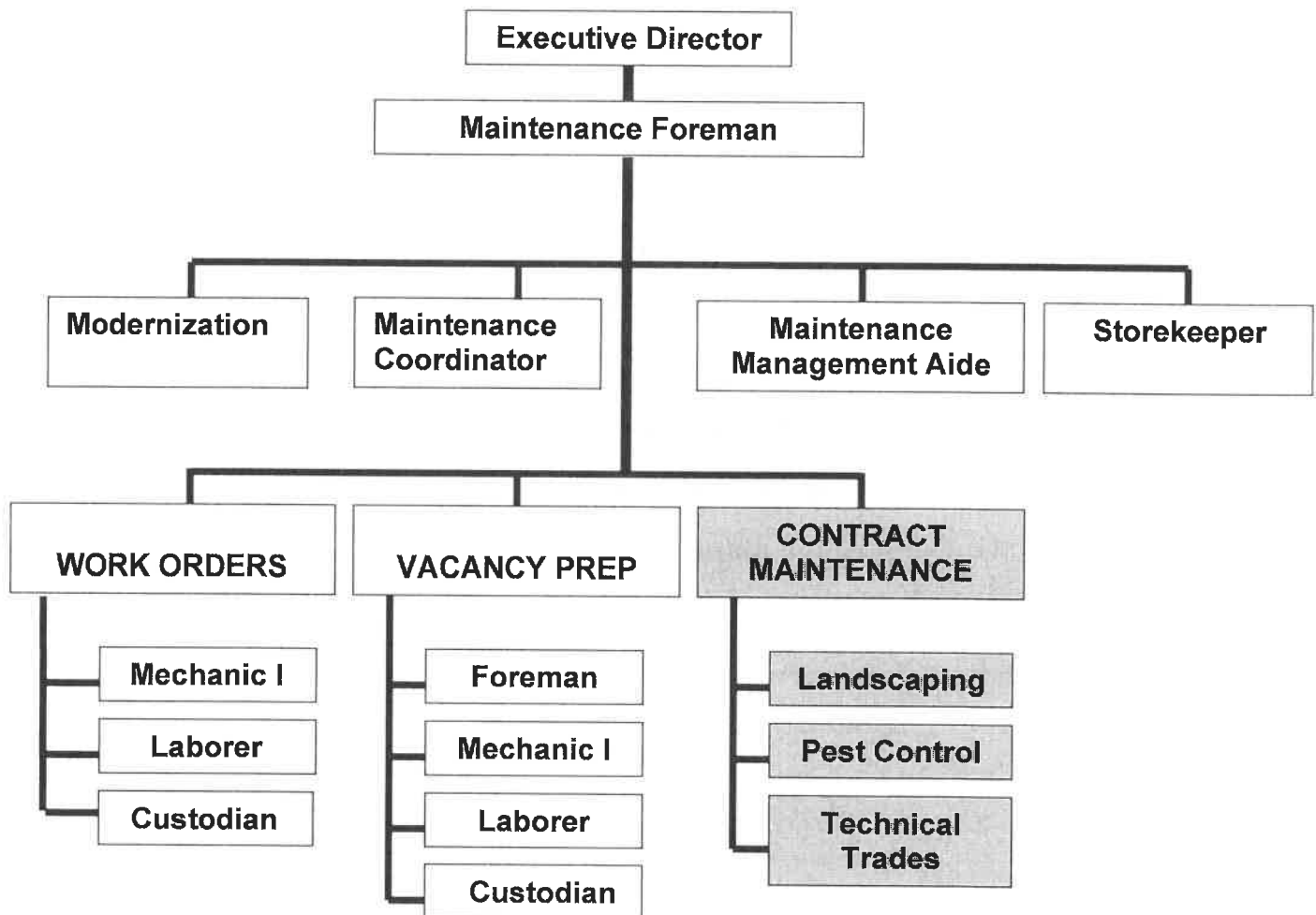
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MAINTENANCE POLICY AND PROCEDURES MANUAL

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

TABLE OF ORGANIZATION



 - Denotes Contracted or Grant-Funded Position

COMPONENTS OF A MAINTENANCE SYSTEM

The Marblehead Housing Authority maintenance system shall include certain components:

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

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

A. PRIORITIZATION OF WORK

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

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

Placing Programmed maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants. See Attachment #2.

B. COMPREHENSIVE WORK PROCEDURES

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

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

C. PERFORMANCE STANDARDS AND GOALS

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

- 1. Local/State Building and Fire Safety;**
- 2. HUD Uniform Physical Condition Standards (UPCS)**
- 3. Marblehead Housing Authority Collective bargaining agreements (if any)**
- 4. Marblehead Housing Authority job descriptions.**

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

D. WORK ORDER SYSTEM

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

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

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

E. DEFERRED MAINTENANCE PLAN

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

Deferred Maintenance would be used in the following situations:

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

4. Grouping items by location, task or trade

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

5. Upkeep and Organizational Tasks

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

Items to be included in the Deferred Maintenance Plan:

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

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

F. SKILLS UPDATES AND TRAINING

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

Suggested training subjects may include (but not limited to)

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

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

G. LONG RANGE PLANNING

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

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

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

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

H. MAINTAINING THE PROPERTY

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

RESPONDING TO EMERGENCIES

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

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

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

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

PREPARE VACANT UNITS FOR REOCCUPANCY

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

The Maintenance Foreman is responsible for developing and implementing a system that **ensures an average turn-around time of twenty-one (21) calendar days**. In order to do so, he or she must have a system that can perform the following tasks:

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

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

PREVENTIVE MAINTENANCE PROGRAM

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

General Operating Systems

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

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

Roof Repairs/ Replacement

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies. The Maintenance Foreman is responsible for the development of a roof maintenance plan that includes these features:

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

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

Vehicle/Equipment Maintenance

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

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

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

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

Lead-Based Paint

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

- 1. Was the structure or unit constructed prior to 1978?**
- 2. Is there a child under the age of six residing in the unit?**
- 3. Will the work to be performed generate higher than low levels of dust?**

4. Is the surface and paint in poor condition? Or greater than 2 square feet?

The Maintenance Foreman shall be directed by the “Work Lead Safe” methodology to “Work Smart, Work Clean and Work Wet”. The Maintenance Foreman will have the authority to ensure that properly trained and certified personnel perform these tasks through a control plan which will include such activities as:

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

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

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

Life Safety Systems

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

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

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

INSPECTION PROGRAM

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

- 1. Uniform Physical Condition Standard (UPCS) in the Public Housing Program**
- 2. Federal Housing Quality Standards (HQS) in the Section 8 Housing Choice Voucher Program**
- 3. Local and State Housing and Fire Safety Codes**

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

The inspection will encompass the following areas

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

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

For all non-emergency inspections, the Resident shall be given at least forty-eight (48) hours written notice of the inspection. The Housing Inspection staff shall normally perform the unit inspection program of the Marblehead Housing Authority unless it is determined that the inspection program is contracted to an outside source.

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

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

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

SCHEDULED ROUTINE MAINTENANCE

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

Pest Control/Extermination

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

The Maintenance Foreman and maintenance staff will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed Authority personnel.

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

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

Landscaping and Grounds

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

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

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

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

Building Exteriors and Interior Common Areas

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

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

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

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

Interior Painting

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

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

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

RESIDENT ON-DEMAND SERVICES

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

It is the policy of the Marblehead Housing Authority to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the Marblehead Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost-effective manner.

I. CONTRACTING FOR SERVICES

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

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

ATTACHMENT 1

SYSTEM/COMPONENT CHECKLIST

TYPE OF SYSTEM/COMPONENT INSPECTED

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

Person making observation: _____

Date and Time of Observation: _____

Location of Component: _____

Description of Component Inspected: _____

Description of Defect or Issue: _____

Recommended Corrective Action: _____

Addendum A- Emergency Definition and List

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 out:

- Fires of any kind (Call 911)
- Gas leaks or Gas odor (Call 911)
- Electric power failures
- Electrical hazards, sparking outlets
- Broken water pipes or flooding
- No water or unsafe water
- Sewer or toilet blockage
- Roof leaks
- Lock outs
- Door or Window lock failure
- No heat
- No Hot water
- Snow or ice storm
- Dangerous structural conditions
- Inoperable Smoke or CO detectors, beeping or chirping detectors
- Elevator stoppage or entrapment

If a tenant has an emergency during normal business hours, they should call (781) 631-2580.

If a tenant has an emergency after hours, weekends, or holidays, they should contact the Marblehead Housing Authority's answering service at (781) 631-2580. 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 contact 911 immediately.

Addendum B - Emergency List for LHA Staff Creating Work Orders

The following list of deficiencies should be marked as emergencies in your work order system:
(Includes all "Call Out" emergencies (Addendum A) plus additional emergency deficiencies)

- 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 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

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.

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 Marblehead Housing Authority operating reserve at the end of fiscal year 2019 was \$582,486.00, which is 74.3% 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 Marblehead Housing Authority.						
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	\$1,660,185.00	\$1,676,299.00	\$1,710,556.00	2%	\$464.32
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	\$8,320.00	\$10,974.00	\$9,343.00	-14.9%	\$2.54
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$10,565.00	\$10,793.00	\$9,882.00	-8.4%	\$2.68
3691	Other Revenue - Retained	\$0.00	\$4,451.00	\$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)	\$0.00	\$0.00	\$66,400.00	100%	\$18.02
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	\$1,679,070.00	\$1,702,517.00	\$1,796,181.00	5.5%	\$487.56

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead Housing Authority.						
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	\$296,576.00	\$252,365.00	\$287,741.00	14%	\$78.11
4120	Compensated Absences	\$0.00	\$4,925.00	\$0.00	-100%	\$0.00
4130	Legal	\$0.00	\$1,526.00	\$10,000.00	555.3%	\$2.71
4140	Members Compensation	\$10,200.00	\$10,477.00	\$11,300.00	7.9%	\$3.07
4150	Travel & Related Expenses	\$2,700.00	\$811.00	\$5,150.00	535%	\$1.40
4170	Accounting Services	\$12,544.00	\$11,529.00	\$13,664.00	18.5%	\$3.71
4171	Audit Costs	\$4,410.00	\$4,410.00	\$4,410.00	0%	\$1.20
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$49,664.00	\$50,355.00	\$61,598.00	22.3%	\$16.72
4191	Tenant Organization	\$17,048.00	\$14,005.00	\$17,600.00	25.7%	\$4.78
4100	TOTAL ADMINISTRATION	\$393,142.00	\$350,403.00	\$411,463.00	17.4%	\$111.69
4310	Water	\$176,000.00	\$192,624.00	\$191,000.00	-0.8%	\$51.85
4320	Electricity	\$107,000.00	\$93,647.00	\$114,000.00	21.7%	\$30.94
4330	Gas	\$135,000.00	\$107,612.00	\$108,000.00	0.4%	\$29.32
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	\$418,000.00	\$393,883.00	\$413,000.00	4.9%	\$112.11

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead Housing Authority.						
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	\$336,617.00	\$275,978.00	\$343,045.00	24.3%	\$93.12
4420	Materials & Supplies	\$50,000.00	\$39,788.00	\$50,000.00	25.7%	\$13.57
4430	Contract Costs	\$137,594.00	\$129,074.00	\$200,461.00	55.3%	\$54.41
4400	TOTAL MAINTENANCE	\$524,211.00	\$444,840.00	\$593,506.00	33.4%	\$161.10
4510	Insurance	\$61,712.00	\$59,549.00	\$62,908.00	5.6%	\$17.08
4520	Payment in Lieu of Taxes	\$4,847.00	\$4,847.00	\$4,847.00	0%	\$1.32
4540	Employee Benefits	\$193,897.00	\$201,473.00	\$219,735.00	9.1%	\$59.65
4541	Employee Benefits - GASB 45	\$0.00	\$75,190.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$11,558.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$2,500.00	\$0.00	\$2,500.00	100%	\$0.68
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$262,956.00	\$352,617.00	\$289,990.00	-17.8%	\$78.72
4610	Extraordinary Maintenance	\$40,000.00	\$103,186.00	\$66,400.00	-35.7%	\$18.02
4611	Equipment Purchases - Non Capitalized	\$38,000.00	\$10,744.00	\$18,000.00	67.5%	\$4.89
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	\$475,119.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$78,000.00	\$589,049.00	\$84,400.00	-85.7%	\$22.91
4000	TOTAL EXPENSES	\$1,676,309.00	\$2,130,792.00	\$1,792,359.00	-15.9%	\$486.53

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead Housing Authority.						
SUMMARY						
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	\$1,679,070.00	\$1,702,517.00	\$1,796,181.00	5.5%	\$487.56
4000	TOTAL EXPENSES	\$1,676,309.00	\$2,130,792.00	\$1,792,359.00	-15.9%	\$486.53
2700	NET INCOME (DEFICIT)	\$2,761.00	\$-428,275.00	\$3,822.00	-100.9%	\$1.04
7520	Replacements of Equip. - Capitalized	\$2,000.00	\$0.00	\$1,500.00	100%	\$0.41
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$2,000.00	\$0.00	\$1,500.00	100%	\$0.41
7600	EXCESS REVENUE OVER EXPENSES	\$761.00	\$-428,275.00	\$2,322.00	-100.5%	\$0.63

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 Marblehead 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: Corrective Action

Reason: Marblehead HA erroneously thought year end reporting included Q4 reporting

Response: MHA is working to assertively with fee accountant to avoid repeating mistake

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

Rating: Operational Guidance

Criterion: Completion of mandatory online board member training

Rating: No Findings

Category: Financial

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

Rating: Corrective Action

Reason: Marblehead HA erroneously thought year end reporting included Q4 reporting

Response: MHA is working with fee accountant to avoid same mistake

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

Rating: Corrective Action

Reason: Marblehead HA erroneously thought year end reporting included Q4 reporting

Response: MHA is working with its fee accountant to not have this mistake happen again.

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.

	Number of violations cited	Number of violations corrected
Maintenance related violations	0	0
Tenant related violations	0	0

Category: Facility Management - Inspections

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating:

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

Rating:

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

Rating:

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

Rating:

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

Rating:

Category: Facility Management - Work Order System

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

Rating:

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

Rating:

Criterion: Vacancy work orders identified, tracked and reportable.

Rating:

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

Rating:

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

Rating:

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

Rating:

Criterion: Requested work orders identified, tracked and reportable.

Rating:

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

Rating:

Category: Facility Management - Emergency Response System:

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

Rating:

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
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"> • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
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"> • “No Findings” : At or below 2% • “Operational Guidance” : More than 2% , but less than 5% • “Corrective Action” : 5% or more
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"> • “No Findings” : At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance” : Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training

CRITERION	DESCRIPTION
Financial	
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"> • “No Findings” : 0 to 9.9% • “Operational Guidance”: 10 to 14.9% • “Corrective Action”: 15% or higher <p>Overspending Rating:</p> <ul style="list-style-type: none"> • “No Findings” : 0 to -4.9% • “Operational Guidance”: -5% to -9.9% • “Corrective Action”: -10% or below
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"> • “No Findings” :35%+ of maximum operating reserve • “Operational Guidance”: 20% to 34.9% of maximum operating reserve • “Corrective Action”: <20% of maximum operating reserve
Capital Planning	
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"> • “No Findings” =Submitted on time and no modifications required or modifications made within 45 days. • “Operational Guidance” =Up to 45 days late and no modifications required or modifications made within 45 days. • “Corrective Action” =More than 45 days late or modifications required and not completed within 45 days.
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"> • “No Findings” = at least 80% • “Operational Guidance” = At least 50% • “Corrective Action” = Less than 50%

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

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

CRITERION	DESCRIPTION
Requested Work Orders	<p>Requested work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> • “No Findings”: Requested work orders identified, tracked, reportable and completed regularly • “Operational Guidance”: Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly
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"> • “No Findings”: Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP • “Operational Guidance”: Requested work orders are completed within 15-30 calendar days from the date of tenant request • “Corrective Action”: Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed
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"> • “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 • “Operational Guidance”: System exists, but no definition has been distributed • “Corrective Action”: Neither a system nor distributed definitions exist

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	11/01/2000	
*Personnel Policy	12/18/2018	
*Capitalization Policy	12/18/2018	
*Procurement Policy	10/10/2018	
*Grievance Policy	09/19/2000	
Pet Policy	01/28/1997	
Other – Define in the ‘Notes’ column	10/22/1996	Progressive Discipline Policy
Sexual Harassment Policy	01/28/1997	
Other – Define in the ‘Notes’ column	04/15/1997	Disposition Policy
Reasonable Accommodations Policy	09/17/1996	
Travel Policy	09/17/1996	
Maintenance and Other Charges	06/23/2009	
Community Room Use	01/11/2007	
Criminal Offender Records Information (CORI) Policy	05/05/2008	
Emergency Response Plan	09/17/1986	
Investment Policy	09/17/1996	
Other – Define in the ‘Notes’ column	04/24/2001	Air Conditioner Policy

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	10/01/2009	On-call Maintenance Policy

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

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

DHCD comment regarding the list of policies:

The Marblehead HA has adopted a grievance procedure in 2000. Given the age of the adopted policy, the MHA should compare the policy to the current DHCD guidelines. 6.08: Grievance Procedures

(1) Existing Procedures to Remain in Effect until Amended or Replaced..... After April 21, 2017 each LHA shall compare the provisions of its grievance procedure(s) with the provisions of 760 CMR 6.08(4) and shall initiate measures in order to achieve material compliance with those provisions.

Waivers

AP-2021-Marblehead Housing Author-00112 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Glossary

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

AHVP: Alternative Housing Voucher Program

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

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

ANUEL: Allowable Non-Utility Expense Level

AP: Annual Plan

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

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

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

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

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

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

CIP: A Capital Improvement Plan (CIP) is a five (5) year plan which identifies capital projects, provides a planning scope, schedule and budget for each capital project and identifies options for financing and implementing the plan. The contents of a CIP are limited to available resources. An approved CIP is required in order to receive Formula Funds.

CNA: Capital Needs Assessment

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

Deferred Maintenance is maintenance, upgrades, or repairs that are deferred to a future budget cycle or postponed for some other reason. Sometimes it is referred to as extraordinary maintenance.

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

DHCD: Massachusetts Department of Housing & Community Development

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

FF: Formula Funding

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

FYE: Fiscal Year End

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

HHA: Host Housing Authority for the RCAT program.

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

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

LHA: Local Housing Authority

LTO: Local Tenants Organization

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

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

MOR: Management and Occupancy Report

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

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

Performance Management Review (PMR):

PMR: Performance Management Review

RCAT: Regional Capital Assistance Team

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

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

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

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

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

Attachments

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.

- No letters from LTO. Marblehead does not have a LTO
- No substantive comments received.
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey - 667only
- Tenant Satisfaction Survey - 200-705only
- Performance Management Review.

Marblehead Housing Authority

Roads School Elderly Housing
26 Rowland Street
Marblehead, MA 01945

(781) 631-2580



Frank O'Connor, Jr.
Executive Director

Massachusetts Dept. of Housing & Comm. Development
Boston, MA

16 SEPT. 2020

There is not a LTO at the Marblehead Housing Authority. As a result, it has not submitted a letter. This memo states the reasons for the omission

All the best,

A handwritten signature in blue ink that reads "Frank O'Connor, Jr." The signature is written in a cursive style.

Frank O'Connor, Jr.

Marblehead Housing Authority

We had our Annual Plan Hearing on September 15, 2020. There were no Substantial Comments.

Frank O'Connor

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.

MARBLEHEAD HOUSING AUTHORITY

Chapter 667 Housing Summary 2016 - 2018

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

Fall 2016:

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

Fall 2017:

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

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Marblehead Housing Authority**, surveys were sent to a total of **222** housing units (Chapter 667); **110** surveys were completed.

This report provides some information about how the residents from the **Marblehead Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from medium LHAs in Northeastern Massachusetts. These medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Communication

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

	Marblehead Housing Authority	Medium LHAs in Northeastern MA*	Entire State
Contacted management about a problem or concern.....	81%	76%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	94%	90%	87%
Saw the Capital Improvement Plan.....	64%	28%	30%
Saw the Operating Budget.....	32%	17%	17%
Knew the Executive Director held a meeting with residents.....	51%	54%	53%

* Medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Services and Programs

45% of the Marblehead Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Marblehead Housing Authority	Medium LHAs in Northeastern MA	Entire State
Job training programs.....	3%	6%	6%
Money management programs (<i>budgeting, taxes, income building</i>).....	14%	9%	10%
Children’s programs (<i>tutoring, childcare, afterschool programs</i>).....	1%	2%	2%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	22%	33%	35%
Adult Education (<i>GED, ESL, educational counseling</i>)	4%	13%	10%

Maintenance and Repair

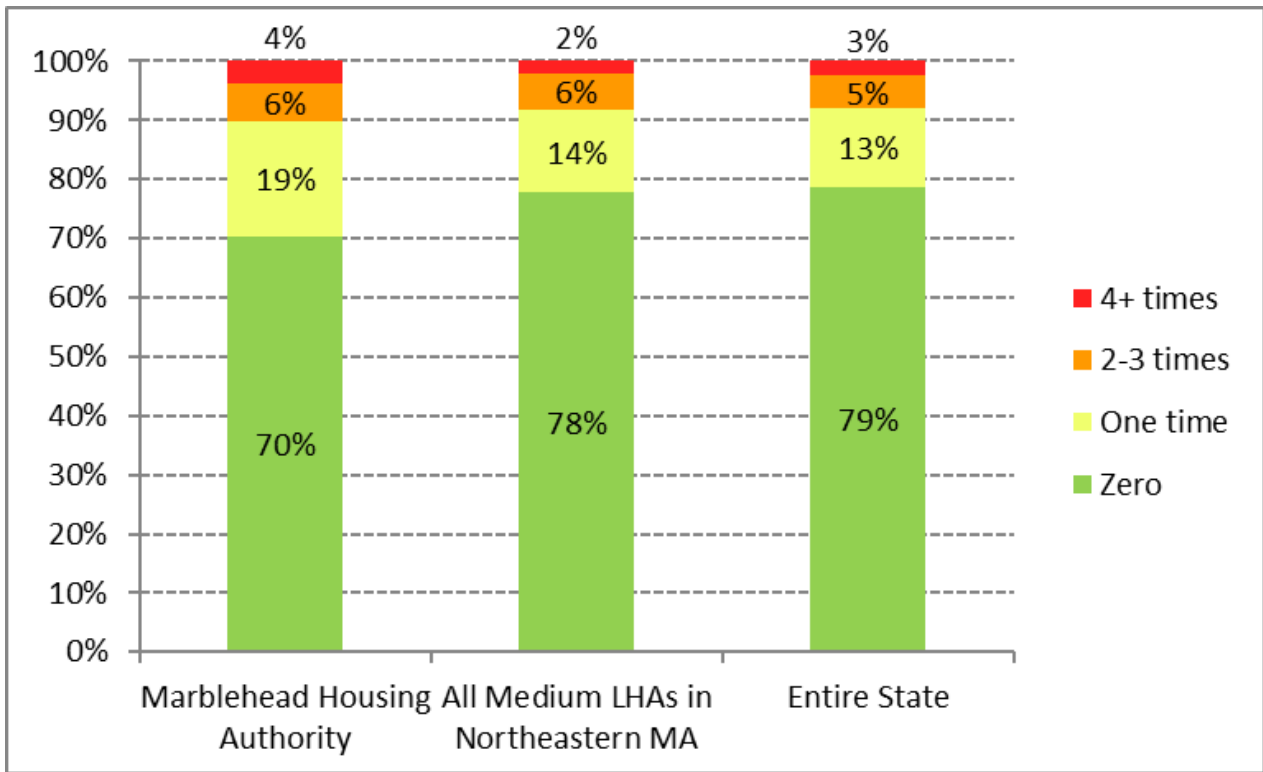
Who had problems? Less than one fourth of respondents had a problem with their heating and about half had a plumbing problem in the last 12 months.

	Marblehead Housing Authority	Medium LHAs in Northeastern MA	Entire State
Had a heating problem.....	31%	22%	21%
Had a problem with water or plumbing.....	38%	49%	49%

- Heating Problems

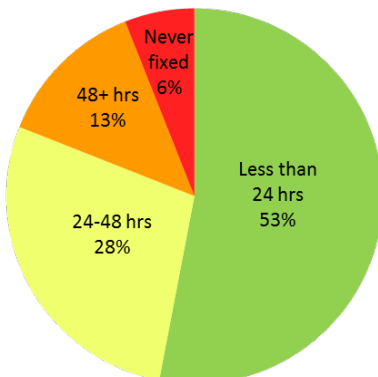
How many times did residents have heating problems?

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

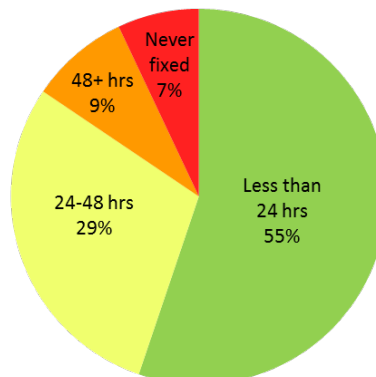


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

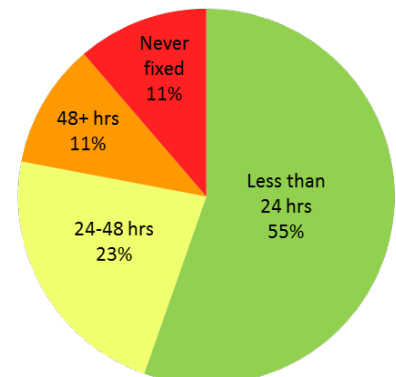
Marblehead Housing Authority



Medium LHAs in Northeastern MA



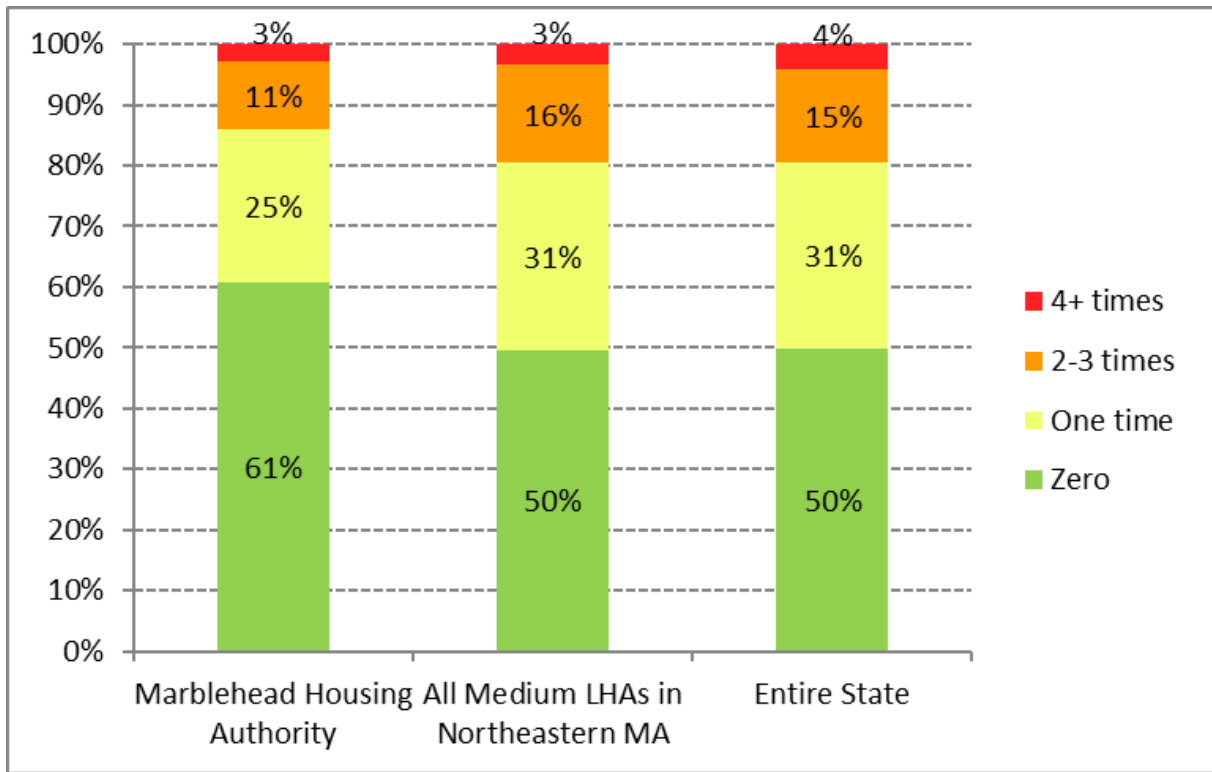
Entire State



- **Water or Plumbing Problems**

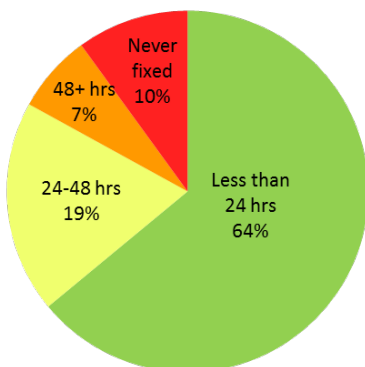
How many times did residents have problems with their water or plumbing?

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

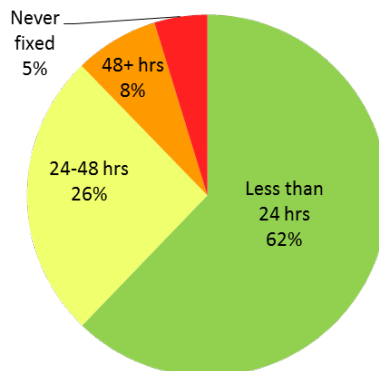


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

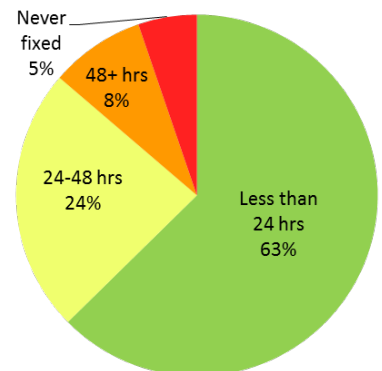
Marblehead Housing Authority



Medium LHAs in Northeastern MA

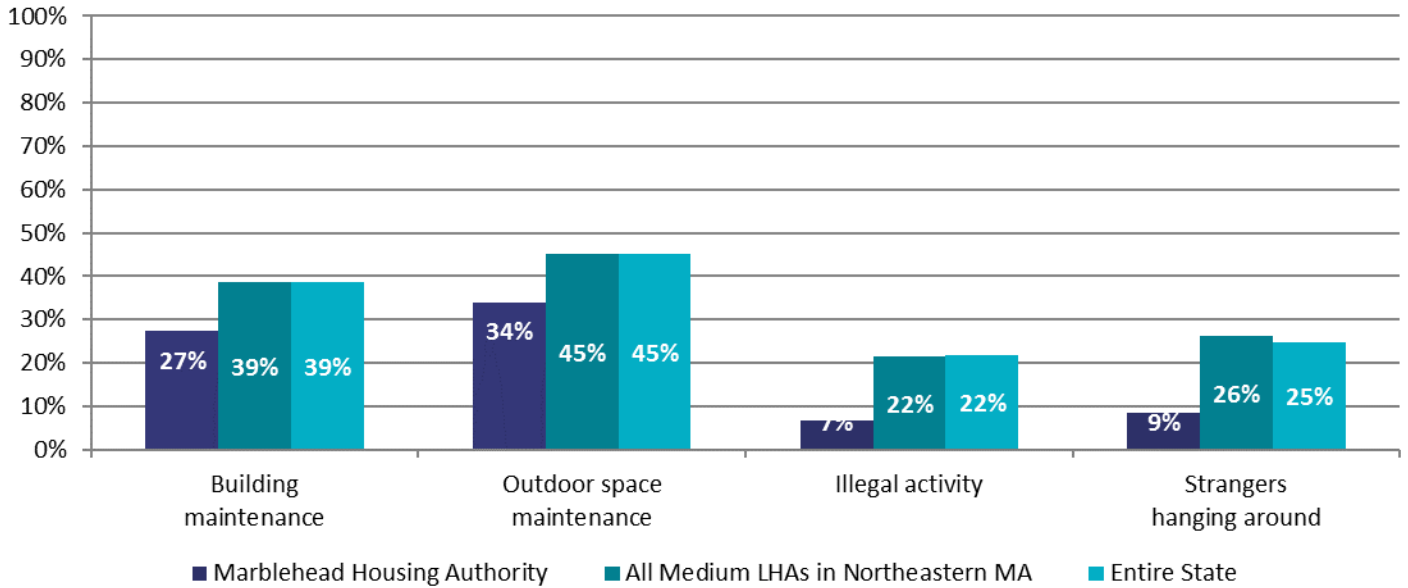


Entire State



- 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.

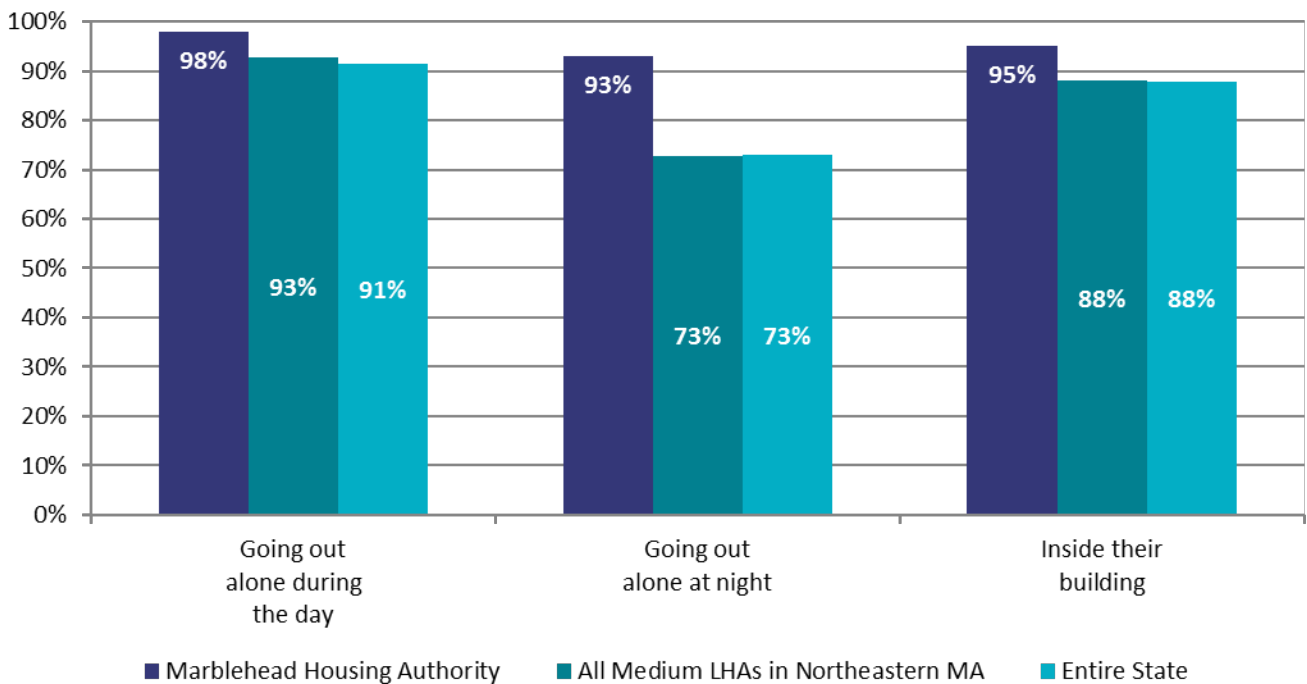
Respondents who “always” or “sometimes” had problems with....



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”



MARBLEHEAD 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 **84** housing units (Chapters 200 and 705) in the **Marblehead Housing Authority**. **27** surveys were completed.

This report provides some information about how the residents from the **Marblehead Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from all medium LHAs in Northeastern Massachusetts. Medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Communication

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

	Marblehead Housing Authority	All Medium LHAs in the Northeast*	Entire State
Contacted management about a problem or concern.....	89%	89%	87%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	87%	73%	76%
Saw the Capital Improvement Plan.....	36%	14%	18%
Saw the Operating Budget.....	28%	11%	12%
Knew the Executive Director held a meeting with residents..	48%	22%	21%

* Medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Services and Programs

89% of the Marblehead 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:

	Marblehead Housing Authority	All Medium LHAs in the Northeast	Entire State
Job training programs.....	26%	32%	31%
Money management programs (<i>budgeting, taxes, income building</i>).....	44%	35%	29%
Children’s programs (<i>tutoring, childcare, afterschool programs</i>).....	52%	42%	39%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	11%	24%	26%
Adult Education (<i>GED, ESL, educational counseling</i>)	26%	30%	29%

Maintenance and Repair

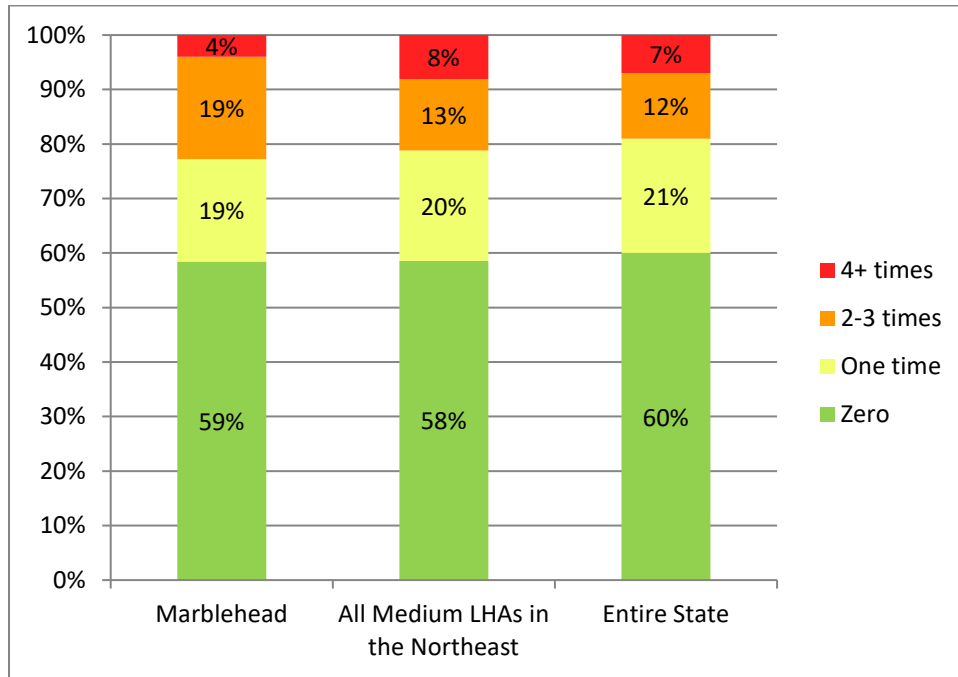
- **Who had problems?** About one-third of respondents had at least one maintenance problem in the last 12 months.

	Marblehead Housing Authority	All Medium LHAs in the Northeast	Entire State
Had a heating problem.....	41%	41%	39%
Had a problem with water or plumbing.....	30%	56%	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.

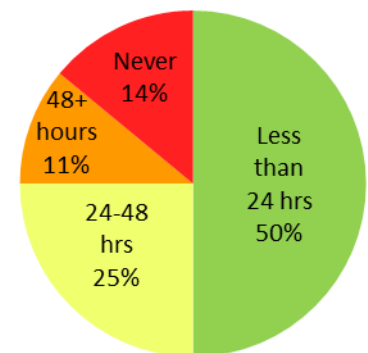
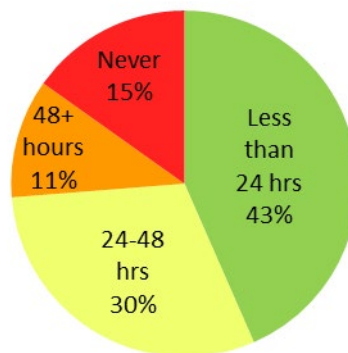
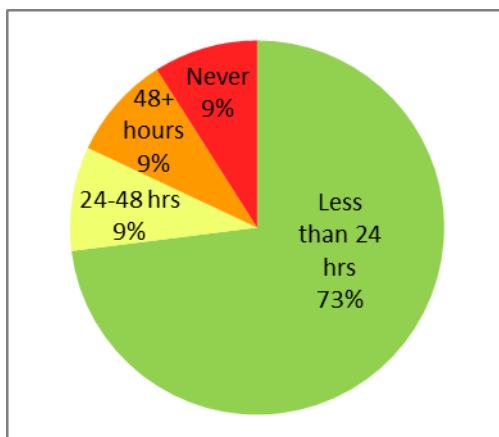


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

Marblehead Housing Authority

All Medium LHAs in the Northeast

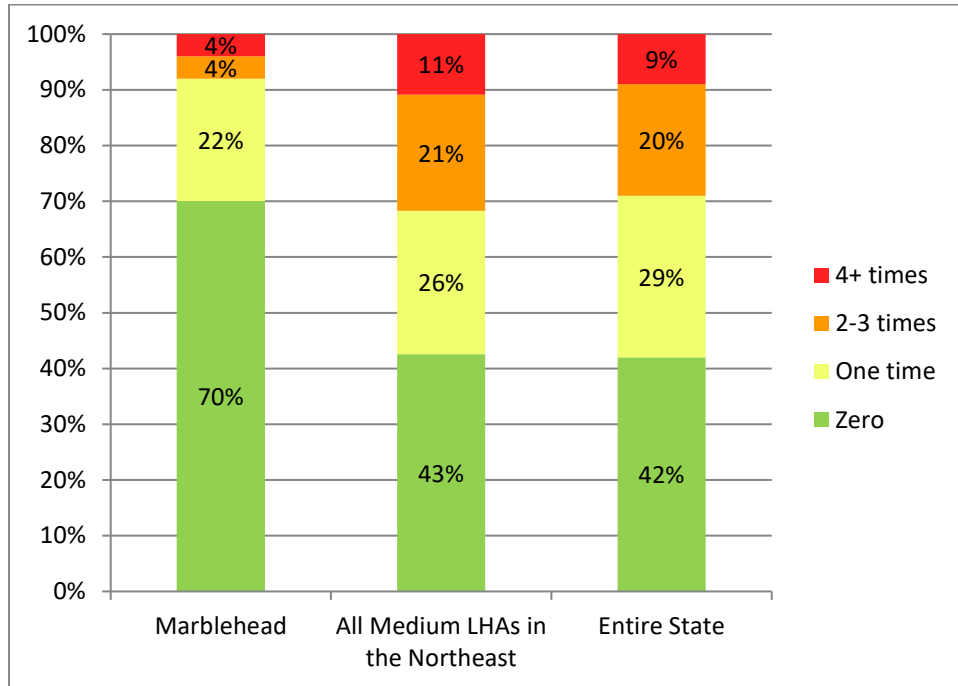
Entire State



- 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.

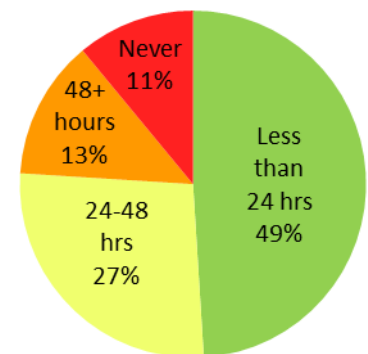
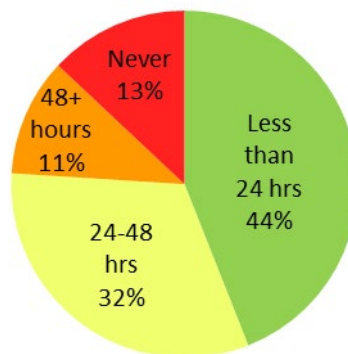
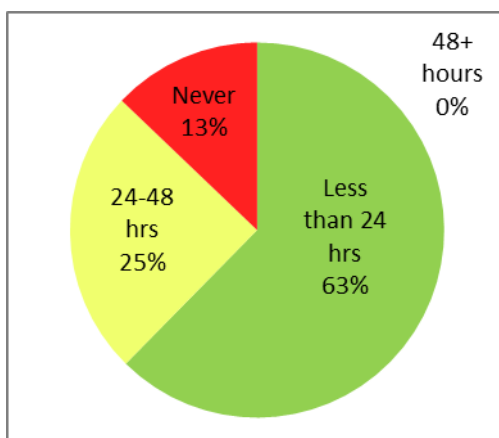


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

Marblehead Housing Authority

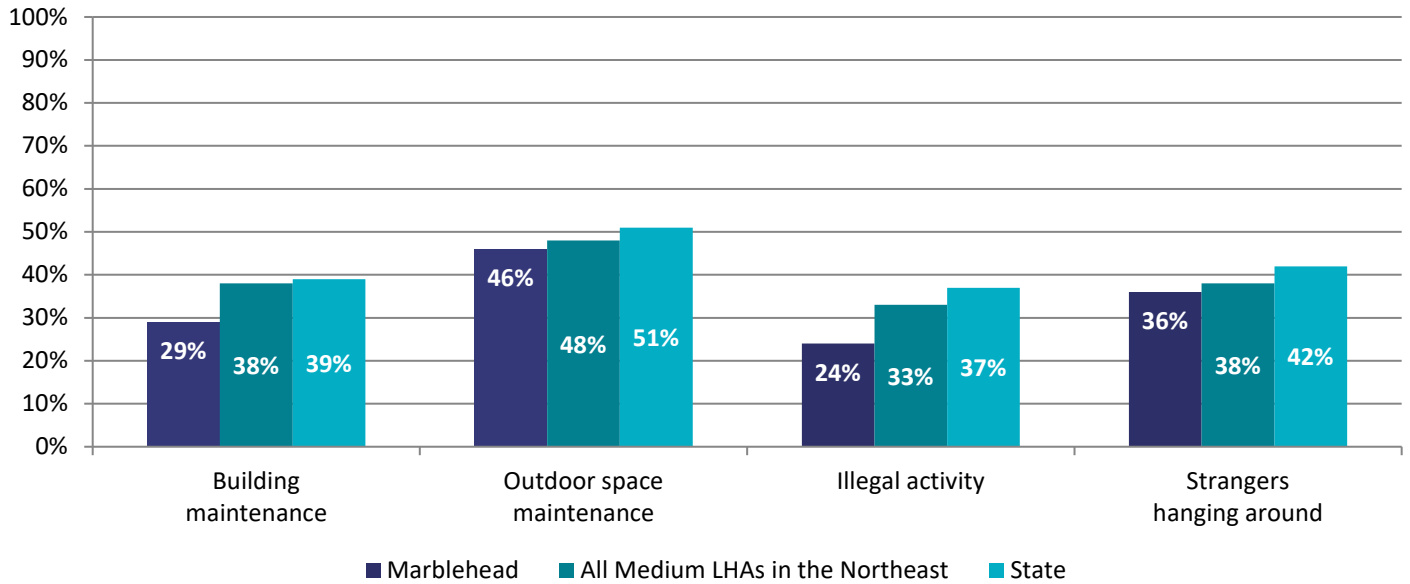
All Medium LHAs in the Northeast

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.

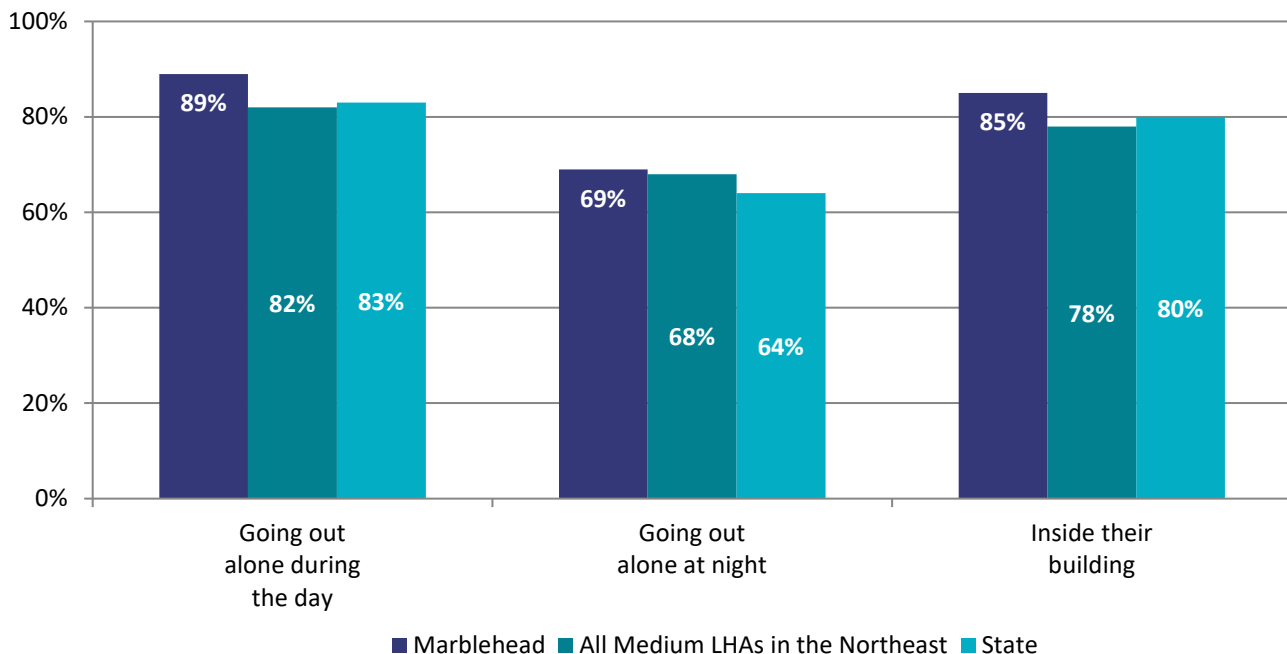
Respondents who “always” or “sometimes” had problems with...



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”



MARBLEHEAD 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	Marblehead Housing Authority
Fiscal Year Ending	12/31/2019
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Robert Garrett

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

LHA Marblehead 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: Corrective Action
Rating 667: Corrective Action
Rating 200: Corrective Action
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: The MHA failed to submit the 12/31/2019 TAR Report within 60 days of the fiscal year end. This resulted in Corrective Action. Please refer to PHN 2018-08, Section A for a schedule of reporting and PHN 2017-13 for a clarification on TAR. In addition, please refer to PHN 2020-17 Revised Certification Deadlines, including Attachment B which references housing authorities with fiscal year end 12/31/2020.**

Certifications and Reporting Submissions

Rating: Operational Guidance

- Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
- Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
- Submit all four quarterly operating statements within 60 days of the quarter end.
- Schedule board meetings well in advance. Consider scheduling a backup date to ensure you are able to have your board vote/approval in time to meet reporting deadlines.
- Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.
- Other: Please refer to PHN 2018-08, Section A for a schedule of reporting. In addition, please refer to PHN 2020-17 Revised Certification Deadlines, including Attachment B which references housing authorities with fiscal year end 12/31/2020.**

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: The MHA failed to submit the 12/31/2019 Operating Statement within 60 days of the fiscal year end. This resulted in Corrective Action. In the first three quarters, the MHA was underspending in relation to its approved budget between 12-17%, which should have prompted a review of the budget and a budget revision submitted to DHCD by the first day of the 11th month of the fiscal year. For reporting deadlines, please refer to PHN 2018-08, Section A for a schedule of reporting and PHN 2017-13 for a clarification on TAR. In addition, please refer to PHN 2020-17 Revised Certification Deadlines, including Attachment B which references housing authorities with fiscal year end 12/31/2020.**

Operating Reserve

Rating: Corrective Action

- 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: The MHA failed to submit the 12/31/2019 Operating Statement within 60 days of the fiscal year end. This resulted in Corrective Action.**

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