

## Northborough 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 Northborough 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. Public Comments and LHA Responses
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey - 667only
  - d. Performance Management Review.

### **State-Aided Public Housing Developments**

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

<b>Dev No</b>	<b>Type</b>	<b>Development Name</b>	<b>Num Bldgs</b>	<b>Year Built</b>	<b>Dwelling Units</b>
667-01	Elderly	COLONIAL VILLAGE 667-01	11	1969	72
667-02	Elderly	HERITAGE VILLAGE 667-02	6	1984	32
705-03	Family	RUTLAND RD. 705-03	6	2001	12
	Family	Family units in smaller developments	9		14
	Other	Special Occupancy units	1		8
<b>Total</b>			<b>33</b>		<b>138</b>

### **LHA Central Office**

Northborough Housing Authority  
26 Village Drive, Northborough,, MA, 01532  
Lynne Trombley, Executive Director  
Phone: 508-393-2408  
Email: lynne@northboroughhousing.com

### **LHA Board of Commissioners**

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Rae Carlsen	Member		05/01/2019	04/30/2023
Andrew Dowd	Treasurer		05/01/2020	04/30/2025
Brad Newman	Vice-Chair		04/01/2016	04/01/2021
Rita Osborne	Chair		04/01/2019	04/01/2023
Elaine Solomon		State Tenant Rep	10/01/2019	04/30/2024

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.	07/10/2020
B.	Advertise the public hearing in public postings.	07/10/2020
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.	07/13/2020
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.)	09/02/2020
G.	Executive Director presents the Annual Plan to the Board.	09/02/2020
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	09/02/2020

Certification

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Lynne Trombley, Executive Director of the Northborough 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: 09/22/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on November 6, 2020. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

**Additional Remarks by Northborough Housing Authority**

The NHA will soon be doing a front entry renovation project at Colonial Village. Each of the 50+ year old buildings will be getting much needed new doors and windows. We will also be remodeling/expanding the tiny maintenance garage. This will allow us to garage the trucks and protect them from the elements, provide more space for equipment repairs, and allow for more storage of parts and supplies.

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

<b>Category of Funds</b>	<b>Allocation</b>	<b>Planned Spending</b>	<b>Description</b>
Balance of Formula Funding (FF)	\$848,784.01		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$84,878.40		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$763,905.61	\$759,364.33	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$8,333.37	\$8,333.37	Accessibility projects
DMH Set-aside	\$30,551.71	\$30,543.45	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$725,020.53	\$720,487.51	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$99,927.93	\$99,927.93	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	\$202,131.37	\$202,131.37	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
<b>Total funds and planned spending</b>	<b>\$1,065,964.91</b>	<b>\$1,061,423.63</b>	<b>Total of all anticipated funding available for planned projects and the total of planned spending.</b>

**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**

Northborough 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
215024	2008 FF Master CFA	COLONIAL VILLAGE 667-01	\$2,400	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0
215059	FF: Replace Roof DMH	SPECIAL NEEDS (DMH) 167-01	\$23,772	\$23,555	\$0	\$45	\$173	\$0	\$0	\$0
215063	FF: Walkway Repave - Back of Dev	COLONIAL VILLAGE 667-01	\$37,485	\$37,485	\$0	\$0	\$0	\$0	\$0	\$0
215065	FY19 SUS ANF ENERGY Boilers (12)	HERITAGE VILLAGE 667-02	\$389,060	\$318,265	\$0	\$70,795	\$0	\$0	\$0	\$0
215070	FF: Window replacement	HERITAGE VILLAGE 667-02	\$178,162	\$171,828	\$0	\$6,334	\$0	\$0	\$0	\$0
215072	FF: Storm Drain Repairs	COLONIAL VILLAGE 667-01	\$9,068	\$8,368	\$0	\$700	\$0	\$0	\$0	\$0
215074	FF: New Roof for Community Room / Admin. Offices / #32 Village	COLONIAL VILLAGE 667-01	\$52,425	\$52,425	\$0	\$0	\$0	\$0	\$0	\$0
215075	OR: Maintenance Garage	COLONIAL VILLAGE 667-01	\$248,289	\$0	\$0	\$46,146	\$0	\$0	\$0	\$0
215076	New Sidewalks and Paving Repairs	SPECIAL NEEDS (DMH) 167-01	\$71,304	\$4,900	\$106,416	\$65,534	\$0	\$0	\$0	\$0
215077	Front Entry Modernization	COLONIAL VILLAGE 667-01	\$277,797	\$0	\$6,470	\$277,797	\$0	\$0	\$0	\$0
215078	Front Entry Modernization	HERITAGE VILLAGE 667-02	\$44,635	\$4,800	\$23,180	\$39,835	\$0	\$0	\$0	\$0
215079	Replace concrete landings & steps	HERITAGE VILLAGE 667-02	\$10,304	\$0	\$0	\$10,304	\$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
215080	Security Cameras	RUTLAND RD. 705-03	\$12,423	\$828	\$3,803	\$11,596	\$0	\$0	\$0	\$0
215081	Replace Kitchen Coimponents	Northgate 705-1B	\$35,075	\$4,600	\$0	\$30,475	\$0	\$0	\$0	\$0
215082	General Repair Work	Birch Hill 705-1D	\$10,483	\$9,530	\$0	\$953	\$0	\$0	\$0	\$0
215083	Storage Shed	Birch Hill 705-1D	\$11,481	\$8,500	\$0	\$2,981	\$0	\$0	\$0	\$0
215084	Kitchen Cabinet Adjustments	COLONIAL VILLAGE 667-01	\$8,784	\$7,200	\$0	\$1,584	\$0	\$0	\$0	\$0
215085	General Repair Work	Emerson 705-1C	\$12,066	\$9,890	\$0	\$2,176	\$0	\$0	\$0	\$0
215086	Temporary Sidewalk Repairs	SPECIAL NEEDS (DMH) 167-01	\$3,925	\$3,090	\$0	\$835	\$0	\$0	\$0	\$0
215087	ADA Door Auto Door Operators Unit No. 11 & 15	HERITAGE VILLAGE 667-02	\$12,250	\$0	\$0	\$12,250	\$0	\$0	\$0	\$0
215088	Temporary Driveway Repairs	OTIS STREET 705-2B	\$3,335	\$0	\$0	\$3,335	\$0	\$0	\$0	\$0
215089	H&S FY20: Replace Sprinkler Heads		\$6,110	\$6,110	\$0	\$0	\$0	\$0	\$0	\$0
215090	H&S FY20: Roof Replacement	RUTLAND RD. 705-03	\$29,500	\$0	\$0	\$29,500	\$0	\$0	\$0	\$0
215091	ADA Roll-In Shower	COLONIAL VILLAGE 667-01	\$9,218	\$0	\$0	\$9,218	\$0	\$0	\$0	\$0
215092	Shade Trees	RUTLAND RD. 705-03	\$7,564	\$6,200	\$0	\$1,364	\$0	\$0	\$0	\$0
•	HVAC Overhaul	SPECIAL NEEDS (DMH) 167-01	\$30,000	\$0	\$0	\$30,000	\$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
•	Emergency Light Hallways - 667-01	COLONIAL VILLAGE 667-01	\$77,597	\$0	\$0	\$0	\$20,705	\$56,893	\$0	\$0
•	New Roofs	COLONIAL VILLAGE 667-01	\$130,664	\$0	\$0	\$0	\$0	\$0	\$0	\$2,254
•	New Kitchens in (8) in Building 2-4	COLONIAL VILLAGE 667-01	\$127,674	\$0	\$0	\$0	\$0	\$32,986	\$94,689	\$0
•	New Bathroom Components	Northgate 705-1B	\$14,949	\$0	\$0	\$0	\$0	\$0	\$14,949	\$0
•	Replace Widows	Emerson 705-1C	\$36,421	\$0	\$0	\$0	\$0	\$0	\$36,421	\$0
•	Replace Plumbing and HVAC Components	Boundary, 1 and 2 705-1E	\$35,483	\$0	\$0	\$35,483	\$0	\$0	\$0	\$0
•	New Kitchens	Boundary, 1 and 2 705-1E	\$51,781	\$0	\$0	\$0	\$0	\$0	\$3,451	\$48,331
•	Foundation Drainage System	CRESTWOOD DRIVE 705-2A	\$41,250	\$0	\$0	\$41,250	\$0	\$0	\$0	\$0
•	New Interior Doors	CRESTWOOD DRIVE 705-2A	\$35,571	\$0	\$0	\$0	\$0	\$0	\$0	\$13,467
•	Replace Kitchens	CRESTWOOD DRIVE 705-2A	\$37,960	\$0	\$0	\$0	\$0	\$1,695	\$36,266	\$0
•	Fencing	OTIS STREET 705-2B	\$6,431	\$0	\$0	\$0	\$0	\$0	\$6,431	\$0
•	Concrete Patio	OTIS STREET 705-2B	\$11,385	\$0	\$0	\$0	\$11,385	\$0	\$0	\$0
<b>TOTALS</b>			\$2,144,075	\$679,973	\$139,869	\$730,485	\$32,262	\$91,574	\$192,205	\$64,051

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
215065	FY19 SUS ANF ENERGY Boilers (12)	Boilers (12)	\$0	\$0	\$380,285	\$0	\$0	\$0	\$0	\$0
215075	OR: Maintenance Garage		\$0	\$0	\$0	\$0	\$0	\$0	\$202,143	\$0
215089	H&S FY20: Replace Sprinkler Heads	H&S FY20: Replace Sprinkler Heads	\$0	\$0	\$0	\$5,240	\$0	\$0	\$0	\$0
215090	H&S FY20: Roof Replacement	H&S FY20: Roof Replacement	\$0	\$0	\$0	\$29,500	\$0	\$0	\$0	\$0
215092	Shade Trees	Trees	\$0	\$0	\$6,820	\$0	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$0	\$0	\$387,105	\$34,740	\$0	\$0	\$202,143	\$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.

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

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

year 2 total slightly over cap

#### **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.

Northborough Housing Authority has not requested additional funding.

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

The NHA will continue to provide safe and enjoyable housing for our tenants. We thrive to quickly turn over vacant units, look for energy saving alternatives and plan renovation projects as funding allows.

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

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

We have a few large projects that we have been planning and budgeting for several years. One is a front entry modernization for our 667-1 at Colonial Village and the other is an update/expansion of the maintenance garage.

#### **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 03/31/2020.

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

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 06/30/2020.

**8. Project priorities**

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

**9. High priority deficiencies**

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

**10. Accessibility**

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

**11. Special needs development**

Northborough Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 01/14/2020.

**12. Energy and water consumption**

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

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

	<b>Electric PUM &gt; Threshold</b>	<b>Gas PUM &gt; Threshold</b>	<b>Oil PUM &gt; Threshold</b>	<b>Water PUM &gt; Threshold</b>
Threshold PUM:	\$100	\$80	\$50	\$60

667-01

Our electric expenses are completely covered with our solar net metering contract.

**13. Energy or water saving initiatives**

Northborough Housing Authority is currently pursuing energy or water-saving audits or grants as we have an annual LEAN energy audit.

AP-2021-Northborough Housing Auth-00124 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 02/27/2019

**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.)

0% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

4% c. 705 (DHCD Goal 2%)

Northborough Housing Authority will address the excess vacancies in the following manner: Family units often require a lot of work when they turn over. We had 2 family units that we kept offline for a few months so that we could do much needed updates to the kitchens and bathrooms in both units.

**15. Vacancies**

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

# CIP Approval For Northborough Housing Authority for FY 2021

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

11/4/2020

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

- Due to the current spending level on active projects ( 129.86% projected benchmark spending for FY21), We can only begin one of the projects below in year one at this time. The authority has selected the HVAC upgrade at 167-1. . Two of the authority's projects are for HVAC upgrades. You should contact the LEAN program to determine if assistance is available . Also, see the following comment from the sustainability program: 215-705-1E-0-07-1922 <-- this project aims to replace electric furnaces. We should consider using ducted heat pumps instead, which use far less electricity than heat pumps. Also these components were only installed 9 years ago. Why are they failing already?
- 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.

Northborough 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
215-167-01-001-20-701	215093	HVAC Overhaul	\$30,000.00	RCAT	2021
215-705-1E-0-07-1922	215095	Replace Plumbing and HVAC Components	\$35,483.00	RCAT	2022
215-705-2A-0-15-1215	215096	Foundation Drainage System	\$41,250.00	RCAT	2022
215-705-2B-001-20-700	215097	Concrete Patio	\$11,385.00	LHA	2022

NULL

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
215-667-01-0-15-1321	215094	Emergency Light Hallways - 667-01	\$77,597.00	\$0.00	Mdumit	09/03/2021

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 Steve Merriam at (617) 573-1181 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 11/4/2020 by Steve Merriam, 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.**

**Emergency Request System**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	508-393-2408	24 hrs
Call LHA at Phone Number	508-393-2408	24 hrs

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 Northborough Housing Authority main office.

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

**Normal Maintenance Request Process**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Text Phone Number		
Call Answering Service	508-393-2408	24 hours
Call Housing Authority Office	508-393-2408	24 hours
Submit Online at Website		
Email to Following Email	lynne@northboroughhousin	
Other		

**Work Order Management**

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

Type of work order system: DHCD's usual on-site review for this housing authority's work order system was cancelled due to the COVID-19 emergency.

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

**Maintenance Plan Narrative**

Following are Northborough 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?

Feedback is generally is positive and work orders are down in a timely manner. Emergency work orders are always taken care of immediately and routine work orders are done very quickly.

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

All three of the maintenance staff have tablets that they enter work orders and close them out when the work is complete.

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

To continue to enter work orders in a timely manner, update the preventative maintenance plan regularly and defer work orders as needed. As always to keep all of our properties safe and continue to evaluate capital needs and plan our budget accordingly.

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	\$244,136.00	\$27,000.00
Last Fiscal Year Actual Spending	\$249,996.00	\$42,652.00
Current Fiscal Year Budget	\$250,905.00	\$18,200.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	17
Average time from date vacated to make Unit "Maintenance Ready"	47 days
Average time from date vacated to lease up of unit	66 days

**Attachments**

These items have been prepared by the Northborough 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.

# NORTHBOROUGH HOUSING AUTHORITY

## MAINTENANCE PLAN

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### SECTIONS OF SCHEDULES FOR ALL PROPERTIES

Colonial Village  
Colonial Village Community Room

Heritage Village  
Heritage Village Community Room

Scattered Sites

152 East Main St.

Rutland Rd.

## **NORTHBOROUGH HOUSING AUTHORITY MAINTENANCE PLAN**

### GENERAL INFORMATION

The Northborough Housing Authority was formed in 1969 for the purpose of providing low-income public housing, and owns and operates 130 units and an 8 (1bedroom) special needs home. The mission of the Housing Authority's Board of Commissioners and staff is to provide decent, safe, and sanitary housing to low-income individuals and families.

### **COLONIAL VILLAGE**

Located off Summer St. This development was established in 1969. This 667-1 has 72 one bedroom units. These units are in 9 two story buildings with each apartment having a front & back door opening directly to a hallway. This site includes a stand-alone community building with laundry facilities, public bathrooms, and a small kitchen. There is also a free standing maintenance garage.

### **HERITAGE VILLAGE**

Located off Hudson St. This development was established in 1983. This 667-2 has 32 one bedroom units. Two of which are handicapped. These units are in 5 two story buildings. Three of the buildings have apartments with a front & back door opening to the front and back hallway. The other two buildings have a single apartment door opening to the front & back hallway. Both the handicapped units have a front & back door opening directly to the outside. This site has a stand-alone community building with a porch, laundry facilities, a public bathroom and a small kitchen. Two of the units are in the community building on the second floor.

### **RUTLAND RD.**

Located off of Pleasant St. This development was established in 2001. This 705 has 6 two story duplex buildings. Nine of which has 3 bedrooms, one of which is a handicapped unit. The other three have 2 bedrooms for family units. There is also a stand-alone maintenance garage.

### **SPECIAL NEEDS GROUP HOME**

Located at 152 East Main St. This development was established in 1990. This 689 is a two story 8 bedroom house for special needs.

### **OTHER 705's**

Located at 6 & 8 Otis St., built the same year as Heritage Village in 1983. These 2 duplex's are 2 story buildings comprised of 3 and 2 bedrooms units for family tenants. One of which is a single story 2 bedroom handicapped unit.

Located at 15 Greenwood Dr., this single family tenant home was built in 1953 and is a 4 bedroom 2 story house.

Located at 18 & 20, 23 & 25 Crestwood Dr. these 2 duplex's were built in 1982 & 1983. They are 2 & 3 bedroom 2 story buildings. These units are for family tenants.



Located at 28 Emerson Rd. this single family home was built in 1965. It is a 4 bedroom 2 story building for family tenants.

Located at 64 Birch Hill Rd. this single family ranch was built in 1955. It is a bedroom single story building for family tenants.

Located at 96 Northgate Rd. this single family house was built in 1955. It is a 4 bedroom two story building for family tenants.

Located at 166 Boundary St. Unit #1 & Unit #2 duplex house was built about 1981, according to town records. This is a 2 story building and each dwelling has 3 bedrooms for family tenants.

### MAINTENANCE POLICY MISSION STATEMENT

The Maintenance Department of the Northborough 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. The Northborough Housing Authority maintenance system shall include the following components:

- A. Staffing Plan
- B. Tracking of Maintenance Work
- C. General Maintenance & Repair of Priorities
- D. Performance Standards and Goal
- E. Deferred maintenance
- F. Reasonable Accommodations

#### *A. STAFFING PLAN*

The Executive Director is responsible for the day-to-day operation of the Northborough Housing Authority. The Executive Director implements policies and procedures by the Board of Commissioners. All staff answers to the Executive Director or his/her designee. The Maintenance Staff consists of three full time persons. The daily tasks and operations of the Maintenance Staff are assigned by the Maintenance Supervisor. There is also a full time administrative assistant with several duties assigned by the Executive Director.

#### *B. TRACKING OF MAINTENANCE WORK*

The issuance of a regular work order may be based upon information received from residents, staff, commissioners, or the general public. When information received in the office indicates a work order needs to be issued, it is the administrative assistant's responsibility to ensure the expeditious issuance of a work order, using the PHA computer generated program. A log is maintained which reports the time and date each work order is requested, the status, priority, and type. The categories are requests, emergency, scheduled, preventative, inspection, on-call emergencies, reasonable

accommodations, and vacancy. For after hours, holiday and weekend emergency problems, the tenants call an answering service for on-call staff to be notified. At completion of all work items on the work order, the maintenance personnel will completely fill out the work order form. All completed work orders are returned to office to be closed out in the data base and hard copies are filed in a log book. The maintenance person completing a work order is responsible for updating/completing the work order from the computerized 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. Chronological 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. Description of work requested
8. Description of work performed
9. Materials used to complete work
10. Resident charge if applicable

### C. GENERAL MAINTENANCE & REPAIR OF PRIORITIES

**I. EMERGENCIES** –The annual plan contains provisions of all the maintenance-related work items. Emergencies will meet one or both of the following conditions: residents and/or staff are faced with a health or life-threatening situation, or there is a condition which might result in serious structural damage if not corrected within a 24-hour period. Response to emergencies is the **HIGHEST PRIORITY** of all the maintenance-related work items. Emergencies would include:

- Fires of any kind – Call the fire department first in the event of a fire!
- Beeping smoke detectors or carbon monoxide detectors. Never disconnect them.
- Gas Leaks
- Electric power failure or exposed electrical wires
- Broken water pipes
- Sewer blockage
- Roof drain blockage
- Major sink, tub or toilet back up or leak
- Roof leak
- Security lock failure or broken entrance door
- No heat
- Inoperative refrigerator
- Natural disasters

Emergencies fall into one of two categories-those happening during the regular workday or those that occur after hours or on weekends. The NHA has procedures for each category.

#### **EMERGENCIES DURING THE REGULAR WORKDAY**

For emergencies occurring during the regular workday, the following procedure will apply:

- The emergency is identified and the maintenance staff is notified.

- A work order with an emergency classification is generated and assigned to staff, or a contractor's service is solicited.

### **AFTER HOUR EMERGENCIES**

While the same basic procedure will apply for emergencies that occur after hours or on weekends, some additional steps need to be taken. The NHA has implemented a system for notifying the appropriate personnel. There are after-hour emergency phone numbers shared with the maintenance personnel. To assure after-hour emergencies are handled in an expeditious manner, all necessary information is in an Emergency Response file that is continuously updated and readily available to all designated emergency personnel.

**II. VACANCY REFURBISHMENT**-The Housing Authority has assigned the staff to return vacant apartments to occupancy in 14 days. In the case of several vacancies or extensive damage to an apartment or house, outside contractors may be utilized to expedite the return of vacant units for occupancy. After emergencies the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments.

The procedures for preparing apartments for occupancy are:

- Upon vacancy, apartments will be inspected by the Executive Director or maintenance staff with the resident, if available, to complete the move-out inspection form, noting any deficiencies from time of occupancy. The form helps to generate any charges for damages or any discrepancies other than normal wear and tear.
- The completed move-out inspection form for the vacant apartment is utilized to generate prepare for occupancy work order for all the deficiencies that are found. All deficiencies will be corrected.

**III. PREVENTATIVE MAINTENANCE**-The NHA has developed a master preventative maintenance schedule for all developments that will enable the maintenance staff to perform the required preventative maintenance activities on a monthly basis or seasonal basis, as required, in conjunction with the normal routine work orders and emergencies without disruption or creating a demand for overtime to accomplish the tasks. This work must be done to preserve and extend the useful life of various elements of your physical property and avoid emergency situations. The NHA's preventative maintenance program and schedule is thorough and deals with all the elements of the physical property and is provided in this document. The preventative maintenance program is reviewed and updated regularly as new systems and facilities are installed. The program focuses on the major systems that keep the properties operating. These systems include heating & air conditioning systems, vehicle/equipment, and life safety systems.

### **LIFE SAFETY SYSTEMS**

The Northborough 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 preventative maintenance plan has work order reminders for auto-scheduling so we can be independent and not rely on a telephone call from the provider of an important service. The various items to be tested and serviced in this plan are as follows along with how often it occurs.

Fire Alarms and fire alarm systems	Annually
Fire extinguishers	Annually
Sprinkler testing and inspection	Annually
Emergency generator	Bi-annually
Emergency lighting	Bi-annually
Smoke detectors	Annually
Carbon monoxide detectors	Annually

**VEHICLES/EQUIPMENT**

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

Ford F350 2011	Bi-annually
Ford F350 2015	Bi-annually
Fisher Plows	Annually
Sander	Annually
John Deere Tractors (2)	Bi-annually
Husqvarna Snow Thrower	Annually
Ariens Sno-Thro 926065-Pro 28	Annually
Ariens Snow Thrower (HV)	Annually
Ariens Power Brush	Annually
Stihl chainsaw	Annually
Red Max Weed Wacker	Annually
Red Max Hedge Trimmer	Annually
Homelite Electric Pole Trimmer	Annually
Red Max Blower	Annually
Husqvarna Blower (HV)	Annually
Front Line Tiller (RR)	Annually
Porter Cable Power Washer (RR)	Annually

**HVAC EQUIPMENT**

Packaged Gas/Electric 5 Ton Roof top units (2 CV) Trane Units Model No. YSC060A3RHADA	Bi-annually
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Boilers (RR) Weil McLein Model GV-3 LP Nat. Gas Gold Boiler	Annually
Hot Water Storage Tank (RR) Weil McLein Model Gold Plus 40 W/M Indirect Pump	Annually

Air Handlers (152 E. Main St.)	Monthly
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Boilers (HV) & Otis St. HTP Elite Premier Boilers EP – 150 (HV)	Annually
HTP Elite Premier Boilers EP – 110 (Otis St.)	Annually
Hot Water Storage Tank HV	Annually

**IV. PROGRAMMED MAINTENANCE**-This work is important and is completed to the greatest extent possible within time and budget constraint. Programmed maintenance is grouped and scheduled to make their completion as efficient as possible. Sources include:

1. **Routine Maintenance**-These are scheduled tasks and contribute to the sanitary code and curb appeal of the properties. One example is building exteriors and interior common areas. The Northborough Housing Authority has established a routine maintenance schedule to ensure that they are always maintained in good condition. The areas that are maintained are community buildings, offices, public restrooms, laundry rooms, common hallways and entrances, exterior porches, lighting fixtures, and exterior siding. The Northborough Housing Authority has prepared a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that ensure their continuing attractiveness and marketability. These items include lawn care, leaf removal, shrub and tree pruning, maintenance of driveways sidewalks, parking lots, and storm drains. The NHA makes every effort to provide a healthy and pest-free environment for its visitors and 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.
2. **Inspections** are the other source of programmed maintenance. -Living units and major system inspections are required annually to meet property maintenance guidelines. The Northborough Housing Authority plans to perform its annual living inspections with its maintenance personnel. Examples of contracts and or service plans are incorporated in this Maintenance Plan.

**A. Frequency**

Inspections of all developments will be evenly scheduled to allow time for corrective and follow-up work. A move-out inspection will be conducted in all vacant apartments within two working days after becoming vacant. This inspection is used to generate prepare for occupancy work order with all noted items included to be corrected. A move-in inspection will be conducted with the resident at the time of move-in for any apartment being newly occupied.

**B. Standard**

All inspections will be conducted utilizing NHA's appropriate inspection form. Any unit Deficiencies which are an emergency will be corrected in 24 hours. All other deficiencies will be corrected within a 30 day period.

**V. REQUESTED MAINTENANCE**

This category of work refers to resident and others, 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 before the resident calls.

It is the policy of the Northborough Housing Authority to complete these work order requests within seven work days. Unless the requests is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above vacancies, scheduled routine and preventative maintenance. By following this procedure, the Northborough 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.

#### *D. PERFORMANCE STANDARDS AND GOALS*

The Executive Director establishes measures that will allow the efficiency 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. Northborough Housing Authority job descriptions; and
3. Safety measures

Notwithstanding this will not prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards will be used to evaluate current operations and performance, to develop strategies to improve performance and meet the standards that have been set.

#### *E. DEFERRED MAINTENANCE*

Deferred maintenance could be, 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. In the event that extraordinary repairs are needed, the Northborough Housing Authority proposes to correct or abate the situation. The housing authority considers these to be work required as a result or non-routine repairs such as results from lightening, wind, rain, or hail. Deferred maintenance should not be confused with capital projects that would be included in the Capital Improvement Plan.

There are two ways that an item might be added to the Deferred Maintenance Plan.

1. Originating from Work Order System
2. Maintenance Item added directly to the Deferred Maintenance Plan

Work orders must be closed out that are not completed in 30 days, and moved to Deferred Maintenance Module. The other origination of a deferred maintenance could be an item that is not urgent but does require attention at a later date. This could be added directly to the deferred module. The purpose of this plan is to identify and not overlook any deficiency.

#### **Situations That Might Warrant Using the Deferred Maintenance Plan**

1. Items best completed when the unit is vacant
2. Seasonal items are items that cannot be completed because of the season
3. Lack of funding
4. Efficiency-Items can be grouped together by location, task or trade
5. Organizational and upkeep tasks

The Deferred Maintenance Plan should not be used:

1. Life and Safety Items
2. Work order backlog
3. Small/minor items

Northborough Housing Authority's Preventative maintenance program minimizes the backlog of deferred maintenance. Here are some of NHA's Strategies:

1. Conducting preventative maintenance and completing repairs promptly.
2. Recognize and understand the scale of the problem.
3. Communicate the financial impact of the deferred maintenance.
4. Prioritize projects and develop a plan to secure adequate funding.

By early detection of failing equipment/and or utilities helps to implement a repair at its most cost effective time.

Items to be included in the Deferred Maintenance Plan:

- Description of task
- Date added to deferred maintenance module
- Site or unit number
- Reason deferred
- Estimated cost
- Materials needed
- Original work order number
- Target completion date
- Actual completion date
- Other comments

## REASONABLE ACCOMODATIONS

Physical modifications of premises and providing "auxiliary aids" must be considered if requested by an applicant or tenant who has an impairment that limits a major life activity. Some examples:

- Installing a ramp for a tenant with a wheelchair.
- Installing a hand-held shower
- Installing a flashing alarm system for someone who cannot hear the audible alarm
- Acquiring telephone devices (TDDs) or sign language interpreters for deaf individuals
- Service animal

## SERVICE CONTRACTS

Fire Protection and Alarms - Priority Fire & Security Inc.	Annually
Fire Suppression (wet sprinkler inspection) - Impact Fire Services	Annually
Fire Extinguishers – Impact Fire Services	Annually
Generator – Bigelow Electrical	Bi-annually
Furnace Maintenance – Northborough Oil	Annually
Septic and well services – Northborough Septic	Annually
Air Conditioning Services (RTU at CV) – Forever Mechanical	Bi-annually
Extermination Services - Big Blue Bug (As needed, except 15HV)	3x a year

Vehicle Maintenance – MGM

Bi-annually

**INCLEMENT WEATHER**

Preventative measures will be taken by the Housing Authority prior and during inclement weather months. All Housing Authority staff will monitor weather conditions. The Housing Authority enforces residents to exercise care to avoid injury in the event of dangerous conditions on the premises caused by the accumulation of snow, ice, or other hazardous conditions. The residents will be reminded and encouraged to act responsibly and to take extra precautions to avoid injury during these adverse conditions by posting signage in each and every building.



# Work Orders

WRK115d

## Preventative Maintenance Schedule

Category	Next Scheduled	Description	Assigned To	Day ID	Location	Frequency	Days To Skip	Month Name
Cleaning	8/1/2020	Clean Community Room, bathrooms, kitchen and offices. 2X a week. Restock paper goods.	Maintenance	667-1	General Bldg: VD Village Drive	Monthly - first day	0	N/A
	8/1/2020	Clean Community Room, bathroom, kitchen, laundry room, porch area and entrances. Restock paper goods once a week.	Maintenance	667-2	General Bldg: CD Centre Drive	Monthly - first day	0	N/A
	8/1/2020	Powerwash buildings at HV.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	8/8/2020	Powerwash Crestwood Dr. houses.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A
	8/20/2020	Powerwash Boundary St. house.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 6 & 8 Otis St.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 10 & 12 Otis St.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 15 Greenwood Dr.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 18 & 20 Crestwood Dr.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 23 & 25 Crestwood Dr.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 28 Emerson Rd.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 64 Birch Hill Rd.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 96 Northgate Rd.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at 166 Boundary St. Unit #1 and Unit #2.	Maintenance	705-1	General Bldg: SC	Every (m) days	183	N/A

# Work Orders

WRK115d

## Preventative Maintenance Schedule

Cleaning	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at Heritage Village all Buildings.	Maintenance	667-2	General Bldg: CD Centre Drive	Every (nr) days	183	N/A
	10/1/2020	Check and clean gutters and downspouts. Make any repairs if needed at Rutland Road all Buildings.	Maintenance	705-3	General Bldg: RR Rutland Road	Every (nr) days	183	N/A
	10/1/2020	Sweep, mop, and wax floors of front and back hallways of CV and HV 2x a year.	Maintenance	667-1	General Bldg: VD Village Drive	Every (nr) days	183	N/A
		<b>17 entries listed</b>						
Electrical Work	9/25/2020	Inspect emergency lighting in front and back hallways of all buildings.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	5/15/2021	Inspect emergency lighting in all front and back hallways of all buildings on annual inspection.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
		<b>2 entries listed</b>						
Heating/Ventilization/A.C.	8/1/2020	Check and or change filter for air handler unit on 1st and 2nd floors.	Maintenance	689	General Bldg: ADV	Monthly - first day	0	N/A
	10/1/2020	Heating season for RTUs 1&2. Inspect air filters. Replace if necessary. Chk. supply fan motor bearings, repair or replace the motor as necessary. Inspect both the main unit control panel & heat section control box, clean burner area, verify gas heat system operates properly.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	10/4/2020	Turn on heat for in front & back hallways by turning on breaker in front hallways.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	10/4/2020	Turn up heat in front & back hallways by using t-stats in front & back hallways.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	10/21/2020	Do Preventative Maintenance for boilers at Rutland Rd. Chk. for leaks, all operations, test safety relief valves, expansion tanks, air vents, scoops, pressure regulator, zone valves, electrical connections, indirect-fired water heaters, shut offs. Refer to Weil-McLain Gold GY water boiler-Series 3.	Maintenance	705-3	General Bldg: RR Rutland Road	Annually	0	N/A
	5/1/2021	Do PM on HTP Elite Premier EP-110 high efficiency boiler and all its components for Otis St.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A

# Work Orders

WRK115d

## Preventative Maintenance Schedule

Heating/Ventilation/A.C.	5/1/2021	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	5/1/2021	Do PM on HTP Elite Premier EP-150 High Efficiency Boiler and all its components for Heritage Village.	705-1	General Bldg: SC	Annually	0	N/A
	6/3/2021	Cooling season for RTU's 1 & 2. Chk. drain pans & condensate piping,inspect evaporator & condenser coils clean if necessary,chk. fan & motor bearings,inspect damper hinges & pins,lube w/white grease,chk. fan shaft bearings,chk.supply fan belt,replace/adjust if necessary,chk. wire terminal connections w/unit running chk. & record ambient temp.,compressor suction & discharge pressures,chk. filters chg. if necessary.	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	6/6/2021	Turn off hall heats for summer months by shutting off breaker in front hallway.	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	6/6/2021	Turn down heat in front and back hallways by using the t-stats for summer months.	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
		<b>11 entries listed</b>					
Landscape/Work	8/1/2020	Mow lawn, weedwack, and blowoff walkways at CV weekly or as needed.	667-1	General Bldg: VD Village Drive	Monthly - first day	0	N/A
	8/1/2020	Mow lawn, weedwack, and blowoff walkways at HV weekly or as needed.	667-2	General Bldg: CD Centre Drive	Monthly - first day	0	N/A
	8/1/2020	Mow lawn, weedwack, and blowoff driveway at RR weekly or as needed.	705-3	General Bldg: RR Rutland Road	Monthly - first day	0	N/A
	8/1/2020	Mow lawn, weedwack, and blow-off walkways at 12 Oits weekly or as needed.	705-1	General Bldg: SC	Monthly - first day	0	N/A
	9/1/2020	Remove fallen leaves and branches at Colonial Village.	667-1	General Bldg: VD Village Drive	Monthly - first day	0	N/A
	9/1/2020	Remove fallen leaves and branches from Heritage Village.	667-2	General Bldg: CD Centre Drive	Monthly - first day	0	N/A
			Maintenance				

# Work Orders

WRK115d

## Preventative Maintenance Schedule

Landscaping Work	Date	Description	Maintenance	Address	Building	Frequency	Count	Notes
	9/1/2020	Remove fallen leaves and broken branches from Rutland Road.	Maintenance	705-3	General Bldg: RR Rutland Road	Monthly - first day	0	N/A
	9/1/2020	Remove fallen leaves and broken branches from 12 Otis St.	Maintenance	705-1	General Bldg: SC	Monthly - first day	0	N/A
	3/1/2021	Start spring clean-up Colonial Village.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	3/1/2021	Start spring clean-up at Heritage Village.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	3/1/2021	Start spring clean-up at Rutland Rd. and handicapped unit 16 Rutland Rd.	Maintenance	705-3	General Bldg: RR Rutland Road	Annually	0	N/A
	3/1/2021	Start spring clean-up at 12 Otis St.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A
	5/20/2021	Service all lawn equipment for mowing season.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	5/27/2021	Service lawn equipment for scattered sites.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A
	6/4/2021	Trim shrubs at CV.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	6/11/2021	Trim shrubs at HV.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	6/18/2021	Trim shrubs at 12 Otis St. and 16 RR.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A
		<b>17 entries listed</b>						
Miscellaneous Work	8/8/2020	Schedule sprinkler testing for 152 East Main St. with Impact Fire.	Maintenance	689	General Bldg: ADV	Annually	0	N/A
	9/1/2020	Schedule fire extinguisher testing for CV, HV, RR garage and 152 E. Main St. with Impact Fire.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A

# Work Orders

WRK115d

## Preventative Maintenance Schedule

Miscellaneous Work	Date	Description	Category	Unit ID	Location	Frequency	Count	Cost
	9/25/2020	Change batteries and test all CO2 detectors. Change all batteries and test smoke detectors for all apartments and front and back hallways of buildings for annual inspection.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	10/4/2020	Schedule Big Blue Bug Solutions for 15 Heritage Village every 4 months.	Maintenance	667-2	General Bldg: CD Centre Drive	Every (m) days	122	N/A
	10/31/2020	LOF, and inspection sticker for 2014 F350. Bring truck to MGM. LOF is 2x a year. Sticker is annually.	Maintenance	667-1	General Bldg: VD Village Drive	Every (m) days	183	N/A
	10/31/2020	LOF, inspection sticker, service and install sander on 2014 F350 at MGM. LOF is 2x a year. Inspection and sander is annually.	Maintenance	667-1	General Bldg: VD Village Drive	Every (m) days	183	N/A
	11/3/2020	Schedule Bigelow Electrical for preventative maintenance on generator. 2X a year.	Maintenance	667-1	General Bldg: VD Village Drive	Every (m) days	183	N/A
	11/6/2020	Change batteries and test all smoke detectors for Rutland Rd. annual inspection.	Maintenance	705-3	General Bldg: RR Rutland Road	Annually	0	N/A
	11/6/2020	Change batteries and test all CO2 detectors at Rutland Rd. for the annual inspection.	Maintenance	705-3	General Bldg: RR Rutland Road	Annually	0	N/A
	11/1/2021	Call Priority Fire and Security to schedule fire alarm testing for Colonial Village, Heritage Village, 152 East Main St, and 1 Heritage Village.	Maintenance	AP	General	Annually	0	N/A
	5/15/2021	Test all smoke detectors for all apartments on annual inspection.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	6/5/2021	Prepare Heritage Village porch for tenants. Clean furniture, mop floor, put down carpet and cushions, fix any ripped screens.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	7/1/2021	Check storm drains.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
	7/1/2021	Check storm drains.	Maintenance	667-2	General Bldg: CD Centre Drive	Annually	0	N/A
	7/1/2021	Check storm drains.	Maintenance	705-3	General Bldg: RR Rutland Road	Annually	0	N/A

# Work Orders

WRK115d

## Preventative Maintenance Schedule

Work	Date	Description	Category	Code	Building	Frequency	Count	Notes	
Miscellaneous Work	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors on annual inspections at 6 Otis St., 8 Otis St., 10 Otis St., and 12 Otis St.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors for annual inspection at 15 Greenwood Dr.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors for annual inspection at 28 Emerson Rd.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors on annual inspection at 64 Birch Hill Rd.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors on annual inspection at 96 Northgate Rd.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test CO2 detectors. Change batteries and test all smoke detectors on annual inspection at Boundary St. Unit # 1 and Unit # 2.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
	7/30/2021	Change batteries and test smoke detectors at 18, 20, 23, & 25 Crestwood Dr. for annual inspection.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	
		<b>22 entries listed</b>							
	Plowing/Roadwork/MPaving	10/1/2020	Service all snow removal equipment, inventory ice melt, shovels, wipers for trucks, de-icer and put-up reflectors at electrical panel on walkway and clean-outs for all CV buildings.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
		5/17/2021	Service and store all snow removal equipment, snow plows, and sander.	Maintenance	667-1	General Bldg: VD Village Drive	Annually	0	N/A
Pumbing Work	11/1/2020	Schedule Northboro Septic pumping for 2-24 RR, 64 Birch Hill Rd., 6-8 Otis St., 10-12 Otis St., and 152 East Main St.	Maintenance	689	General Bldg: ADV	Annually	0	N/A	
	6/3/2021	Schedule pumping septic system at Boundary St. Unit #1 & 2 with Northboro Septic.	Maintenance	705-1	General Bldg: SC	Annually	0	N/A	



# Work Order

Northborough Housing Authority



5600

Work Order No.	5600	Location Type	General Location
Request Date/Time	8/8/2019 12:00:00 AM	Development ID	705-1
Work Order Type	Scheduled	Development	Scattered Sites
Current Status	Deferred	Building ID	SC
Work Category	Cleaning	Location	
Priority	Normal	Unit Address	
Assigned To	Maintenance	Requested By	Charlene Seymour
Created By		Telephone	
Date/Time Created	8/5/2019 7:37:38 AM	Permitted to Enter	No
Rescheduled		Date Submitted	9/6/2019
Smoke Det. Test	No	Smoke Det. Pass	No
GFI Inspect/Update	No		

## Instructions/Description of Work

Powerwash Crestwood Dr. houses.

## Completed Work

Did not get to this year will try 2020

## Work Record

Date	Start/End	Work Done By	Hours	Overtime	O.T. Rate	Ext. Amount
9/6/2019		Maintenance	0.00	No		0.00
		Total	0.00			0.00

## Materials/Parts Record

Part No.	Part Name	Qty.	Unit Cost	Extended Amount
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\_\_\_\_\_  
Tenant Signature

\_\_\_\_\_  
Date



# Work Order

Northborough Housing Authority



5602

Work Order No.	5602	Location Type	General Location
Request Date/Time	8/20/2019 12:00:00 AM	Development ID	705-1
Work Order Type	Scheduled	Development	Scattered Sites
Current Status	Deferred	Building ID	SC
Work Category	Cleaning	Location	166 Boundary Unit 1 & 2
Priority	Normal	Unit Address	
Assigned To	Maintenance	Requested By	Charlene Seymour
Created By		Telephone	
Date/Time Created	8/5/2019 7:37:38 AM	Permitted to Enter	No
Rescheduled		Date Submitted	9/20/2019
Smoke Det. Test	No	Smoke Det. Pass	No
GFI Inspect/Update	No		

## Instructions/Description of Work

Powerwash Boundary St. house.

## Completed Work

Did not get to this year will be rescheduled 2020

## Work Record

Date	Start/End	Work Done By	Hours	Overtime	O.T. Rate	Ext. Amount
9/20/2019		Maintenance	0.00	No		0.00
		Total	0.00			0.00

## Materials/Parts Record

Part No.	Part Name	Qty.	Unit Cost	Extended Amount
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\_\_\_\_\_  
Tenant Signature

\_\_\_\_\_  
Date

### Operating Budget

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 12/31/2019. It also shows the approved budget for the current year (2020) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

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

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

### **Operating Reserve**

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

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

The Northborough Housing Authority operating reserve at the end of fiscal year 2019 was \$918,507.00, which is 186.4% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Northborough Housing Authority.						
<b>REVENUE</b>						
Account Number	Account Class	2019 Approved Revenue Budget	2019 Actual Amounts Received	2020 Approved Revenue Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$747,804.00	\$755,839.00	\$746,946.00	-1.2%	\$478.81
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$11,151.00	\$0.00	-100%	\$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	\$9,750.00	\$12,918.00	\$11,375.00	-11.9%	\$7.29
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$6,300.00	\$27,117.00	\$9,300.00	-65.7%	\$5.96
3691	Other Revenue - Retained	\$50,400.00	\$83,274.00	\$55,000.00	-34%	\$35.26
3692	Other Revenue - Operating Reserves	\$7,855.00	\$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)	\$139,000.00	\$139,000.00	\$177,160.00	27.5%	\$113.56
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	\$961,109.00	\$1,029,299.00	\$999,781.00	-2.9%	\$640.89

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Northborough Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget.	2020 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$109,117.00	\$112,265.00	\$220,265.00	96.2%	\$141.20
4120	Compensated Absences	\$0.00	\$0.00	\$0.00	0%	\$0.00
4130	Legal	\$104,840.00	\$105,541.00	\$0.00	-100%	\$0.00
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$6,030.00	\$6,206.00	\$6,328.00	2%	\$4.06
4170	Accounting Services	\$8,164.00	\$8,134.00	\$8,483.00	4.3%	\$5.44
4171	Audit Costs	\$3,600.00	\$3,780.00	\$3,780.00	0%	\$2.42
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$29,715.00	\$29,422.00	\$33,432.00	13.6%	\$21.43
4191	Tenant Organization	\$390.00	\$0.00	\$390.00	100%	\$0.25
4100	TOTAL ADMINISTRATION	\$261,856.00	\$265,348.00	\$272,678.00	2.8%	\$174.79
4310	Water	\$52,650.00	\$50,110.00	\$56,700.00	13.2%	\$36.35
4320	Electricity	\$169,560.00	\$131,468.00	\$129,600.00	-1.4%	\$83.08
4330	Gas	\$11,880.00	\$12,363.00	\$12,210.00	-1.2%	\$7.83
4340	Fuel	\$11,020.00	\$21,526.00	\$14,500.00	-32.6%	\$9.29
4360	Net Meter Utility Debit/Energy Conservation	\$45,000.00	\$56,986.00	\$52,000.00	-8.7%	\$33.33
4390	Other	\$2,000.00	\$3,980.00	\$2,000.00	-49.7%	\$1.28
4391	Solar Operator Costs	\$57,000.00	\$69,725.00	\$63,000.00	-9.6%	\$40.38
4392	Net Meter Utility Credit (Negative Amount)	\$-102,000.00	\$-126,710.00	\$-115,000.00	-9.2%	\$-73.72
4300	TOTAL UTILITIES	\$247,110.00	\$219,448.00	\$215,010.00	-2%	\$137.83

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Northborough Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$164,306.00	\$167,836.00	\$171,235.00	2%	\$109.77
4420	Materials & Supplies	\$24,330.00	\$23,273.00	\$24,170.00	3.9%	\$15.49
4430	Contract Costs	\$55,500.00	\$58,887.00	\$55,500.00	-5.8%	\$35.58
4400	TOTAL MAINTENANCE	\$244,136.00	\$249,996.00	\$250,905.00	0.4%	\$160.84
4510	Insurance	\$29,576.00	\$28,342.00	\$32,197.00	13.6%	\$20.64
4520	Payment in Lieu of Taxes	\$9,565.00	\$8,147.00	\$9,565.00	17.4%	\$6.13
4540	Employee Benefits	\$142,477.00	\$156,317.00	\$155,512.00	-0.5%	\$99.69
4541	Employee Benefits - GASB 45	\$0.00	\$126,614.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$118,747.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$2,000.00	\$1,828.00	\$2,000.00	9.4%	\$1.28
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$11,151.00	\$0.00	-100%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$204.00	\$0.00	-100%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$183,618.00	\$451,350.00	\$199,274.00	-55.8%	\$127.74
4610	Extraordinary Maintenance	\$27,000.00	\$42,652.00	\$18,200.00	-57.3%	\$11.67
4611	Equipment Purchases - Non Capitalized	\$5,575.00	\$1,887.00	\$13,500.00	615.4%	\$8.65
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	\$224,089.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$32,575.00	\$268,628.00	\$31,700.00	-88.2%	\$20.32
4000	TOTAL EXPENSES	\$969,295.00	\$1,454,770.00	\$969,567.00	-33.4%	\$621.52

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Northborough Housing Authority.						
<b>SUMMARY</b>						
Account Number	Account Class	2019 Approved Budget	2019 Actual Amounts	2020 Approved Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$961,109.00	\$1,029,299.00	\$999,781.00	-2.9%	\$640.89
4000	TOTAL EXPENSES	\$969,295.00	\$1,454,770.00	\$969,567.00	-33.4%	\$621.52
2700	NET INCOME (DEFICIT)	\$-8,186.00	\$-425,471.00	\$30,214.00	-107.1%	\$19.37
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$210,000.00	\$0.00	\$221,400.00	100%	\$141.92
7500	TOTAL NONOPERATING EXPENDITURES	\$210,000.00	\$0.00	\$221,400.00	100%	\$141.92
7600	EXCESS REVENUE OVER EXPENSES	\$-218,186.00	\$-425,471.00	\$-191,186.00	-55.1%	\$-122.56

## 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 Northborough 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:

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:

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

Rating:

Criterion: Completion of mandatory online board member training

Rating:

**Category: Financial**

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

Rating:

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

Rating:

**Category: Capital Planning**

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

Rating:

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

Rating:

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

Criterion: Health and Safety Violations

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

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

Since not all the violations have been corrected, the LHA has provided the following explanation:

**Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating:

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

Rating:

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

Rating:

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

Rating:

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

Rating:

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

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

Rating:

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

Rating:

Criterion: Vacancy work orders identified, tracked and reportable.

Rating:

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

Rating:

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

Rating:

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

Rating:

Criterion: Requested work orders identified, tracked and reportable.

Rating:

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

Rating:

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

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

Rating:



Explanation of PMR Criteria Ratings

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

CRITERION	DESCRIPTION
<b>Financial</b>	
Adjusted Net Income	<p>The Adjusted Net Income criterion calculation starts with an LHA’s Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to 9.9%</li> <li>• “Operational Guidance”: 10 to 14.9%</li> <li>• “Corrective Action”: 15% or higher</li> </ul> <p>Overspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to -4.9%</li> <li>• “Operational Guidance”: -5% to -9.9%</li> <li>• “Corrective Action”: -10% or below</li> </ul>
Operating Reserves	<p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> <li>• “No Findings” :35%+ of maximum operating reserve</li> <li>• “Operational Guidance”: 20% to 34.9% of maximum operating reserve</li> <li>• “Corrective Action”: &lt;20% of maximum operating reserve</li> </ul>
<b>Capital Planning</b>	
Capital Improvement Plan (CIP) Submitted	<p>Housing authorities are required to submit a five-year capital plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time and no modifications required or modifications made within 45 days.</li> <li>• “Operational Guidance” =Up to 45 days late and no modifications required or modifications made within 45 days.</li> <li>• “Corrective Action” =More than 45 days late or modifications required and not completed within 45 days.</li> </ul>
Capital Spending	<p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> <li>• “No Findings” = at least 80%</li> <li>• “Operational Guidance” = At least 50%</li> <li>• “Corrective Action” = Less than 50%</li> </ul>

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

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

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



## Policies

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	05/03/2017	
*Personnel Policy	11/04/2015	
*Capitalization Policy	06/01/2016	
*Procurement Policy	05/03/2017	
*Grievance Policy	09/03/2003	
Smoking Policy	01/01/2017	
Criminal Offender Records Information (CORI) Policy	06/03/2020	
Travel Policy	05/04/2016	
Credit/Debit Card Policy	05/04/2016	
Other – Define in the ‘Notes’ column	02/01/2017	Abandoned Unit
Other – Define in the ‘Notes’ column	02/01/2017	Inventory
Other – Define in the ‘Notes’ column	06/05/2019	Common Hallway/Porch and Grounds
Other – Define in the ‘Notes’ column	02/01/2017	Inventory
Parking	04/04/2018	
Other – Define in the ‘Notes’ column	03/04/2020	Lockout
Other – Define in the ‘Notes’ column	04/04/2018	Snow Removal

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	10/05/2006	Satellite/Dish Antenna

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

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



## **Waivers**

AP-2021-Northborough Housing Auth-00124 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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

## **Attachments**

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

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

- Public Comments and LHA Responses
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey - 667only
- Performance Management Review.

# NORTHBOROUGH HOUSING AUTHORITY

EQUAL HOUSING OPPORTUNITY



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26 VILLAGE DRIVE  
NORTHBOROUGH, MA 01532  
(508) 393-2408 FAX (508) 393-2747

The Northborough Housing Authority held a virtual Regular Board Meeting on September 2, 2020. The Public Hearing for the Authority's Proposed Annual Plan for Fiscal Year 2021 was held at 6:00 p.m. There were not comments from the residents or general public.

The Board of Commissioners voted unanimously to approve the Fiscal Year 2021 Annual Plan for the Northborough Housing Authority.

A handwritten signature in blue ink, appearing to read "Lynne M. Trombley".

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Lynne M. Trombley, MPHA Executive Director  
Northborough Housing Authority

## **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.

# Northborough Housing Authority

## Chapter 667 Housing

### Fall 2019

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

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

In the **Northborough Housing Authority**, surveys were sent to a total of **104** Northborough housing units (Chapter 667); **62** surveys were completed.

This report provides some information about how the residents from the **Northborough Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Central Massachusetts. These small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.

## Communication

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

	Northborough Housing Authority	Small LHAs in Central MA *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	88%	88%	87%
Knew the Executive Director held a meeting with residents.....	14%	57%	54%

\* Small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.



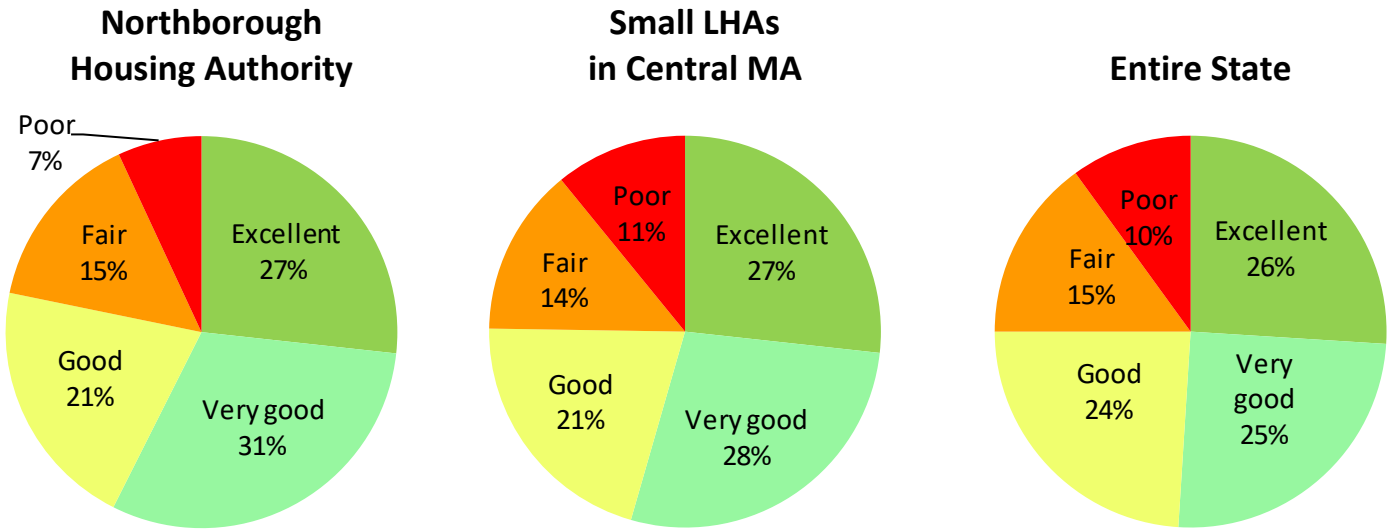
# Maintenance and Repair

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

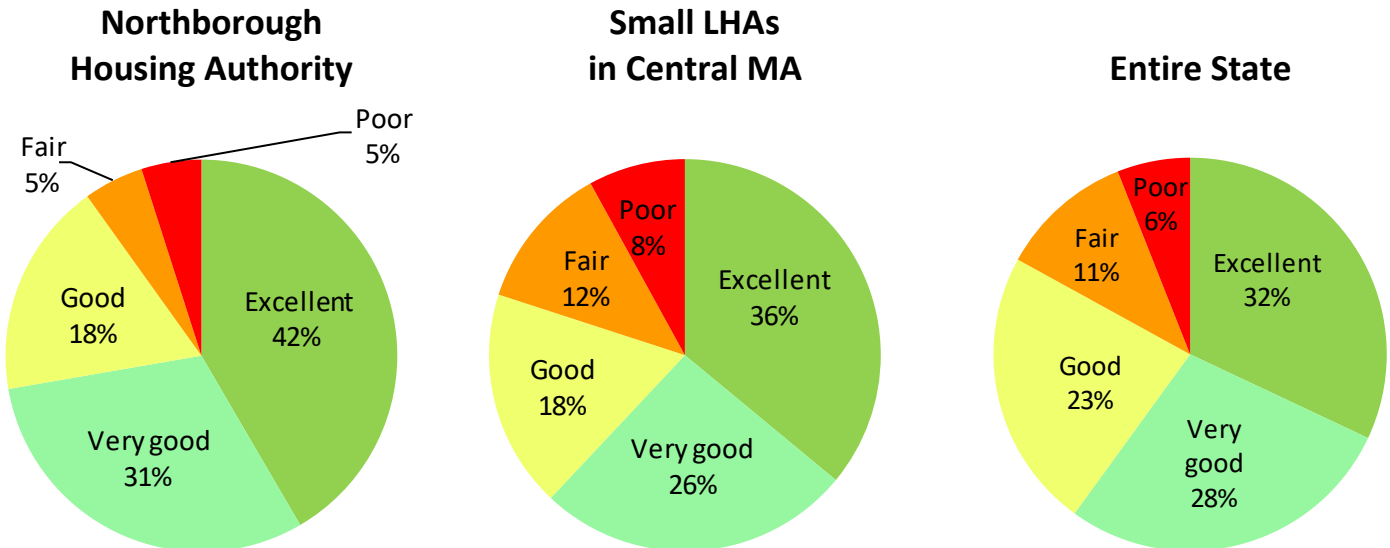
	Northborough Housing Authority	Small LHAs in Central MA	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	90%	89%	89%
Were contacted by the Housing Authority before entering their apartment.....	92%	92%	92%

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

**Building maintenance:**



**Outdoor maintenance:**



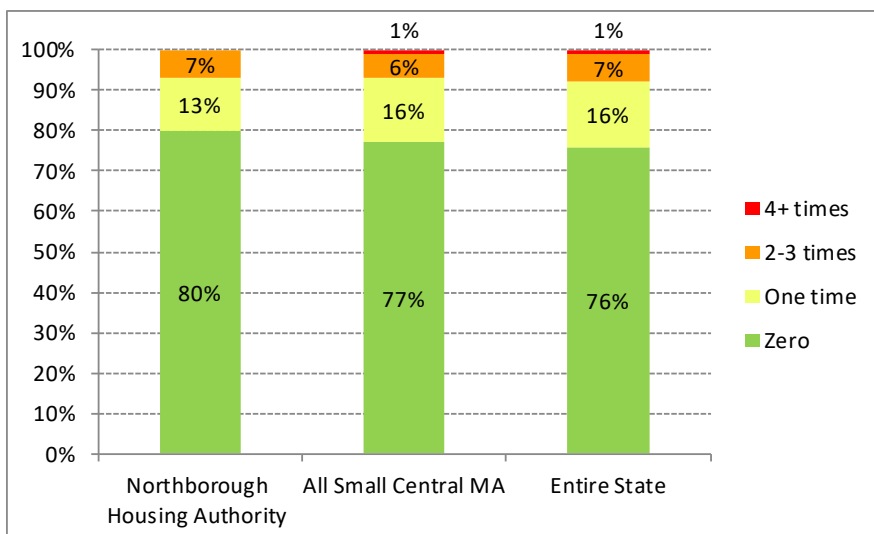
- **Heating and Water Problems:** About a third of respondents had a problem with their heating and about a half had a plumbing problem in the last 12 months.

	Northborough Housing Authority	Small LHAs in Central MA	Entire State
Had any heating problem.....	32%	37%	40%
Had any water problem.....	47%	53%	57%

- **Heating Problems**

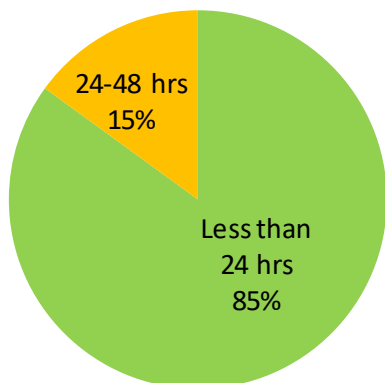
**How many times did residents completely lose heat?**

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

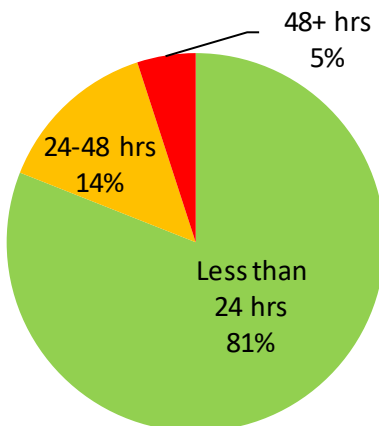


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

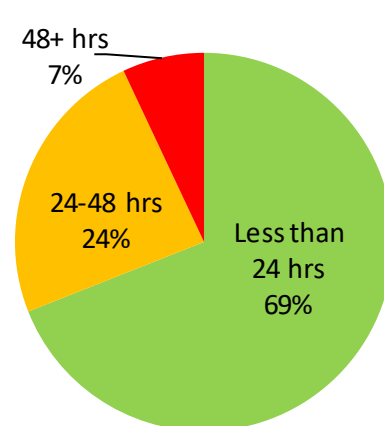
**Northborough Housing Authority**



**Small LHAs in Central MA**



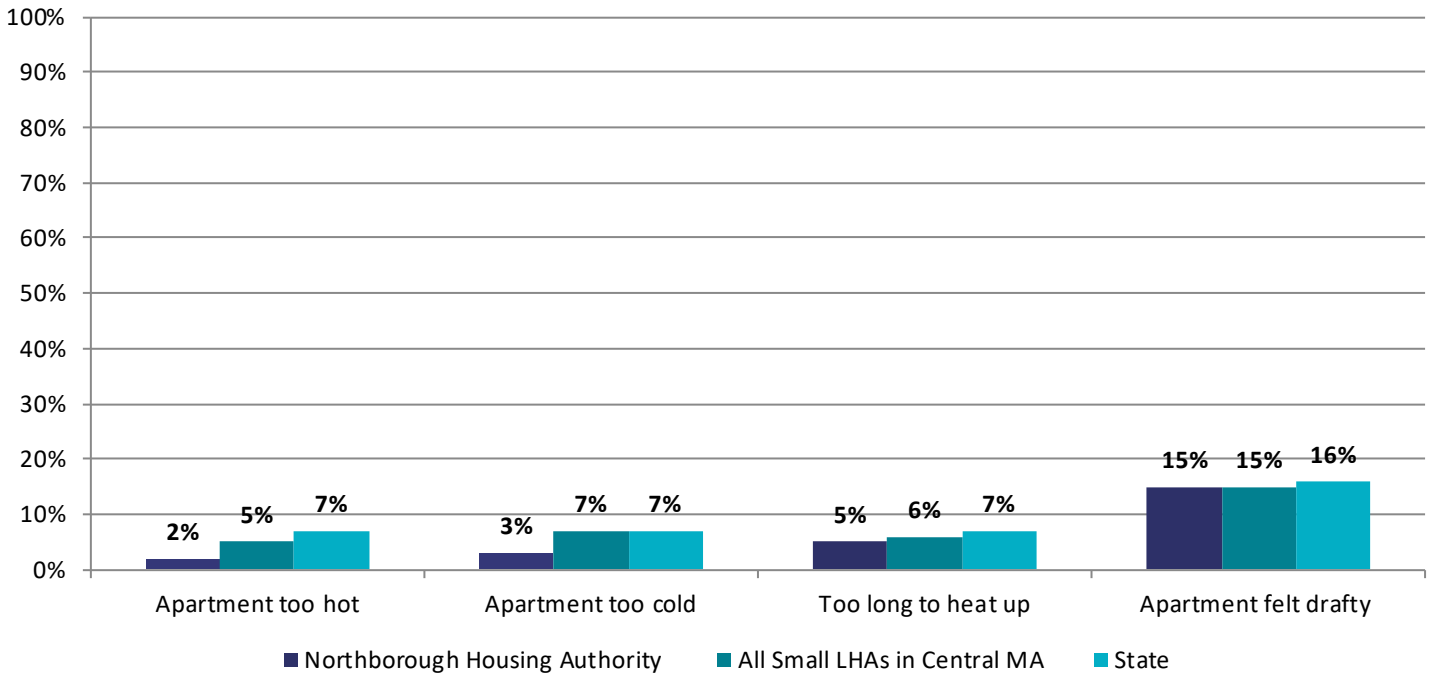
**Entire State**



- **Other Heating Problems**

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

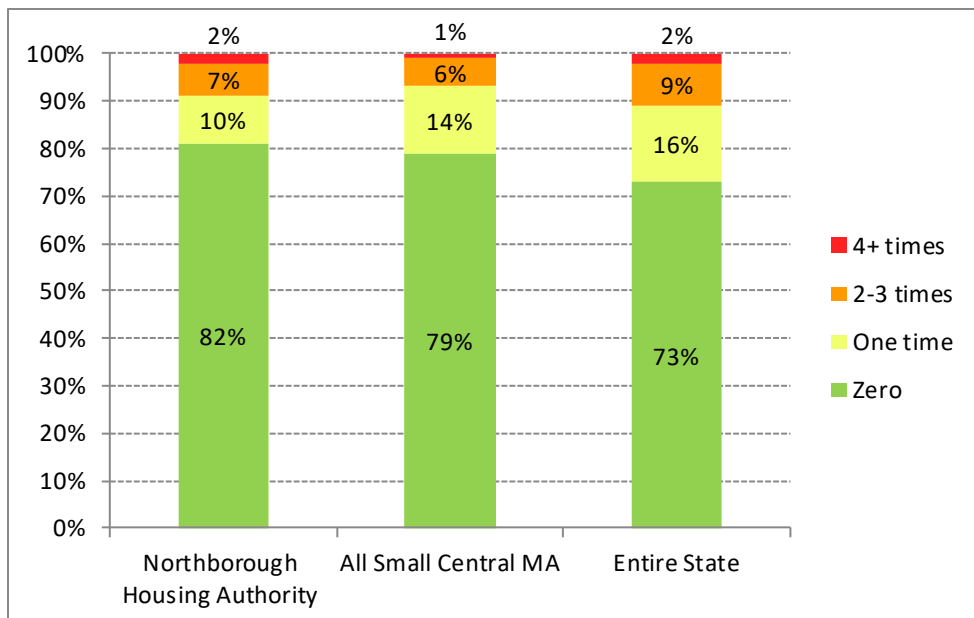
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



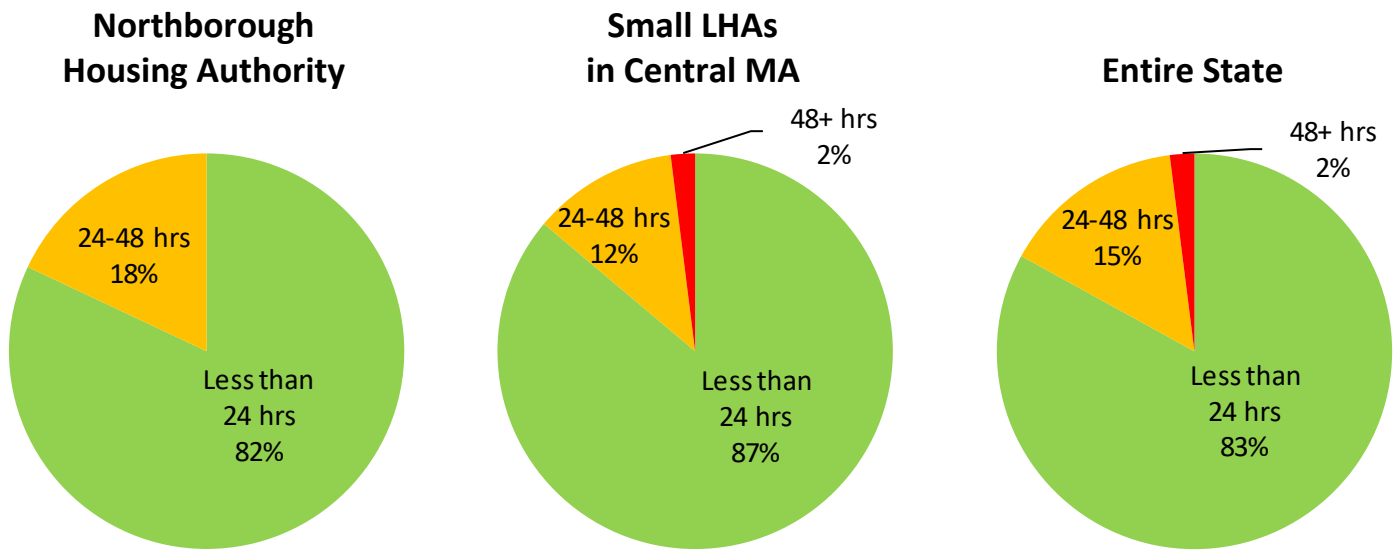
- **Water or Plumbing Problems**

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

The chart below shows how many times respondents did not have no hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.



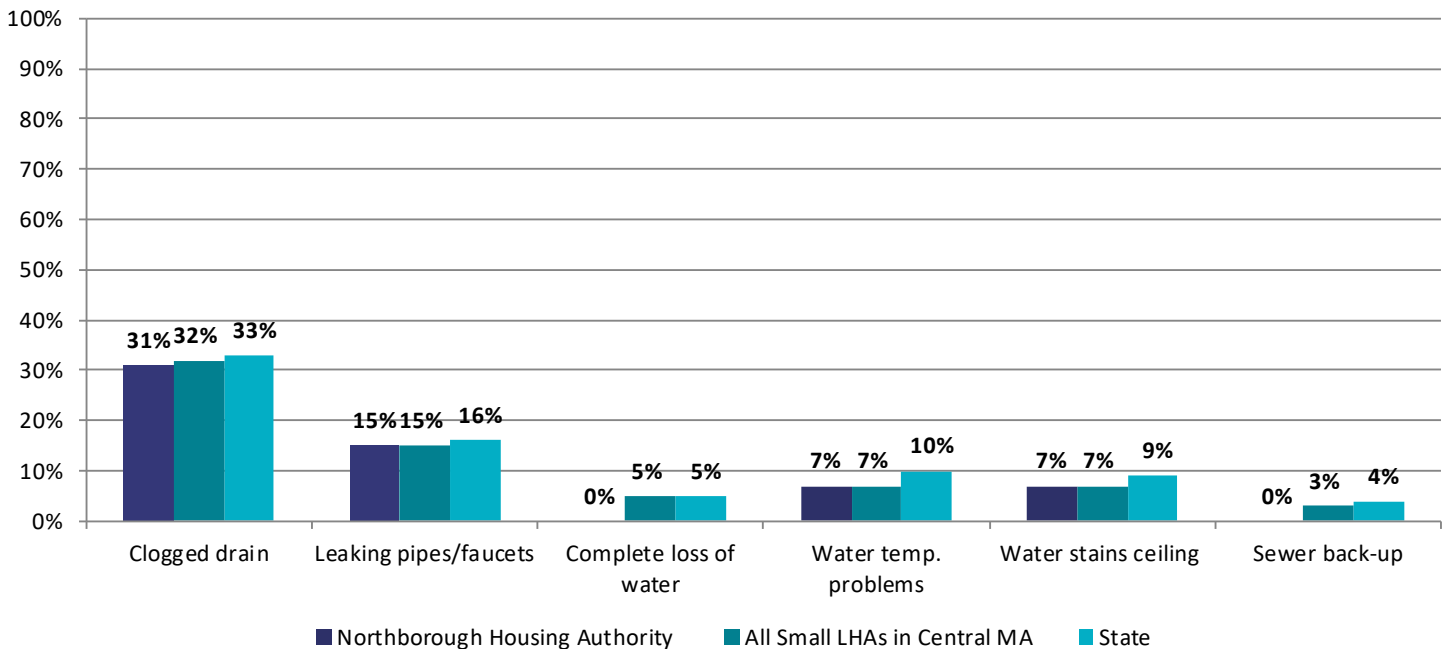
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• **Other Water or Plumbing Problems**

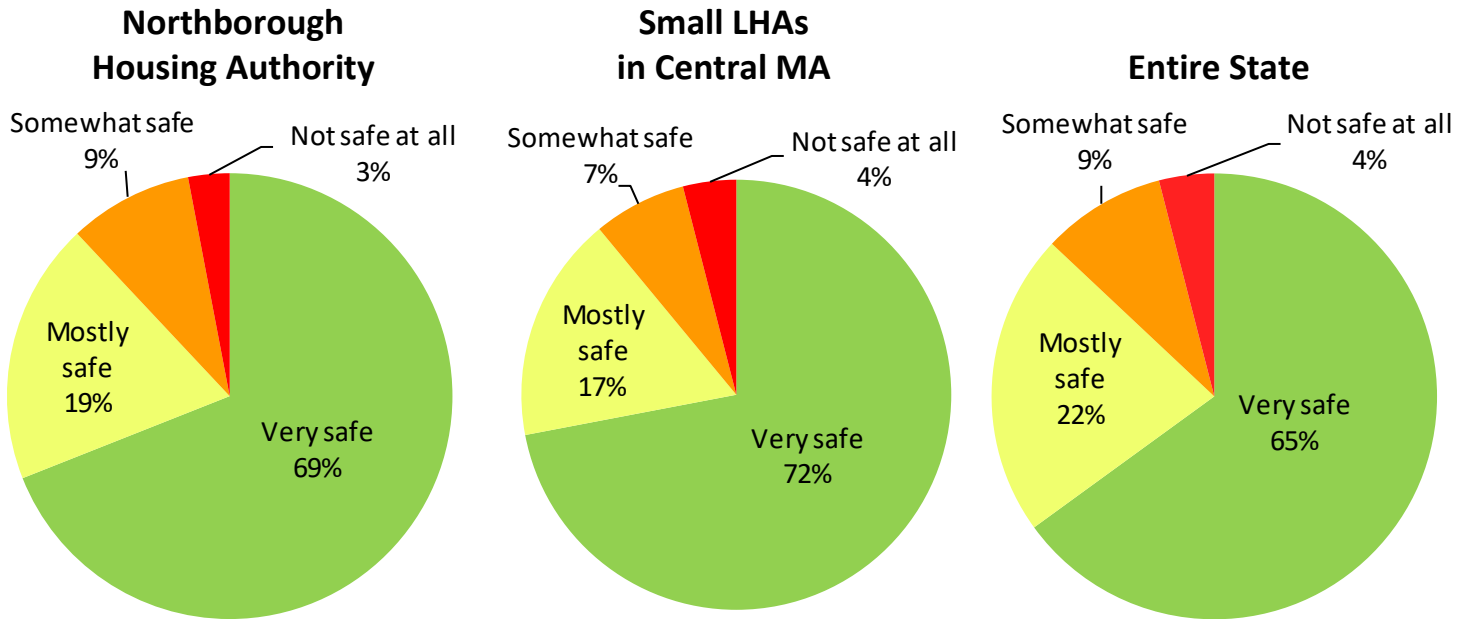
**In the last 12 months did residents have other water or plumbing problems?**

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

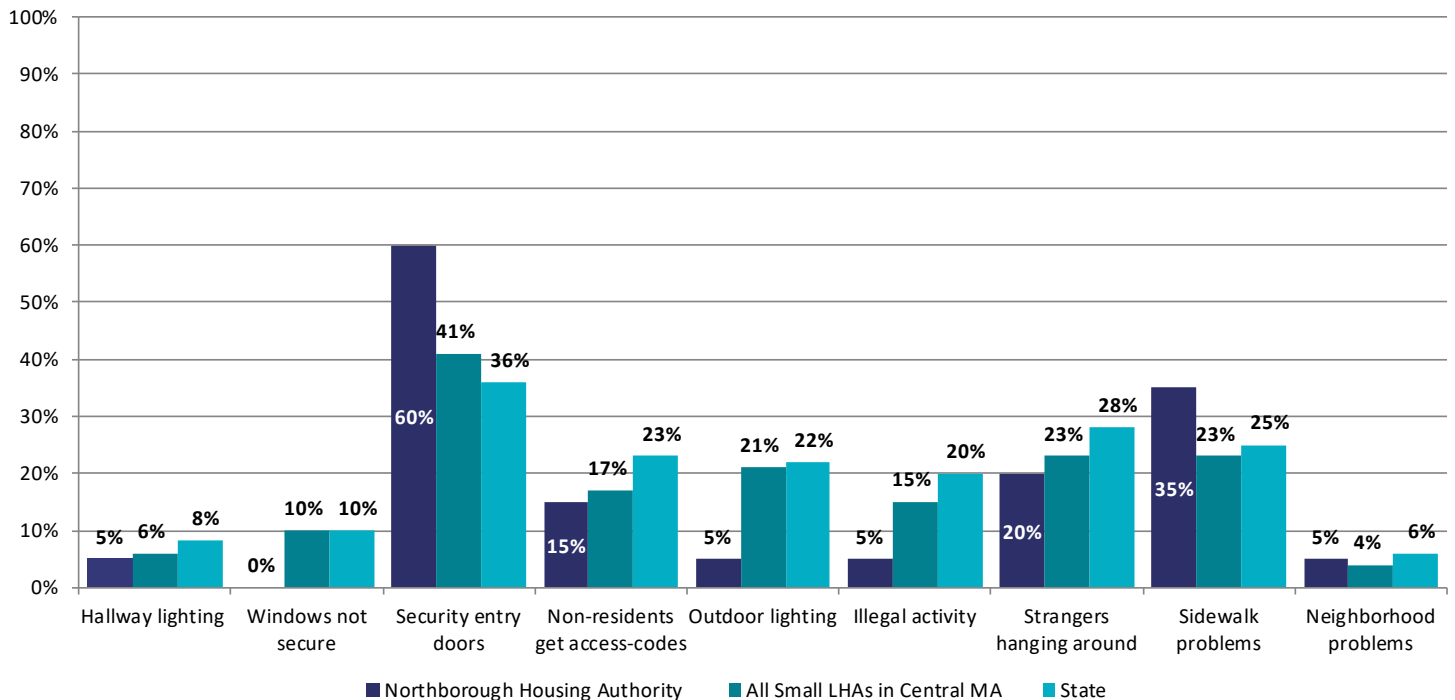


# Safety

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



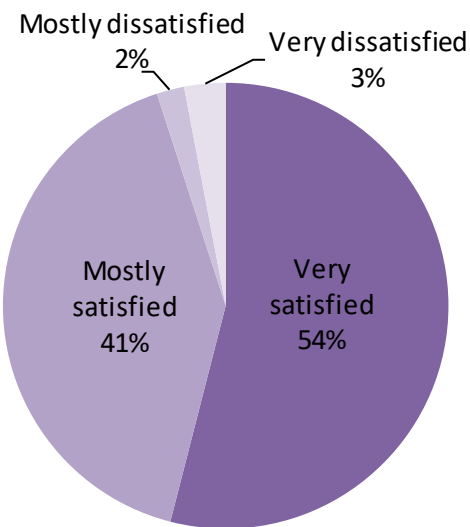
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



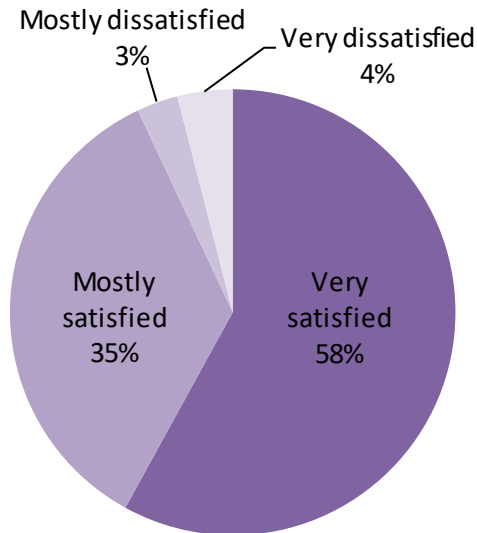
# Overall Satisfaction

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

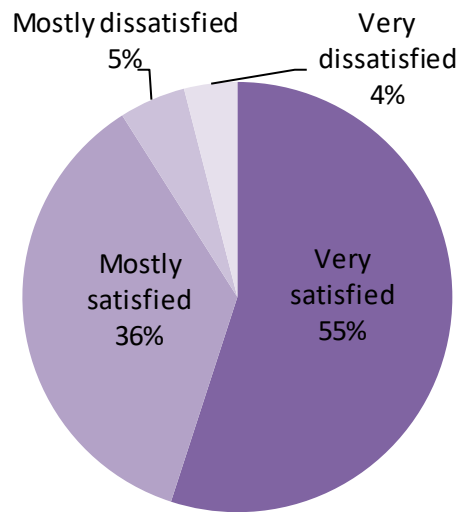
**Northborough  
Housing Authority**



**Small LHAs  
in Central MA**



**Entire State**



**NORTHBOROUGH 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	Northborough Housing Authority
Fiscal Year Ending	12/31/2019
Housing Management Specialist	Lisa Taylor
Facilities Management Specialist	Wilzor Exantus

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



# LHA Northborough Housing Authority

## Occupancy

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

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

## Tenant Accounts Receivable (TAR)

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

- Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
- 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.
- Ensure proper documentation of past due balances and collection efforts with tenants.
- Other: All four quarters of the Tenants Accounts Receivables (TAR) certifications were not submitted within 60 days of the quarter end, therefore, this category cannot be reviewed for compliance with the budget or PMR guidelines and criteria.**

## 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: Refer to PHN 2018-08 PMR Second Year Clarifications.**

## Adjusted Net Income/Revenue

Rating: No Findings

### Revenue:

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

**Expense:**

*Salaries*

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

*Legal*

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

*Utilities*

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

*Maintenance*

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

- Other:**

## Operating Reserve

Rating: No Findings

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

## Board Member Training

Rating: Corrective Action

- 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: Refer to PHN 2019-01 Revisions to PMR Criteria for 1st Publishing Year, Section C:New “Board Member Training” Rating.**

## PMR Capital Benchmarks for LHA Fiscal Year 2019

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