

Overview and Certification

Lawrence Housing Authority Annual Plan for Fiscal Year 2022 For State-Aided Public Housing

The Annual Plan is a document compiled by housing authority staff in advance of each new fiscal year. The plan serves as both a tool for the Local Housing Authority (LHA) to reflect upon the prior fiscal year, and as an opportunity to develop a clear and transparent plan that builds on successes, identifies needs, and corrects any issues that have arisen in prior years. Additionally, the Annual Plan is an important tool for tenants, who may use the document to better understand the operations and needs of their housing authority, advocate for changes to policies and procedures, access data about the housing authority, and participate in their housing authority's governance.

In addition to the physical document, the Annual Plan is also a process of public engagement. Throughout the Annual Plan process, the LHA executive director or their designee will be expected to review the Plan with any Local Tenant Organizations (LTO's) and Resident Advisory Board (RAB) before the LHA presents the plan to the LHA Board of Commissioners; make a draft available for review to all residents and the general public; post on the website and make a copy available to each LTO at least 30 business days before the public hearing; hold a hearing on the document; and collect, integrate, and report back on substantive comments. Additionally, the Board will read, offer recommendations, and approve the Annual Plan in advance of its submission to DHCD.

The law that mandates the Annual Plan is [An Act Relative to Local Housing Authorities, Massachusetts General Laws, Chapter 121B Section 28A](#). The regulation that expands upon Section 28A is [760 CMR 4.16](#). The regulations that address Local Tenant Organization (LTO) and resident participation in the Annual Plan are [760 CMR 6.09 \(3\)\(h\)](#) and [760 CMR 6.09\(4\)\(a\)\(4\)](#).

Overview and Certification

The Lawrence Housing Authority's Annual Plan for their 2022 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. RAB Tenant Association Letter
 - b. RAB Public Hearing Invitation
 - c. LHA Responses to letters and comments
 - d. Cover sheet for tenant satisfaction surveys
 - e. Tenant Satisfaction Survey - 667only
 - f. Tenant Satisfaction Survey - 200-705only

Overview and Certification**State-Aided Public Housing Developments**

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-01	Elderly	BRUNSWICK HOUSE 667-01	1	1982	71
200-02	Family	HANCOCK COURTS 200-02	11	1951	195
200-01	Family	STADIUM COURTS 200-01	35	1950	256
Total			47		522

Massachusetts Rental Voucher Program (MRVP)

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

Lawrence Housing Authority manages 57 MRVP vouchers.

Federally Assisted Developments

Lawrence Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 2162 households.

LHA Central Office

Lawrence Housing Authority
 353 Elm Street, Lawrence, MA, 01842
 Efrain Rolon, Acting Executive Director
 Phone: 978-685-3811
 Email: LHAMAIL@lawrencehousing.org

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Hugo Cortes	Member		07/19/2020	07/19/2025
Patrick Driscoll	Chair	Labor Appointee	07/19/2018	07/19/2023
Zorayda Geronimo	Treasurer	Federal Tenant Rep	07/19/2019	07/19/2024
Steven Kfoury	Member		07/19/2017	07/19/2022
Michael Sullivan	Vice-Chair	State Appointee	08/15/2016	08/14/2021

Resident Advisory Board

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with RAB</u>
Hancock Courts Tenant Association	06/03/1997	11/30/2020

Plan History

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

REQUIREMENT	DATE COMPLETED
A. Advertise the public hearing on the LHA website.	10/05/2020
B. Advertise the public hearing in public postings.	10/05/2020
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.	10/05/2020
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.)	12/14/2020
G. Executive Director presents the Annual Plan to the Board.	01/12/2021
H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	01/12/2021

Certification

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Efrain Rolon, Executive Director of the Lawrence 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: 01/15/2021

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

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

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

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)

Aggregate Funding Available for Projects in the First Three Years of the CIP:

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$1,532,484.31		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$229,872.65		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$1,302,611.66	\$1,393,673.17	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$24,194.10	\$24,194.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$1,278,417.56	\$1,369,479.17	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$64,421.64	\$64,421.64	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$298,031.79	\$298,031.79	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$1,665,065.10	\$1,756,126.61	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
149063	FF: Stadium Dev Wide Boiler Replacement Phase 2 & 3	STADIUM COURTS 200-01	\$2,758,000	\$1,866,990	\$0	\$0	\$0	\$0	\$0	\$0
149064	FF: Stadium Dev Wide Boiler Replacement Phase 4	STADIUM COURTS 200-01	\$792,595	\$614,215	\$0	\$0	\$0	\$0	\$0	\$0
149067	ADA Updates - Hearing Impaired Tenant's Unit	STADIUM COURTS 200-01	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
149068	FF: Boiler & DHW System Replacement - Brunswick - ABCD Funds	BRUNSWICK HOUSE 667-01	\$374,407	\$155,571	\$9,998	\$0	\$0	\$0	\$0	\$0
149070	ADA - Reasonable Accommodation - TBD	STADIUM COURTS 200-01	\$16,697	\$0	\$0	\$0	\$0	\$0	\$0	\$0
149071	Replace roof Admin. Bldg and Brunswick House	200-2 and 667-1	\$394,522	\$0	\$13,805	\$0	\$0	\$0	\$0	\$0
149072	High voltage equipment replacement	STADIUM COURTS 200-01	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
149073	Unit Rehab & Common Area - Replace Carpets	BRUNSWICK HOUSE 667-01	\$349,000	\$0	\$2,200	\$0	\$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
•	Exterior Stair & Railing Replacement - Dev Wide	STADIUM COURTS 200-01	\$572,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Replace Siding	STADIUM COURTS 200-01	\$207,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Interior Gas Line Replacement	HANCOCK COURTS 200-02	\$204,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Metal bulkhead hatches	STADIUM COURTS 200-01	\$23,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Walkway Repairs	BRUNSWICK HOUSE 667-01	\$5,497	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS			\$6,223,818	\$2,636,776	\$26,003	\$0	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
149063	FF: Stadium Dev Wide Boiler Replacement Phase 2 & 3	HVAC - boiler partial award	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$891,010
149064	FF: Stadium Dev Wide Boiler Replacement Phase 4	E-Bidding/E-Hosting rebate for #149064	\$0	\$0	\$451,819	\$0	\$0	\$0	\$0	\$178,380
149068	FF: Boiler & DHW System Replacement - Brunswick - ABCD Funds	HVAC	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$119,700
TOTALS			\$0	\$0	\$701,819	\$0	\$0	\$0	\$0	\$1,189,090

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.

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

- Projected spending on projects currently in bidding or construction exceeds Cap Share in one or more years of the CIP.

Projected spending on projects currently in bidding or construction exceeds Cap Share in year 1 due to a series of Active FISH Projects

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.

Lawrence Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

Over the past several years, we have been committed as an agency to improving our heating and hot water systems at multiple developments while focusing on high efficiency measures. We have been successful in this endeavor and are now shifting our focus to building envelope (roofing and siding replacements) and infrastructure repairs (interior gas line, high voltage electrical system replacements) to protect the integrity of our buildings and the safety of our residents. In addition to this we will work on improving the aesthetics of the interior of our elderly development with a complete overhaul of the existing flooring throughout the building.

4. Changes from the Housing Authority's previous CIP

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

We have added the following projects to our plan. At our 200-01 Replace Siding. At our 200-02 Interior Gas Line Replacement. Then at our 667-01 Walkway Repairs.

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 08/27/2020.

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 08/28/2020.

8. Project priorities

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

9. High priority deficiencies

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

We depleted our funding resources at this time. We will address further deficiencies when additional funds become available

10. Accessibility

We have identified the following accessibility deficiencies in our portfolio:

ADA Ramp and we will be addressing this in our Upcoming Plan

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

11. Special needs development

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

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 8/2019 to 7/2020.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
	200-02	200-02		200-01

This year we are addressing new gas lines at our 200-02 and in recent years New High efficiency boilers at our 200-01

13. Energy or water saving initiatives

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

14. Vacancy rate

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

- 0% c. 667 (DHCD Goal 2%)
- 0% c. 200 (DHCD Goal 2%)
- 0% c. 705 (DHCD Goal 2%)

15. Vacancies

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

Development #	# of Units	Reason

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

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

Maintenance and Repair Plan

Maintenance Objective

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

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

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	978-689-0281	after hours 4:30PM - 8:30AM Saturda
Call LHA at Phone Number	978-689-0281	Monday - Friday 8:30AM -4:30PM

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 Lawrence Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (Call 911)
Gas leaks/ Gas odor (Call 911)
No electric power in unit
Electrical hazards, sparking outlets
Broken water pipes, flood
No water/ unsafe water
Sewer or toilet blockage
Roof leak
Lock outs
Door or window lock failure
No heat
No hot water
Snow or ice hazard condition
Dangerous structural defects
Inoperable smoke/CO detectors, beeping or chirping
Elevator stoppage or entrapment
Leak under bathroom sink
Blocked Kitchen Sink
Other problem with toilet that interferes with it use
Bad Leak under kitchen sink
Smoke detectors(missing and/or not working CO Detector
Blocked Toilet
Block stack

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-689-0281	04:30pm -8:30am Mon-Fri. Saturday &
Call Housing Authority Office	978-689-0281	08:30am-4:30pm
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

B. We do not track deferred maintenance tasks in our work order system.

C. Our work order process includes the following steps:

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

Maintenance Plan Narrative

Following are Lawrence 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?

Based on feedback, our Maintenance Operations are in total compliance. It is our priority to always address any reported issues by our staff and tenants as soon as possible. Recommendations are always carried out for the betterment of all of our developments.

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

Our policies have remained the same. Due to COVID-19, we have taken additional measures in compliance with the CDC to secure the health and safety of our tenants and staff. Actions take by LHA include but are not limited to: (1) disinfecting/wiping down all public entrances, handrails, elevators, hallways, doorknobs, etc...three times a day (2) decontaminating and sanitizing any unit that becomes vacant and suspected of COVID-19 by a 3rd party licensed vendor (3) fogging all staff offices during the weekend (4) equipping maintenance staff will all the PPE necessary to enter units.

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

To continue improving all unit mechanisms that allow us to provide safe and decent homes to our tenants. Unit mechanisms include but are not limited to the heating systems, roofs, boilers, windows, etc.

D. Maintenance Budget Summary

The budget numbers shown below are for the consolidated budget only. They do not include values from supplemental budgets, if any.

	Total Regular Maintenance Budget	Extraordinary Maintenance Budget
Last Fiscal Year Budget	\$1,285,884.00	\$0.00
Last Fiscal Year Actual Spending	\$864,577.00	\$1,284.00
Current Fiscal Year Budget	\$1,373,404.00	\$104,400.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	16
Average time from date vacated to make Unit "Maintenance Ready"	6 days
Average time from date vacated to lease up of unit	8 days

Attachments

These items have been prepared by the Lawrence 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.

*Lawrence
Housing
Authority
Maintenance
Policy
Handbook*

Updated 1997

INDEX

1)	INTRODUCTION	Page 1
	1-1	Maintenance Definition 1
	1-2	Manager 1
	1-3	Site Manager Resources 1
	A	Assigned Maintenance Staff 1
	B	Unassigned Maintenance Staff 2
	C	Materials & Supplies 2
	D	Tools & Equipment 2
	E	Outside Services 3
2)	THE WORK ORDER SYSTEM	3
	A	Emergency Work Orders 3
	B	Urgent Work Orders 3
	C	Routine Work Orders 3
	D	Vacancy Work Orders 3
	E	Scheduled Work Orders 4
	2-1	Generation of Work Orders 4
	2-2	Intake of Work Orders 4
	2-3	Response- Assigned Staff 5
	2-4	Response - Unassigned staff 5
3)	PREVENTATIVE MAINTENANCE PROGRAM	7
	3-1	Managers Daily Walk Through 7
	3-2	Managers Annual Systematic Inspections 7
	3-3	Yearly Modernization Review 8
	3-4	Contracted Services 8
	3-5	Preventative Maintenance Checklists 8a (19 pages)
4)	ADDITIONAL MAINTENANCE ACTIVITIES	9
	4-1	Maintenance Emergency 10
	4-2	Health Code Violations 10
	4-3	Vacant Units 11
5)	RISK CONTROL WORK PLAN	12

1) *Introduction:*

This first edition of the Lawrence Massachusetts Housing Authority Maintenance Handbook was undertaken in order to create written policies and procedures so that management and staff may have a clear, concise understanding of management of the authorities properties and facilities.

1.1 Maintenance Definition

The act of maintaining, as by supporting, upholding, preserving, etc. 2. The work in maintaining; care, upkeep. These dictionary definitions of the word maintenance generally define not only the word but also the responsibilities of management and staff as it related to L.H.A. properties and facilities.

1.2 Manager

The site Manager is responsible for supervising and directing the maintenance operations at the site. Responsibilities also include assigning, supervising and directing on site maintenance staff. As well, the manager is also responsible for the supervision of assigned tradesmen and outside contractors while they are assigned to his or her particular development. In terms of outside contractors the manager's role may vary depending on size and scope of the project. The site manager's role also includes planning, inspection and monitoring of all related maintenance tasks.

1.3 Site Managers Resources

Maintenance Staff; assigned tradesmen; materials and supplies; tools and equipment; and outside vendors.

A. Assigned Maintenance Staff

Each site or development has an assigned maintenance team that works specifically at each site. Each team generally consists of a combination of "maintenance" personnel and "custodial" personnel.

Maintenance personnel have the ability and responsibility to perform diverse tasks in repair and maintenance of the properties and facilities. These tasks can be of a skilled and or unskilled nature. These assignments can include but may not be limited to buildings, apartments, grounds, equipment and mechanical systems.

Custodial personnel perform a variety of tasks in the maintenance and upkeep of the properties and facilities. These tasks include but may not be limited to grounds cleaning, yard work, snow removal, minor repairs and other tasks as required.

The Manager is the on-site supervisor of these employees and is responsible for establishing regular work schedules, assigning specific tasks and monitoring work.

B. Unassigned Maintenance Staff

The unassigned maintenance staff and tradesmen work out of the Central Maintenance office and are under the supervision of the Deputy Director of Maintenance. The unassigned staff includes:

- Plumber
- Electrician
- Heating Technicians
- Carpenters

In addition, there are maintenance aides/painters who are assigned by the Deputy Director. Once assigned to a site it is the responsibility of the site manager to supervise the maintenance aide/painter. Also for the purpose of refurbishing vacant apartments these is also a personnel assigned from the central maintenance who are responsible for the refurbishing of the hardwood floors. The relationship is the same as that of the maintenance aide/painter.

C. Materials and Supplies

Maintenance work requires a steady supply of materials and supplies. An adequate amount of supplies shall be maintained at each site. Supplies should be requisitioned on a regular basis from central maintenance. The maintenance staff, assigned and unassigned will make regular use of these on site supplies. Whether for replenishing on-site inventory or for use in a specific situation, there are only two sources for materials and supplies: The Authority's Central Stockroom or outside vendors. In the event that an outside vendor is necessary the manager shall confer with the Deputy Director of Maintenance to insure correct procurement procedures.

D. Tools and Equipment

Each maintenance worker and in some cases custodial personnel shall be furnished with the necessary tools for his or her own use at work. In addition, each site should have more specialized tools on hand for special tasks. Maintaining all tools for his or her own use at work. In addition, each site should have more specialized tools on hand for special tasks. Maintaining all tools and equipment shall be the responsibility of the maintenance staff and ultimately the manager.

The manager is responsible for requisitioning tools and equipment to replace lost or worn out tools or to meet specific needs at a specific site. The manager must also account for tools and equipment by performing periodic inventory.

The procedures for purchasing or requisitioning tools and equipment are the same as those outlined for materials and supplies.

E. *Outside Services*

The manager is responsible for all maintenance at his or her work site. From time to time the use of outside vendors may be necessary. When this situation occurs the Manager shall confer with the Deputy Director of Maintenance to insure that there is no duplication of efforts and to insure that the correct purchase of service process is utilized.

2) THE WORK ORDER SYSTEM

The work order is what initiates all work. These work orders are organized in the following categories:

A EMERGENCIES: This emergency status is given to any task which if left undone would pose an immediate threat to life, health, safety or property. In some cases judgement is necessary. The policy is "when in doubt use emergency status." Emergency work orders shall be completed immediately and receive top priority. Managers must ensure that emergency work orders are completed before the end of each day. Once completed, the manager shall communicate this to the central maintenance office so that that the work.

B URGENT: This designation is used for emergency work prders, which cannot be completed immediately because of extenuating circumstances. These urgent work orders shall remain top priority and require the manager's constant attention through completion.

C ROUTINE: These account for the lion's share of work orders produced. These are tasks that do not pose an immediate threat to life, health, safety or property.

D VACANCY: This designation is assigned to work orders related to the refurbishing of vacant apartments. These work orders are largely generated by the manager's "intent to vacate" form, which is completed and sent to the main office as well as central maintenance as an apartment is vacated. The manager shall use diligence in completing these work orders. The manager shall also remain in contact with the Deputy Director of Operations in order to insure the proper scheduling of tradesmen, painters and floormen. Vacant apartments shall be refurbished in fifteen days and at no time longer than twenty days.

E SCHEDULED: This designation is for repetitive routine tasks. Largely these are tasks to be completed in the PHA's common areas. These tasks may include but are not limited to mopping hallways, grounds, mowing grass and other such tasks needed on a daily basis. These are day to day tasks that the Authority performs in order to maintain the operation and appearance of the PHA.

2-1 Generation of Work Orders

Most work orders are generated by tenant complaints. The Lawrence Housing Authority policy is that the authority will respond within twenty-four hours, it is the manager's responsibility to maintain this standard.

Work orders can also be generated in other ways:

- a. Manger's daily walk through inspection
- b. Yearly systematic unit inspection
- c. Vacant unit inspection (intent to vacate form)
- d. As reported by maintenance or custodial staff and others

Regardless of how a task is reported it shall be immediately called into the Central Maintenance Office.

2-2 Intake

- a) Staff shall use best efforts to have complaints go through the manager's office or the central maintenance office. In the event that management or maintenance staff is approached outside the two offices they should advise the complainant to call in the complaint to the manager's office or the central maintenance office.
- b) When a tenant complaint is filed it shall be immediately called in to the central maintenance office so that it will be entered into the system and a work order will be issued which will then be forwarded to the site computer.
- c) Work orders initiated in other ways, such as the daily walk through inspection shall also be called into the central maintenance department in order for a work order to be generated.
- d) The manager and central maintenance staff shall confer as to the work order designation and the type of personnel assignment necessary to complete the task.

2-3 Response - Assigned Staff

- a) For assigned site staff the manager makes a judgement as to the priority of the work order and the maintenance worker whom should handle it, and assigns it accordingly.
- b) The worker checks out the problem and makes an on the spot determination of what is required to correct it. The result of this step could be that the worker:
Completes the necessary work then and there and has the tenant sign the work order to certify that the problem was solved satisfactorily.

Determines that he or she can complete the work, but does not have
The necessary tools; or

Determines that the problem requires skilled tradesmen, i.e.
Unassigned maintenance personnel

The worker then reports back to the manager. If the worker has corrected the problem, the manager closed out the work order by signing and dating the work order and sending it back to central maintenance. All completed job work orders shall be returned to central maintenance on a daily basis.

If the worker must make one or more return trip to complete the work, the manager shall make the necessary arrangements, which may include requisitioning materials and arranging for access to the unit. The manager shall notify the tenant of the delay and given an estimate of when the job will be done.

The work order remains at the site until the work is completed. The manager should also communicate the status of outstanding work orders to the central maintenance staff at the end of the day.

2-4 Response - Unassigned staff

- a. If the problem requires unassigned staff, the manager must request assistance from central maintenance. This referral to a particular tradesman will be noted on the work order.
- b. Scheduling of the unassigned staff is the responsibility of the Deputy Director of Operations. The manger shall confer with the Deputy Director to insure proper scheduling and timely completion.
- c. The Manager is responsible for letting the tenant know when the work will be done and arranging access to the unassigned worker and providing keys when necessary.

- d. Unassigned staff shall report to the manager when they arrive at or leave the job site. While unassigned staff is at a site they are under the supervision of the manager and they shall keep the manager apprised of the status of the job.
- e. When the work order is complete the unassigned staff shall have the Manager sign off on the work order, leave a copy at the site and return remaining copies to the central maintenance office.

2-5 Close-Out

- a) All completed work order shall be signed and dated and returned to the central maintenance office.
- b) Throughout this process, the manager must monitor on a daily basis all outstanding work orders. The manager must determine what actions are necessary to complete the task and close out the work order.
- c) On occasion, the manager shall inspect the work that is done. This is for assigned and unassigned staff. In this way, the manager can check to see that proper materials were used and further, that proper workmanship was used and that the area was left in a clean, safe manner. In this way, the manager can be aware of the quality of work being done, put staff on notice that their work is being monitored and demonstrate to the tenant that the manager is concerned and is in fact doing follow-up.

3) PREVENTATIVE MAINTENANCE PROGRAM

The preventative maintenance program at the Lawrence Housing Authority is a program which goal is to guarantee the long term viability of the physical developments. The Lawrence Housing Authority views preventative measures as an investment. The benefit to this type of program is longer life for our infra-structure as well as the prevention of emergency situations that could threaten our residents, visitors, and employees. Further, prevention avoids situations that could ultimately threaten the financial stability of the agency.

Programs for Preventative Maintenance

- a. The managers daily walk-through inspection
- b. Yearly systematic unit inspection
- c. Yearly modernization review and needs assessment
- d. Contracted services

3-1 The managers daily walk-through is an important part of our prevention program. Each manager is required to make a grounds and building inspection each day. This allows the manager the ability to monitor the condition of the property and identify the appropriate follow up actions.

Upon completion of the tour, the manager shall do the following:

- a) Issue work orders for specific problems
- b) Send notice to tenant to address any tenant related problem
- c) Notify tenant council president if review or discussion is necessary at the next tenant meeting.
- d) Make note of any physical elements or problems that need to be addressed during the modernization review and assessment period.

3-2 The managers yearly systematic unit inspection is performed each year and insures that every unit on LHA property is fully inspected at least once per year.

- a) Inspect each unit using the authority's standardized unit inspection form
- b) Immediately following inspection, file one copy of report in tenants file and forward another copy to central maintenance so that appropriate work orders can be issued. A third copy is also retained in a central location.
- c) Send notice to tenant regarding any housekeeping or other problem that was observed during inspections
- d) Make note of any observed issues that can or should be addressed during the yearly review and needs assessment period
- e) When all the unit inspections are completed, the manager must submit a memo to this effect to the Director of Operations.

- 3-3 The Authority performs a yearly modernization review and needs assessment. This comprehensive assessment is an exercise to determine the needs of the physical developments.
- a) Tenant association meetings are held at each site in order to achieve tenant input as to the need for physical improvements.
 - b) Each participating resident is asked to complete a general questionnaire regarding their likes and dislikes of their particular developments.
 - c) Meetings are held with the Comprehensive Grant team to further review needs and formulate a list of needs in order of priority. The needs assessment team is made up of the following people: The Executive Director, the Modernization Coordinator, Construction clerk/s, federal site managers and tenant association presidents.
 - d) Review annual report from heating technician for recommended upgrades and improvements to the heating and hot water systems (these systems shall remain in the agency's highest priorities)
 - e) The culmination of this review process is the completion and updating of the five year capitol improvement budget that shall reveal what will be accomplished, when it will be accomplished and finally how it will be funded. It should be noted that some issues will be resolved through use of resources in the operating maintenance budget
- 3-4 Contracted services and LHA staff monitoring is in place to insure the ongoing systematic oversight, overhaul and replacement of systems base don susceptibility to wear and life expectancy.
- a) Generators under contract with manufacturers also monitored by staff electricians to ensure efficient operations.
 - b) Lighting, monitored on a daily basis by managers, maintenance staff and electricians
 - c) Security lighting, monitored on a daily basis by electricians, maintenance staff and public safety personnel as well as site managers. Components repaired and replaced on an ongoing basis.
 - d) Elevators, maintained and serviced mechanically through service contracts with the manufacturers representatives. The elevators are inspected annually by the Commonwealth of MA inspectors. Further elevators are checked for cleanliness on a daily basis by in-house maintenance personnel
 - e) Smoke detectors, vacant units are inspected following renovations and repairs, by the City of Lawrence Inspectional Services Department.
 - f) Fire alarm system (including fire booster pumps, automatic sprinkler systems and pull boxes) maintained with a preventative maintenance contract with Lawrence Fire Alarm. All fire alarms are tied to the Central Fire Station. These alarms are also monitored on an ongoing basis by authority personnel

- g) Fire extinguishers, maintained by outside vendor under a service contract
- h) Riser and standpipe system-inspected on an annual basis
- i) Trash compacting and chute systems - monitored on a daily basis by LHA staff
- j) Heating and hot water systems - monitored on a daily basis by staff plumbers, electricians and heating technicians. Further these systems are analyzed on a yearly basis so that major upgrades and repairs can be made with modernization resources through capitol budget planning.
- k) Door buzzer systems - monitored on a daily basis by LHA staff
- l) Building entrance locks - monitored and checked on a daily basis by maintenance and security personnel
- m) Playgrounds and equipment - monitored on a daily basis by LHA staff

The Lawrence Housing Authority places the highest priority on maintaining the housing stock, which it owns and operates, in good physical condition. The goal is simply to provide our residents with the safest and best possible housing.

The Authority is committed to continuing to further establish and sustain the very highest in maintenance standards in all family and elderly developments. This will ensure that we meet full compliance with Article II of the state sanitary code and that we use this code as a minimum benchmark.

The Authority will continue to monitor and utilize a work order system that ensures effective, efficient and timely service to our residents. This will guarantee that we continue to be assessed as a "high performer"

The Authority (as stated above) will also continue to employ a preventative maintenance program that will provide systematic inspection and maintenance for each development. This program will guarantee increased quality of life for our residents and increased safety for our employees. These policies will also enhance the most efficient operation and the longest service life of all-mechanical systems and equipment.

3) ADDITIONAL MAINTENANCE ACTIVITIES

Some maintenance activities are not included in the maintenance procedures outlined above. Some are related to specific situations that do not occur on a regular basis. Regardless, these problematic situations are also the responsibility of the manager. The following are the established procedures for each of the aforementioned situations and problems.

4-1 *Maintenance Emergency*

Occasionally there will be maintenance problems of an emergency nature, such as no heat in cold weather, flooding, fire, blocked stack, etc. In these and other emergency situations, the manager must act diligently and decisively. The manager should use the following as a guideline to deal with the emergency situations.

- a) Verify the facts surrounding the emergency. This may be apparent or further investigation may be necessary. Follow up telephone calls or a visit to the emergency site may be required.
- b) If possible the manager should take immediate steps to eliminate the source of the problem - for example, shut off water in the case of a major leak.
- c) Notify central maintenance office, if possible confer with the Deputy Director of Operations.
- d) Formulate and execute utilizing the expertise and experience of assigned and unassigned staff available to you. Remember that many staff members have history on particular units and situations, let this be an asset to you. Then, execute your plan to resolve the emergency situation and repair any damage it may have caused.
- e) Make sure that the safety and comfort of the residents is arranged for during and after the emergency.

4-2 *Health Code Violations*

Law requires the Authority to maintain its housing stock in compliance with Article II of the state sanitary code. The state sanitary code establishes minimum standards for the conditions of residential property as well as the services landlords must provide.

If a resident complains to the inspectional services department about the condition of their apartment, an inspector will perform an inspection. If violations exist, the inspector will issue a report that will list violations and indicate the amount of time given to make each repair. The inspector will give a copy of the report to the tenant and deliver or mail a copy to the landlord, in this case, the authority. Remember that the tenant is well within their rights to contact inspectional services and these complaints shall be treated seriously and in a professional manner.

Upon receiving the citation, the Deputy Director of Operations shall contact the site manager immediately to make him or her aware of the situation. The Deputy Director shall also insure that the work orders are issued with the appropriate designation. This is important, as the work order designation must match the time given for completion by the inspectional services department.

Once the violations have been corrected, the manager shall contact the department of inspectional services to arrange for a reinspection. The manager shall accompany the inspector so that any questions or concerns can be addressed. Management should keep in mind that the goal of the department of inspectional services and the authority is the same; that is, to provide safe, sanitary and affordable housing to our residents.

The manager should file the completed inspection form attached to the appropriate job work orders in a separate file. A similar copy shall also be stored in the central maintenance office.

4-3 *Vacant Units*

The authority's standard is to limit the vacancy turnaround to 15 days. The process shall at no time take longer than 20 days. The manager is responsible to meet this standard. In cases when there are extenuating circumstances, the manager shall remain in contact with the Deputy Director of Operations so that best efforts can be made to reduce the time for unit turn around as much as possible.

The manager shall inspect at he apartment as soon as the tenant gives notice. The manager should use a standard inspection form. A copy of this completed form should be attached to the completed "intent to vacate" form and sent to the department of occupancy, so that they can make efforts to lease up the unit. A copy must also be sent to central maintenance so that the appropriate work orders can be produced. Remember that although the inspection takes place upon the tenant notice, the work will not begin until the unit is vacant.

All vacant units are cleaned, repainted and the floors refinished as a standard procedure. Additional work may be necessary, such as, appliance repair or replacement, and minor or major repair.

The manager shall not submit the intent to vacate form until the apartment is vacant. Upon the tenant's notice, the manager shall confer with the Deputy Director of Operations so that he may organize unassigned personnel as necessary. The manager shall also notify the occupancy department following the tenant notices so that they may begin preparations for re-leasing the unit at the earliest possible date. It is important to note that good teamwork in this area is crucial, as authority's effectiveness is determined by the length of time an apartment is vacant, not simply by the amount of time it takes to re-furbish it.

Finally, the manager will indicate the completed date and the lease up date on the weekly vacancy report.

- 4) RISK CONTROL WORK PLAN (On file at the Authority)

**ADDENDUM 1.1 TO MAINTENANCE
POLICY** 2/1/00

The Maintenance Division of the Lawrence Housing Authority is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of Authority properties and providing the best service to Authority residents. The following policy statements are designed to establish the structure of an effective and efficient maintenance system

1.0 COMPONENTS OF A MAINTENANCE SYSTEM

The Lawrence Housing Authority maintenance system shall include certain components:

- A. A system of priorities for work requests;
- B. Comprehensive working procedures;
- C. Performance goals;
- D. A work order system;
- E. A long-range planning system.

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

1.1 PRIORITY SYSTEM

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

- A. Emergencies
- B. Scheduled Operations and Services
- C. Vacancy Preparation
- D. Resident On-Demand Requests

Placing planned maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled

routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

1.2 DEVELOP PROCEDURES

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

- A. A statement of purpose;
- B. The job title(s) of the staff member(s) responsible for carrying out the activities in the procedure;
- C. Any forms needed to carry out the activities; and
- D. The frequency of any specified activities.

After their adoption, maintenance procedures will be reviewed and updated at least annually.

1.3 DEVELOP PERFORMANCE STANDARDS AND GOALS

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

- A. Local housing codes;
- B. HUD Housing Quality Standards;
- C. Public Housing Assessment System (PHAS) standards;
- D. Lawrence Housing Authority Collective bargaining agreements; and
- E. Lawrence Housing Authority job descriptions.

Nothing in the documents listed above will prevent the Housing Authority from setting a standard that is higher than that contained in the documents.

These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

1.4 WORK ORDER SYSTEM

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

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

- A. Preprinted number
- B. Source of request (planned, inspection, resident, etc.)
- C. Priority assigned
- D. Location of work
- E. Date and time received
- F. Date and time assigned
- G. Worker(s) assigned
- H. Description of work requested (with task number)
- I. Description of work performed (with task number)
- J. Estimated and actual time to complete
- K. Materials used to complete work
- L. Resident charge
- M. Resident signature when possible

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

1.6 LONG-RANGE PLANNING

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

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

- A. A property maintenance standard;
- B. An estimate of the work required to bring the property to the maintenance standard;
- C. An estimate of the work required to keep the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work;
- D. An estimate of the on-going cost of operating the property at the maintenance standard;
- E. A market analysis of the property to determine if there are any capital improvements needed to make the property more competitive;
- F. A cost estimate to provide the specified capital improvements; and
- G. A revised work plan and cost estimate of maintaining property at the improved standard.

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

2.0 MAINTAINING THE PROPERTY

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

2.1 *RESPONDING TO EMERGENCIES*

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

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

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

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

2.2 *PREPARE VACANT UNITS FOR REOCCUPANCY*

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

The Director of Maintenance is responsible for developing and implementing a system that ensures an average turn-around time of seven (7) calendar days. In order to do so, he or she must have a system that can perform the following tasks:

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

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit.

The Director of Maintenance has the ability to create special teams for vacancy turnaround or to hire contractors when that is required to maintain Authority goals.

2.3 *PREVENTIVE MAINTENANCE PROGRAM*

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

A. General Operating Systems

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

The systems covered by the preventive maintenance program include but are not limited to:

1. Catch basins
2. Compactors
3. Emergency generators
4. Electric transformer
5. Elevator equipment
6. Emergency lighting
7. Exhaust fans
8. Exterior lights
9. Fire extinguishers and other life safety systems
10. Heating plants
11. Mechanical equipment and vehicles
12. Sanitary drains
13. Air Conditioning equipment
14. Domestic water

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. As assessment of the skills or licensing needed to perform the tasks

will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

B. Roof Repairs/ Replacement

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies.

The Director of Maintenance is responsible for the development of a roof maintenance plan that includes these features:

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

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

C. Vehicle/Equipment Maintenance

The Lawrence Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include:

1. Cars, trucks and vans
2. Tractors
3. Bobcats
4. Snow blowers
5. Leaf blowers
6. Weed cutters

7. Lawn Mowers
8. Chain saws

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

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

D. Lead-Based Paint

The Lawrence Housing Authority is committed to controlling lead-based paint hazards in all its dwellings, especially family dwellings constructed before 1978. If any hazards are discovered, the Authority will develop a plan to abate the hazard. The Director of Maintenance shall have the authority and responsibility to direct all activities associated with lead hazard control. The control plan will include such activities as:

1. Detecting the possible presence of lead paint;
2. Protection of residents and workers from lead-based paint hazards;
3. Surface protection of non-painted surfaces;
4. Equipment use and care;
5. Paint quality; and
6. Method of application.

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

The Lawrence Housing Authority's plan to control such hazards is detailed in a risk assessment report and lead hazard control plan.

E. Life Safety Systems

The Lawrence 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 Director of Maintenance shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

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

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

2.4 INSPECTION PROGRAM

The Lawrence Housing Authority's goals of efficiency and cost-effectiveness are achieved through a carefully designed and rigorously implemented inspection program. This program calls for the inspection of all areas of the Authority's facilities -- the dwelling units, the grounds and building exteriors, and major service systems.

A. Dwelling Unit Inspections

The unit inspection system of the Lawrence Housing Authority has two primary goals:

1. To assure that all dwelling units comply with standards set by HUD and local codes; and
2. To assure that the staff of the Lawrence Housing Authority knows at all times the condition of each unit for which it is responsible.

The achievement of these goals may require more than the annual HUD required inspection. The Director of Maintenance is responsible for developing a unit inspection program that schedules inspections at the frequency required.

For all non-emergency inspections, the Resident shall be given at least two (2) days written notice of the inspection.

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

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

B. Building and Grounds Inspections

Regular inspections of the property grounds and building exteriors are required to maintain the curb appeal of the property. This curb appeal is required to maintain the attractiveness of the property for both current and prospective residents. The inspection procedure will specify the desired condition of the areas to be inspected. This defined condition will include any HUD or locally required standards. The existence of these standards shall not prevent the Housing Authority from setting a higher standard that will make the property more competitive in the local market.

Building and grounds inspections must cover these areas:

1. Hallways
2. Stairwells
3. Community room and other common space such as kitchens or public restrooms
4. Laundry facilities
5. Lobbies

6. Common entries
7. Basements
8. Grounds
9. Porches or patios
10. Parking lots
11. Sidewalks and fences
12. Lawns, shrubs and trees
13. Trash compactors or collection areas
14. Building foundations

An inspection form will be developed for common areas and building exteriors and grounds. The staff member responsible for the inspection shall note all deficiencies on the form and ensure that these deficiencies are recorded on work order within twenty-four hours of the inspection. The Lawrence Housing Authority will complete all inspection-generated work items within thirty (30) days of the inspection.

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

C. Systems Inspections

The regular inspection of all major systems is fundamental to a sound maintenance program. The major systems inspection program overlaps with the preventive maintenance program in some areas. To the extent that inspections, in addition to those required for scheduled service intervals, are needed, they will be a part of the inspection schedule. Any work items identified during an inspection shall be converted to a work order within twenty-four hours and completed within thirty (30) days.

2.5 SCHEDULED ROUTINE MAINTENANCE

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

A. Pest Control/Extermination

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

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

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

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

B. Landscaping and Grounds

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

Routine grounds maintenance includes numerous activities:

1. Litter control
2. Lawn care
3. Maintenance of driveways, sidewalks and parking lots
4. Care of flower and shrubbery beds and trees
5. Maintenance of playgrounds, benches and fences
6. Snow removal (when required by climate)

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

1. A clearly articulated standard of appearance for the grounds that acknowledges but is not limited to HUD and local code standards;
2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;
3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and
4. A separate snow removal plan including a schedule for preparing equipment for the season and the procurement of other necessary materials and supplies.

C. Building Exteriors and Interior Common Areas

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

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

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

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

D. Interior Painting

The appearance and condition of the paint within each unit is important to unit condition and resident satisfaction. Accordingly, the Lawrence Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained.

As part of this plan painting standards will be developed that include:

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

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

2.6 RESIDENT ON-DEMAND SERVICE

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

It is the policy of the Lawrence Housing Authority to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the

Lawrence 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.

3.0 CONTRACTING FOR SERVICES

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

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

ADDENDUM MAINTENANCE POLICY

**Lawrence Housing Authority's
Snow Removal Policy**

- a) Deputy Director observe sites to obtain conditions at Developments
- b) Deputy Director call in snow plow operators, bobcat drivers, snow shovelers and sanders - as needed.
- c) Snow plows and bobcat drivers are assigned to all Family and Elderly Developments.
- d) Shovelers and sanders are assigned to all Family and Elderly Developments.
- e) Managers in each Family and Elderly Development must observe each site to ensure that the Development Snow Removal Program is being done correctly, and to make sure there are no hazardous areas.
- f) Deputy Director drive through each site until all snow has been removed and all areas have been properly salted and sanded.
- g) Work Orders are issued and signed off for all salting and sanding for each development.

Scheduled/Deferred Work Orders Statement

The Lawrence Housing Authority does not have an official Deferred Maintenance Plan. We utilize our work order tracking system to enter jobs, tasks, and repairs that cannot be addressed immediately but are identified as a deficiency. When such a task has been identified by either staff or tenant, it is entered into our work order system as “Scheduled”.

Scheduled work orders can arise from numerous scenarios which include but not limited to:

- Work that can only be completed when a unit is vacant
- Seasonal outdoor work e.g. tree removal or flower bed weeding
- Tasks at multiple locations that can be grouped together for efficiency
- Organizational and Upkeep tasks

Any work order that poses a threat to health and safety will be treated as an emergency and addressed with a 24-hour time frame.



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 03/31/2020. It also shows the approved budget for the current year (2021) 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 Lawrence Housing Authority operating reserve at the end of fiscal year 2020 was \$2,104,940.00, which is 110.6% 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 Lawrence Housing Authority.						
REVENUE						
Account Number	Account Class	2020 Approved Revenue Budget	2020 Actual Amounts Received	2021 Approved Revenue Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$2,697,800.00	\$2,815,476.00	\$2,782,940.00	-1.2%	\$444.28
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$1,000.00	\$31,484.00	\$27,000.00	-14.2%	\$4.31
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$10,500.00	\$18,281.00	\$18,000.00	-1.5%	\$2.87
3691	Other Revenue - Retained	\$15,000.00	\$23,567.00	\$0.00	-100%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$1,578,462.00	\$558,275.00	\$1,876,906.00	236.2%	\$299.63
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	\$4,302,762.00	\$3,447,083.00	\$4,704,846.00	36.5%	\$751.09

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
EXPENSES						
Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget.	2021 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$473,737.00	\$458,369.00	\$487,374.00	6.3%	\$77.81
4120	Compensated Absences	\$0.00	\$38,566.00	\$0.00	-100%	\$0.00
4130	Legal	\$25,000.00	\$20,048.00	\$25,750.00	28.4%	\$4.11
4140	Members Compensation	\$48,920.00	\$48,576.00	\$50,636.00	4.2%	\$8.08
4150	Travel & Related Expenses	\$2,500.00	\$3,455.00	\$4,800.00	38.9%	\$0.77
4170	Accounting Services	\$10,000.00	\$8,190.00	\$10,255.00	25.2%	\$1.64
4171	Audit Costs	\$8,273.00	\$7,121.00	\$9,195.00	29.1%	\$1.47
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$71,210.00	\$83,832.00	\$62,864.00	-25%	\$10.04
4191	Tenant Organization	\$0.00	\$460.00	\$0.00	-100%	\$0.00
4100	TOTAL ADMINISTRATION	\$639,640.00	\$668,617.00	\$650,874.00	-2.7%	\$103.91
4310	Water	\$377,000.00	\$378,087.00	\$379,900.00	0.5%	\$60.65
4320	Electricity	\$591,120.00	\$583,672.00	\$595,440.00	2%	\$95.06
4330	Gas	\$525,000.00	\$462,914.00	\$546,000.00	17.9%	\$87.16
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$1,493,120.0	\$1,424,673.0	\$1,521,340.	6.8%	\$242.87

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
EXPENSES						
Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$938,574.00	\$621,940.00	\$1,005,637.00	61.7%	\$160.54
4420	Materials & Supplies	\$179,330.00	\$162,337.00	\$194,747.00	20%	\$31.09
4430	Contract Costs	\$167,980.00	\$80,300.00	\$173,020.00	115.5%	\$27.62
4400	TOTAL MAINTENANCE	\$1,285,884.00	\$864,577.00	\$1,373,404.00	58.9%	\$219.25
4510	Insurance	\$102,596.00	\$103,626.00	\$120,821.00	16.6%	\$19.29
4520	Payment in Lieu of Taxes	\$16,236.00	\$16,236.00	\$16,236.00	0%	\$2.59
4540	Employee Benefits	\$658,915.00	\$683,821.00	\$682,327.00	-0.2%	\$108.93
4541	Employee Benefits - GASB 45	\$0.00	\$-32,064.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$13,489.00	\$2,781.00	\$13,915.00	400.4%	\$2.22
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$791,236.00	\$774,400.00	\$833,299.00	7.6%	\$133.03
4610	Extraordinary Maintenance	\$0.00	\$1,284.00	\$104,400.00	8030.8%	\$16.67
4611	Equipment Purchases - Non Capitalized	\$0.00	\$39,511.00	\$5,000.00	-87.3%	\$0.80
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$1,150,084.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$0.00	\$1,190,879.00	\$109,400.00	-90.8%	\$17.46
4000	TOTAL EXPENSES	\$4,209,880.00	\$4,923,146.00	\$4,488,317.00	-8.8%	\$716.53

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
SUMMARY						
Account Number	Account Class	2020 Approved Budget	2020 Actual Amounts	2021 Approved Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$4,302,762.00	\$3,447,083.00	\$4,704,846.00	36.5%	\$751.09
4000	TOTAL EXPENSES	\$4,209,880.00	\$4,923,146.00	\$4,488,317.00	-8.8%	\$716.53
2700	NET INCOME (DEFICIT)	\$92,882.00	\$-1,476,063.00	\$216,529.00	-114.7%	\$34.57
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$80,000.00	100%	\$12.77
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$80,000.00	100%	\$12.77
7600	EXCESS REVENUE OVER EXPENSES	\$92,882.00	\$-1,476,063.00	\$136,529.00	-109.2%	\$21.80

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.

PMR Narrative Responses

Narrative Responses to the Performance Management Review (PMR) Findings

DHCD has cancelled publication of Performance Management Reviews for fiscal years ending 3/31/2020 through 12/31/2020 due to disruptions of normal operations in response to the COVID-19 virus. Therefore, there are no ratings included in this report.

Explanation of PMR Criteria Ratings

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

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

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

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	03/11/1986	Collection Policy has not changed. Fees have been updated.
*Personnel Policy	06/01/1983	Currently being updated.
*Capitalization Policy	11/10/2003	Currently being updated.
*Procurement Policy	05/14/2019	
*Grievance Policy	07/08/2002	
Travel Policy	11/08/2011	
Criminal Offender Records Information (CORI) Policy	06/03/1997	System updated 05/04/2012

* 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-2022-Lawrence Housing Authorit-00155 has no current waivers from the regulations of the Department of Housing and Community Development (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.

- RAB Tenant Association Letter
- RAB Public Hearing Invitation
- LHA Responses to letters and comments
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey - 667only
- Tenant Satisfaction Survey - 200-705only

Hancock Courts Tenant Association

December 1, 2020

To whom it may concern:

The Hancock Courts Tenant Association recently met with the Executive Director of the Lawrence Housing Authority (LHA) as well as some of his staff to present and discuss the Proposed LHA Annual Plan for Fiscal Year 2022 as well as the Capital Improvement Plan.

During the discussion of the LHA Annual Plan, Mr. Rolon provided us copies of the Plan, which included the Capital Improvement Plan, Maintenance Policy, Preventative Plan as well as an overview of the agency. Mr. Rolon gave us an update and informed us of the measurements the LHA has taken to respond to the COVID-19 crisis.

Mr. Christopher McGuire, Modernization Director, was also present to discuss the Capital Improvement Plan. Every year Mr. McGuire requests to be placed on the agenda of the meeting of the Hancock Courts Association to inform us of the new project added to the plan. Mr. Christopher McGuire informed us of the completion of the replacement of the boiler room at Brunswick House, and the roof replacement of the Administrative Office. The LHA is in the process of beginning the rehabilitation of the common areas and hallways at the Brunswick House. He informed us of the siding replacement at the Stadium Courts as well as the interior gas line replacement at the Hancock Courts and the walkway repair at Brunswick.

This year we are grateful with the masks and hand sanitizer the LHA has provided to us to keep us safe. We are impressed with the constant concern the Lawrence Housing Authority has for its residents and their continued effort to provide a safe environment for its residents.

I would like to thank the LHA for helping us understand this information and the work they do in keeping the state developments in good condition.

Should you have any questions please do not hesitate to contact me.

Sincerely,



Martha Rivera, treasurer
Hancock Courts Association



LAWRENCE
HOUSING
AUTHORITY

November 24, 2020

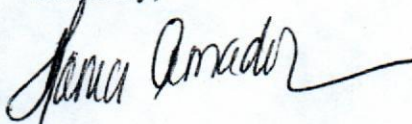
Lourdes Gomez
Hancock Courts Association
61 Hancock Street
Lawrence, MA 01841

Dear Mrs. Gomez,

We would like to invite you to participate in the DHCD Annual Plan Public Hearing for the Lawrence Housing Authority. It will take place Monday, December 14, 2020 at 4:00pm at 353 Elm Street, 2nd Floor Community Room, Lawrence, MA 01841. In person, masks will be required. Social Distancing will be addresses. You can also dial in using your phone at 1-866-899-4679 Access code: 227-595-333.

If you have any question or concerns, please do not hesitate to contact me at 978-685-3811.

Sincerely,



Dania Amador
Lawrence Housing Authority



(978) 685-3811

fax: (978) 685-6599

lhamail@lawrencehousing.org

353 Elm Street, Lawrence, MA 01841

lawrencehousing.org



LAWRENCE HOUSING AUTHORITY
PROPOSED ANNUAL PLAN FISCAL YEAR 2022
COMMENTS

The Lawrence Housing Authority has engaged in an extensive process of seeking residents and public comments on our Agency Plan for Fiscal Year 2022. In the course of compiling the Plan we engaged in the following process:

- Notice posted in all State Developments Offices, the Authority Website and all the common areas.
- One meetings with the Hancock Tenant Association was held. Residents approved the Annual Plan on their last meeting that took place 11/30/2020. They were satisfied with the Capital Improvement Projects and praise the Lawrence Housing Authority with the actions taken during the COVID-19 Pandemic crisis.
- One Public Hearing was held on December 14, 2020. In attendance were, Mr. Efrain Rolon, Executive Director, Zorayda Geronimo, Board Member, Michael Sullivan, Board Member, Hugo Cortes, Board Member, Datanis Elias, Deputy Director of Occupancy, Andrew Miller, Deputy Director of Maintenance & Operation, Christopher McGuire, Director of Modernization, and Dania Amador, Executive Assistant. Mr. Rolon provided an overall summary of the annual plan and discussed key elements to the plan. Mr. Sullivan elaborated on the discussion the board had on the board meeting on 12/8/2020. Board approval 1/12/2021

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.

LAWRENCE HOUSING AUTHORITY

Chapter 667 Housing Summary 2016 - 2018

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

Fall 2016:

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

Fall 2017:

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

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Lawrence Housing Authority**, surveys were sent to a total of **71** housing units (Chapter 667); **32** surveys were completed.

This report provides some information about how the residents from the **Lawrence Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Communication

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

	Lawrence Housing Authority	Large LHAs in Northeastern MA*	Entire State
Contacted management about a problem or concern.....	78%	80%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	67%	88%	87%
Saw the Capital Improvement Plan.....	19%	29%	30%
Saw the Operating Budget.....	13%	15%	17%
Knew the Executive Director held a meeting with residents...	28%	55%	53%

* Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Services and Programs

66% of the Lawrence Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Lawrence Housing Authority	Large LHAs in Northeastern MA	Entire State
Job training programs.....	3%	7%	6%
Money management programs (<i>budgeting, taxes, income building</i>).....	9%	7%	10%
Children's programs (<i>tutoring, childcare, afterschool programs</i>).....	3%	2%	2%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	47%	34%	35%
Adult Education (<i>GED, ESL, educational counseling</i>)	28%	11%	10%

Maintenance and Repair

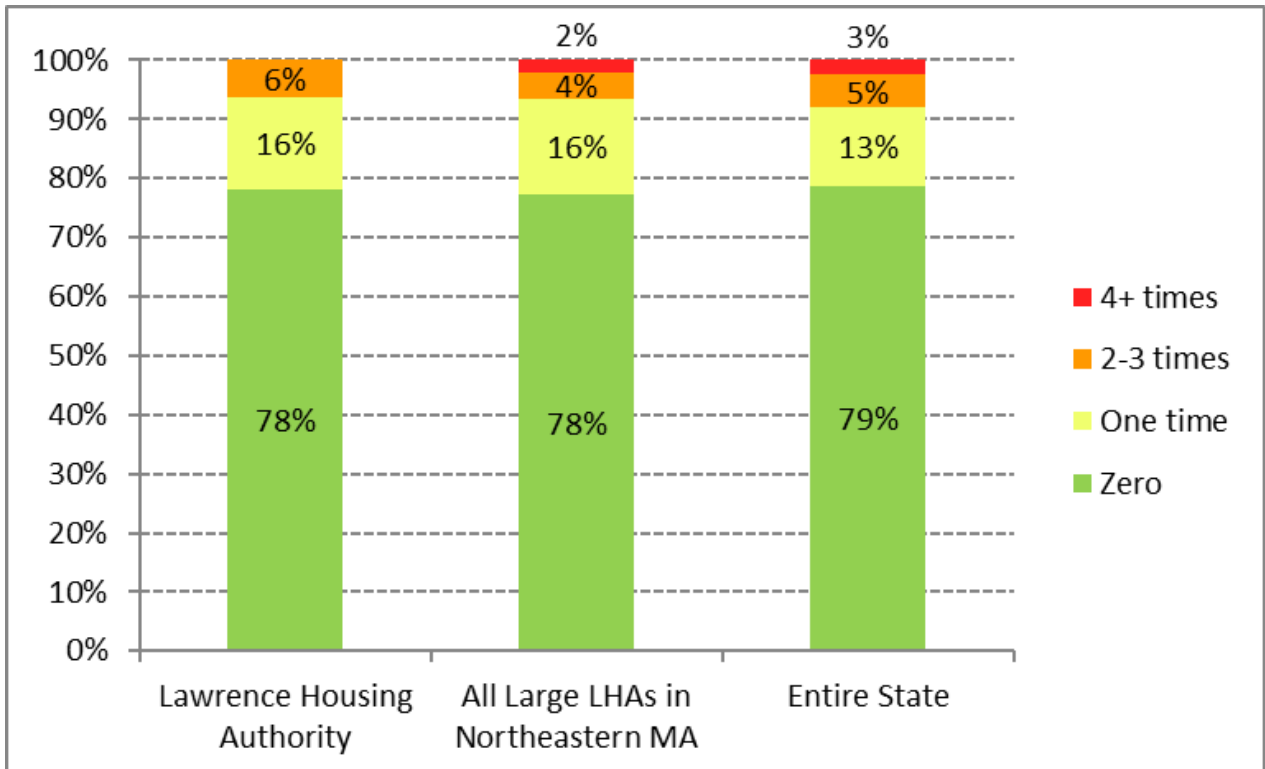
Who had problems? Less than one fourth of respondents had a problem with their heating and about one third had a plumbing problem in the last 12 months.

	Lawrence Housing Authority	Large LHAs in Northeastern MA	Entire State
Had a heating problem.....	22%	22%	21%
Had a problem with water or plumbing.....	34%	52%	49%

- **Heating Problems**

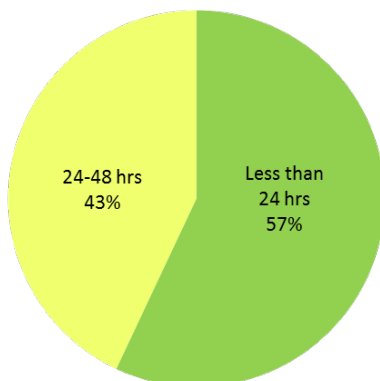
How many times did residents have heating problems?

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

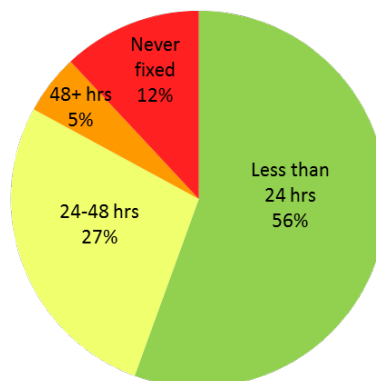


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

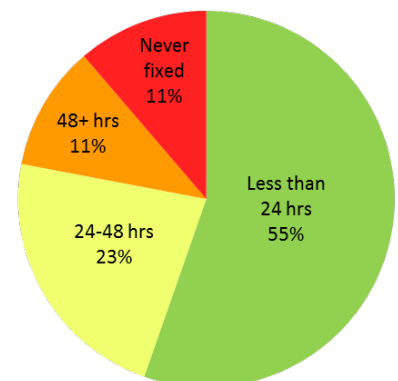
Lawrence Housing Authority



Large LHAs in Northeastern MA



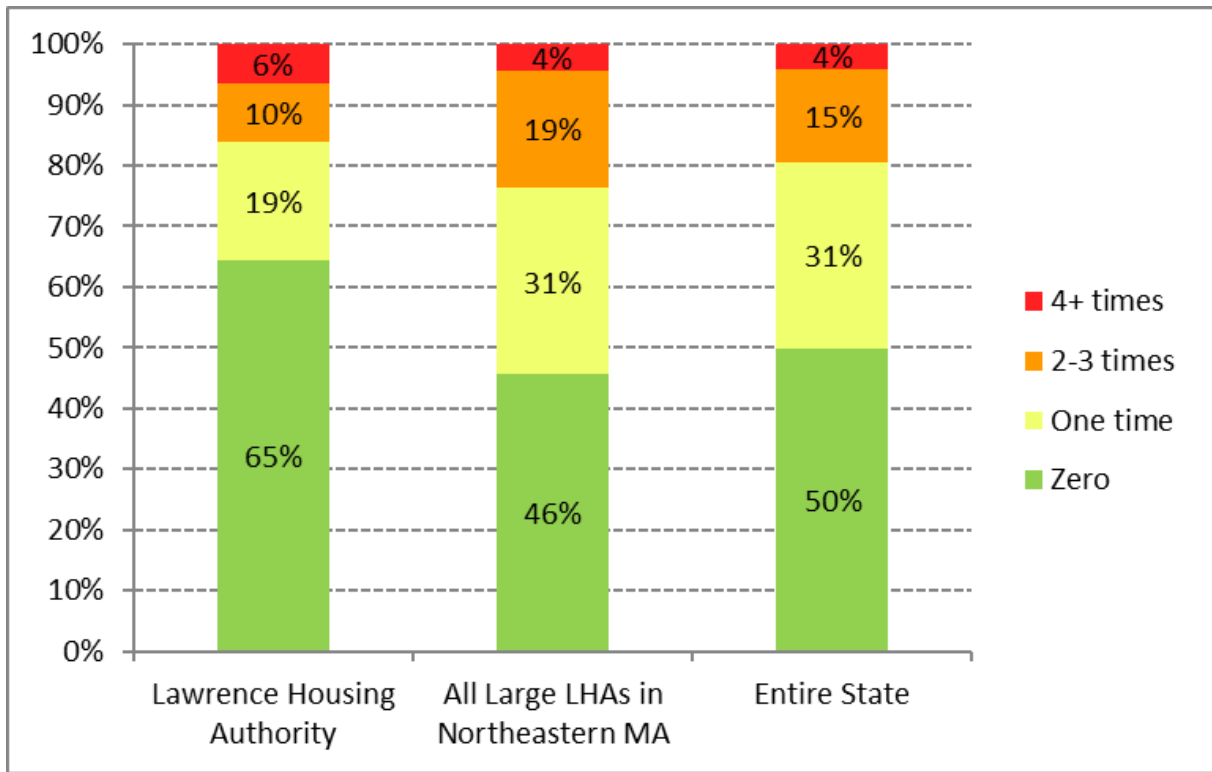
Entire State



- **Water or Plumbing Problems**

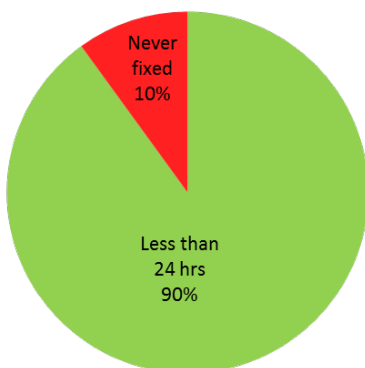
How many times did residents have problems with their water or plumbing?

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

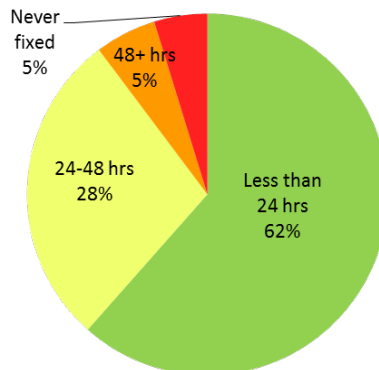


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

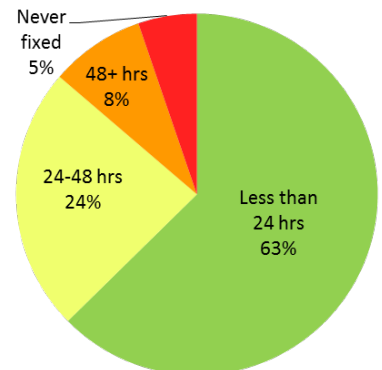
Lawrence Housing Authority



Large LHAs in Northeastern MA

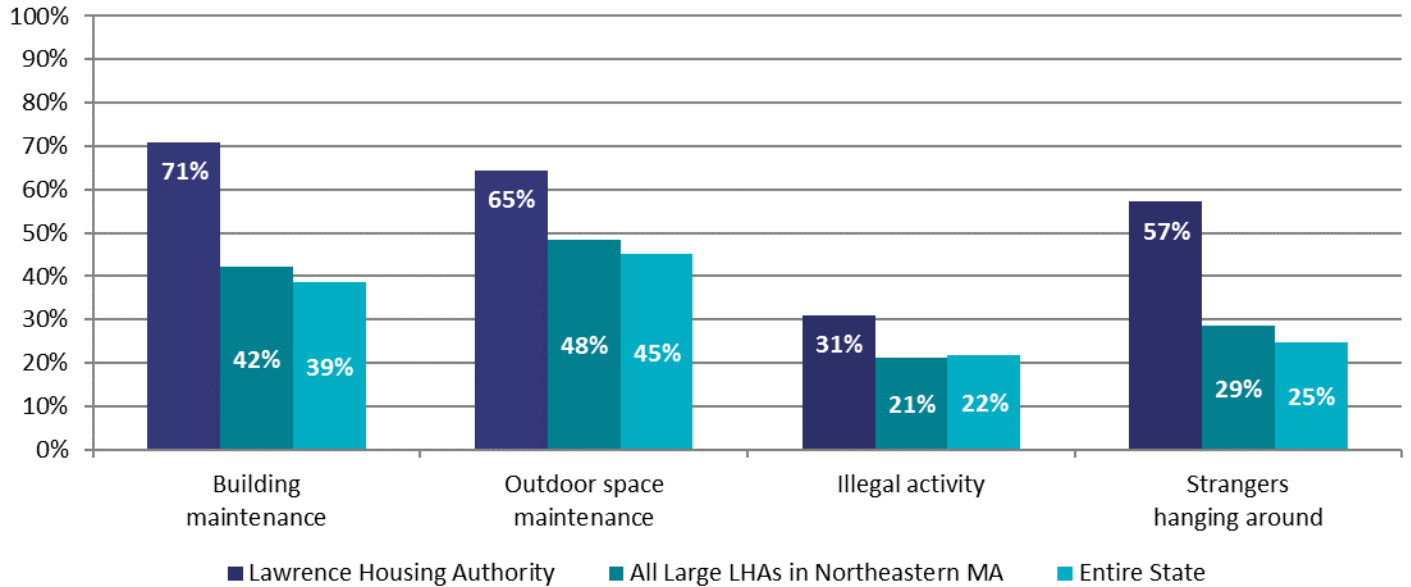


Entire State



- What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance (*such as clean halls and stairways and having lights and elevators that work*), outdoor space maintenance (*such as litter removal and clear walk ways*), illegal activity in the development, and strangers hanging around who should not be there. The chart below shows what percentage of respondents said that they “always” or “sometimes” had this problem in the last 12 months.

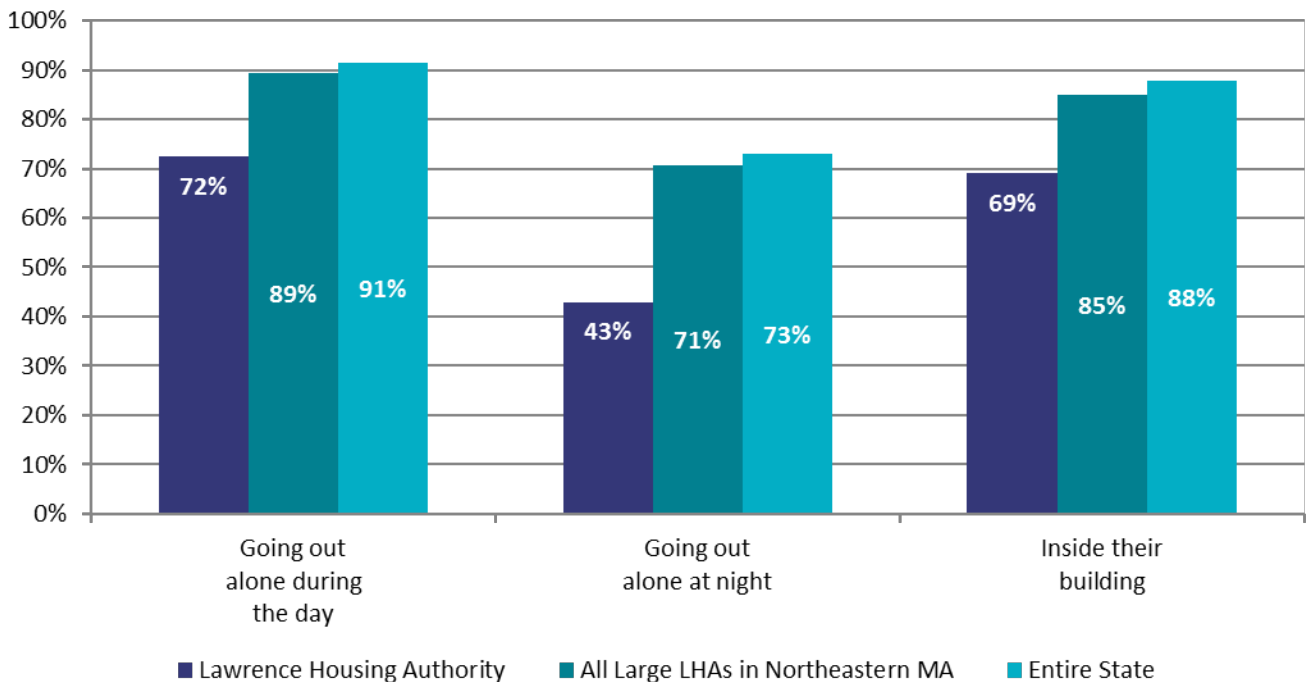
Respondents who “always” or “sometimes” had problems with....



Safety

Respondents were asked how safe they felt in their building and going outside alone. The chart below shows what percentage of people said they felt “very safe” or “mostly” safe.

Respondents who felt “very safe” or “mostly safe”



LAWRENCE HOUSING AUTHORITY

Chapter 200 & Chapter 705 Housing Summary Spring 2016

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

Surveys were sent to **223** housing units (Chapters 200 and 705) in the **Lawrence Housing Authority**. **77** surveys were completed.

This report provides some information about how the residents from the **Lawrence Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from all large LHAs in Northeastern Massachusetts. Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Communication

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

	Lawrence Housing Authority	All Large LHAs in the Northeast*	Entire State
Contacted management about a problem or concern.....	77%	85%	87%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	76%	79%	76%
Saw the Capital Improvement Plan.....	13%	18%	18%
Saw the Operating Budget.....	10%	11%	12%
Knew the Executive Director held a meeting with residents..	11%	14%	21%

* Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Services and Programs

75% of the Lawrence Housing Authority residents in Ch. 200 and Ch. 705 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Lawrence Housing Authority	All Large LHAs in the Northeast	Entire State
Job training programs.....	26%	26%	31%
Money management programs (<i>budgeting, taxes, income building</i>).....	16%	24%	29%
Children's programs (<i>tutoring, childcare, afterschool programs</i>).....	30%	35%	39%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	27%	27%	26%
Adult Education (<i>GED, ESL, educational counseling</i>)	44%	31%	29%

Maintenance and Repair

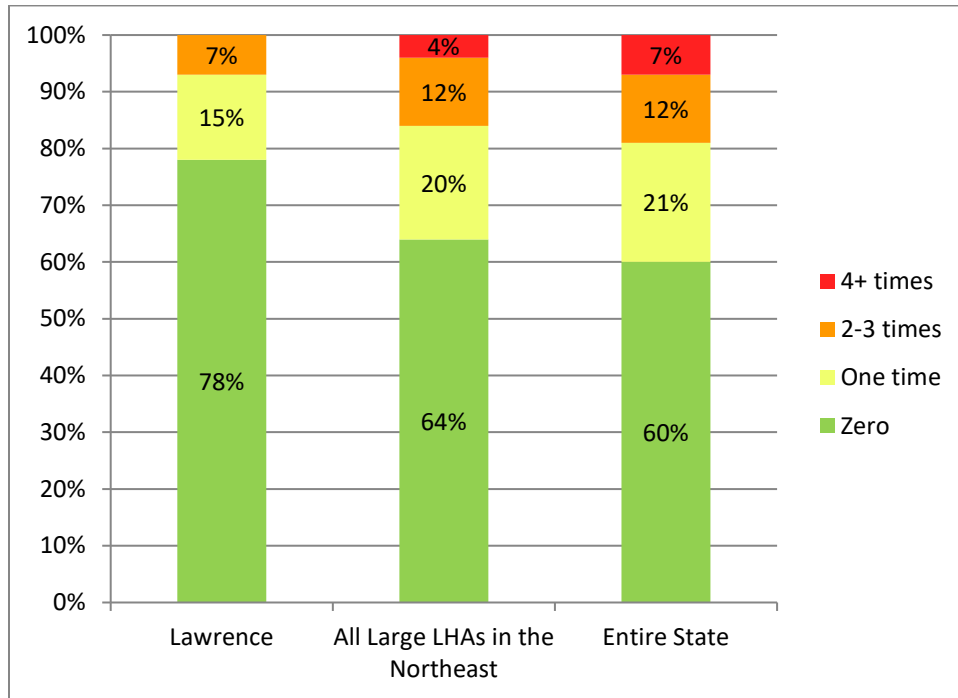
- **Who had problems?** About one-fifth of respondents had problems with their heating and about half had a plumbing problem in the last 12 months.

	Lawrence Housing Authority	All Large LHAs in the Northeast	Entire State
Had a heating problem.....	21%	35%	39%
Had a problem with water or plumbing.....	51%	55%	57%

- **Heating Problems**

How many times did residents have heating problems?

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

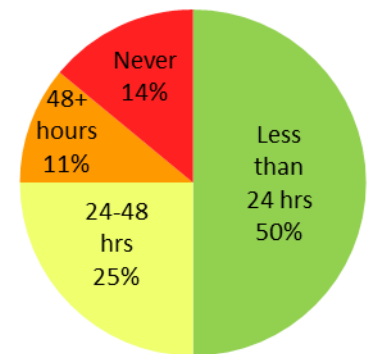
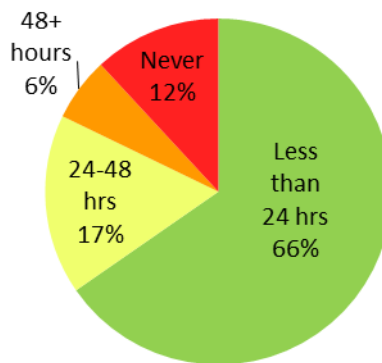
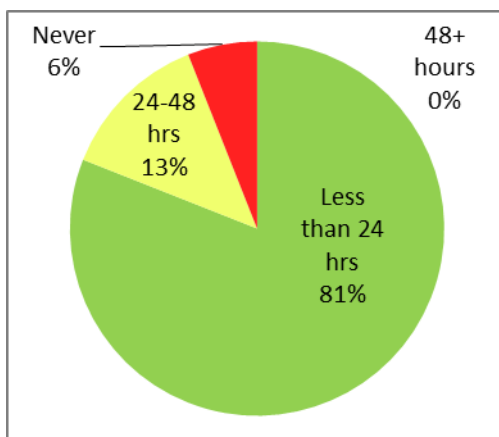


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

Lawrence Housing Authority

All Large LHAs in the Northeast

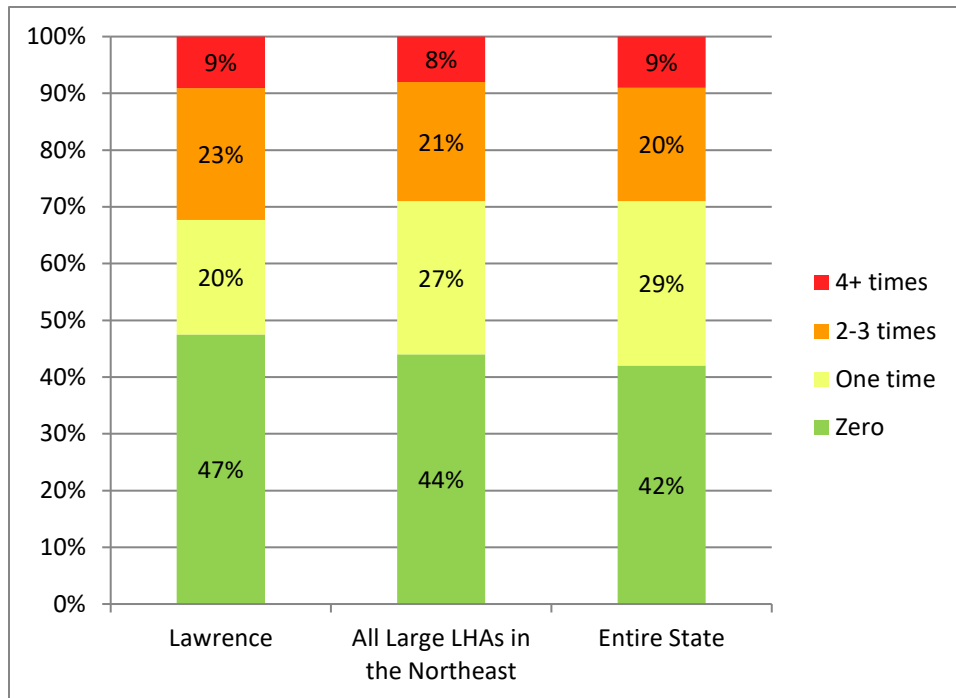
Entire State



- Water or Plumbing Problems**

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

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

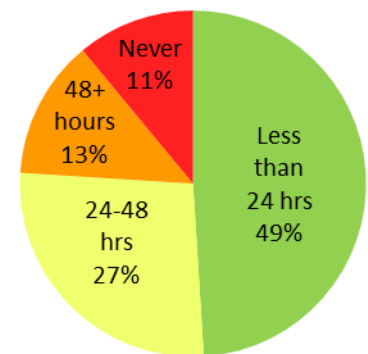
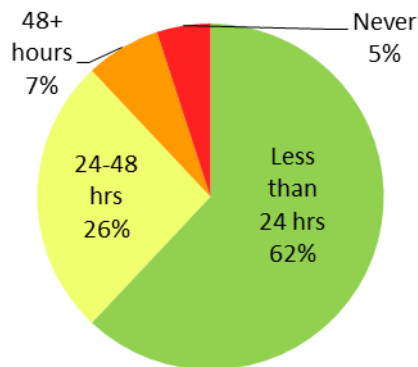
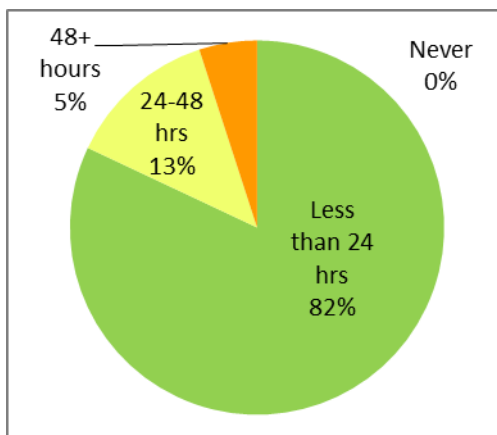


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

Lawrence Housing Authority

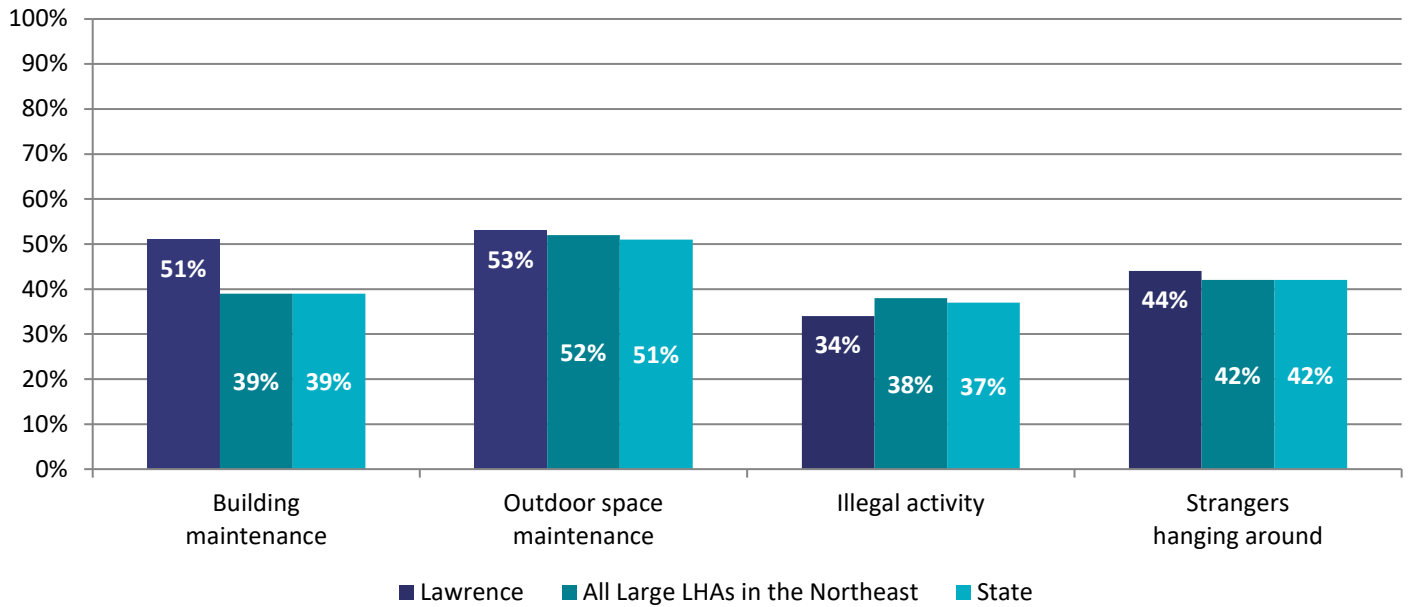
All Large LHAs in the Northeast

Entire State



- What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance (*such as clean halls and stairways and having lights and elevators that work*), outdoor space maintenance (*such as litter removal and clear walk ways*), illegal activity in the development, and strangers hanging around who should not be there. The chart below shows what percentage of respondents said that they “always” or “sometimes” had this problem in the last 12 months.

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



Safety

Respondents were asked how safe they felt in their building and going outside alone. The chart below shows what percentage of people said they felt “very safe” or “mostly” safe.

Respondents who felt “very safe” or “mostly safe”

