

## Overview and Certification

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

The Duxbury 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. No public comments
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey - COMBO

**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	DUXBOROUGH VILLAGE 667-01	8	1975	52
	Family	Family units in smaller developments	4		7
	Other	Special Occupancy units	2		12
Total			14		71

**LHA Central Office**

Duxbury Housing Authority  
59 Chestnut Street, Duxbury, MA, 02332  
Dede Riendeau, Management Agent  
Phone: 781-934-6618  
Email: driendeau@plymha.org

**LHA Board of Commissioners**

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Pauline Flynn	Member		04/01/2015	04/01/2020
James Hunt	Chair		04/01/2016	04/01/2021
Stephen McCarthy	Member		04/01/2018	04/01/2023
Paul McCormack	Vice-Chair		04/01/2017	04/01/2022
Bertram Walters		State Appointee	04/01/2014	04/01/2019

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.	10/23/2020
B.	Advertise the public hearing in public postings.	10/23/2020
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.	10/23/2020
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.)	12/09/2020
G.	Executive Director presents the Annual Plan to the Board.	11/12/2020
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	11/12/2020

Certification

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Christopher Plourde, Facility & Modernization Manager of the Duxbury 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: 02/02/2021

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on March 5, 2021. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$332,268.96		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$33,226.90		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$299,042.06	\$360,251.32	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$4,431.03	\$4,431.03	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$71,711.50	\$71,711.50	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$222,899.53	\$284,108.79	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$0.00	\$0.00	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$299,042.06	\$360,251.32	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.
- o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.
- o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.

**Capital Improvement Plan (CIP)**

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
082043	FF: Exterior Lighting	CORDWOOD PATH 689-02	\$2,300	\$0	\$0	\$2,300	\$0	\$0	\$0	\$0
082045	FF: Exterior Door Replacement	WEST BROOK	\$32,125	\$0	\$0	\$32,125	\$0	\$0	\$0	\$0
082046	FF: Bathroom Plumbing Fixture Replacement	WEST BROOK	\$16,392	\$0	\$0	\$11,531	\$4,862	\$0	\$0	\$0
082048	Community Building Generator	DUXBOROUGH VILLAGE 667-01	\$69,290	\$56,025	\$12,328	\$188	\$0	\$0	\$0	\$0
082049	Exterior Trim Replacement	DUXBOROUGH VILLAGE 667-01	\$185,356	\$17,228	\$4,652	\$500	\$0	\$0	\$0	\$0
082050	Repair/Replace Exterior Doors	CORDWOOD PATH 689-02	\$9,525	\$0	\$0	\$9,525	\$0	\$0	\$0	\$0
082051	Interior Floor Finishes Replacement	Merry Ave 689-01	\$36,441	\$14	\$0	\$36,428	\$0	\$0	\$0	\$0
082052	Repair/Replace Kitchen & Dining Flooring	CORDWOOD PATH 689-02	\$31,709	\$0	\$0	\$786	\$30,924	\$0	\$0	\$0
082053	Kitchen Cabinet and Countertop Replacement	Merry Ave 689-01	\$45,255	\$0	\$0	\$5,001	\$40,255	\$0	\$0	\$0
082054	Wood Porch/Railing and Door Replacement	CHESTNUT STREET 705-1B	\$30,574	\$0	\$0	\$30,574	\$0	\$0	\$0	\$0
082055	Heating System Repairs Bldg #5	DUXBOROUGH VILLAGE 667-01	\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
082056	Fire Alarm System Repairs	DUXBOROUGH VILLAGE 667-01	\$25,000	\$0	\$0	\$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
•	Replace/Repair Screen Porches Duxborough	DUXBOROUGH VILLAGE 667-01	\$29,680	\$0	\$0	\$0	\$0	\$0	\$29,680	\$0
•	Common Area Floor Replacement	DUXBOROUGH VILLAGE 667-01	\$56,000	\$0	\$0	\$44,346	\$11,655	\$0	\$0	\$0
•	Heating System Repairs	DUXBOROUGH VILLAGE 667-01	\$20,000	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
•	Walkway Replacement	CORDWOOD PATH 689-02	\$12,000	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0
•	Exterior Siding Replacement	CHESTNUT STREET 705-1B	\$38,700	\$0	\$0	\$0	\$0	\$38,700	\$0	\$0
•	Window Replacement	CHESTNUT STREET 705-1B	\$49,966	\$0	\$0	\$0	\$0	\$11,577	\$38,390	\$0
•	Kitchen Cabinet and Countertop Replacement	CHESTNUT STREET 705-1B	\$39,835	\$0	\$0	\$0	\$0	\$0	\$0	\$39,835
•	Kitchen Cabinet and Countertop Replacement	BAY ROAD 705-1C	\$38,934	\$0	\$0	\$0	\$0	\$0	\$0	\$38,934
<b>TOTALS</b>			\$773,082	\$73,267	\$16,980	\$205,303	\$87,693	\$50,277	\$68,070	\$78,769

**Capital Improvement Plan (CIP)**

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
082049	Exterior Trim Replacement		\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0
<b>TOTALS</b>			\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0

## **Capital Improvement Plan (CIP) Narrative**

### **Including Requests to DHCD & Supporting Statements**

#### **1. Request for increased spending flexibility.**

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

Duxbury Housing Authority has not submitted an Alternate CIP.

#### **2. Request for additional funding.**

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

Duxbury Housing Authority has not requested additional funding.

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

The Duxbury Housing Authority's goals are to improve access as well as health and safety of all our developments. We will be addressing building envelope improvements in phases at our 667-01. Cosmetic as well as ADA improvements will be addressed at our 689's. Updating original components and addressing health and safety issues at our 705's.

#### **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:

This new plan now addresses more of the outstanding 689 and 705 projects with the addition of exterior siding updates, window replacements, door and porch replacements and kitchen replacements. The new plan also continues with the 667 updates.

#### **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 06/30/2020.

**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 10/21/2020.

**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 have exhausted our funds - there fore we will have to deter other projects until next year.

**10. Accessibility**

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

**11. Special needs development**

Duxbury Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 05/02/2019.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 11/2018 to 10/2019.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60

No developments exceed threshold values.

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

2% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

14% c. 705 (DHCD Goal 2%)

Duxbury Housing Authority will address the excess vacancies in the following manner:

The increased vacancy rate was not a direct reflection on capital need rather leasing up procedures. We do have projects in our new capital plan that addresses issues at the 705's and will speedup maintenance ready timelines but this is not what impacted the rate.

**15. Vacancies**

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

# CIP Approval For Duxbury Housing Authority for FY 2021

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

3/4/2021

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

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

There are no projects to be managed independently by the LHA or RCAT.

There are no large or complex projects to be managed by DHCD.

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

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Cynthia Barney at (617) 573-1179 with any questions.

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

This document was created on 3/4/2021 by Cynthia Barney, Project Manager

Maintenance and Repair Plan

**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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

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

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

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



### Emergency Request System

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	781-934-6729	After normal business hours
Call LHA at Phone Number	781-934-6618	8:30am - 12:00pm M - F

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 Duxbury Housing Authority main office.

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

### Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	781-934-6729	After normal business hours
Call Housing Authority Office	781-934-6618	8:30am - 12:00pm M - F
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: DHCD's usual on-site review for this housing authority's work order system was cancelled due to the COVID-19 emergency.

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

### **Maintenance Plan Narrative**

Following are Duxbury 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?

Our maintenance operations are consistent and effective. Our systems we have in place properly utilize our task force and efficiently complete all tasks. We still use a paper system for the work order disbursement and involves several administrative and maintenance personnel. This has been effective for us but by automating this process could free up personnel and make things more efficient.

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

We have started to implement tablets to fully automate the maintenance and inspection process.

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

Continue to automate the maintenance and inspection delivery and documentation process until we are paperless.

**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	\$93,032.00	\$15,000.00
Last Fiscal Year Actual Spending	\$90,274.00	\$6,580.00
Current Fiscal Year Budget	\$99,867.00	\$18,700.00

**E. Unit Turnover Summary**

# Turnovers Last Fiscal Year	8
Average time from date vacated to make Unit "Maintenance Ready"	42 days
Average time from date vacated to lease up of unit	55 days

**Attachments**

These items have been prepared by the Duxbury 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.

## **2.3 PREVENTIVE MAINTENANCE POLICIES AND PROCEDURES**

The Duxbury Housing Authority recognizes the importance of a Preventive Maintenance Policy to prevent deterioration of buildings, systems and equipment. Preventive Maintenance is defined as tasks which are required to preserve and extend the useful life of buildings, systems, equipment and other elements of the Duxbury Housing Authority. The preventive maintenance inspections and work will help establish a record of deterioration which may signal modernization needs that can be planned and scheduled.

### **Components of the Duxbury Housing Authority Preventive Maintenance Policy**

- A. Annual Inspections of all dwelling units
  - 1. Each unit will be inspected within a 12-month period
  - 2. Residents will be notified in writing at least 48 hours in advance informing them of the date, time and purpose of the inspection
  - 3. Inspections will be performed by Duxbury Housing authority staff and will ensure that all units comply with standards set by HUD and local codes
  - 4. Any work items noted during the inspection will be documented on the Duxbury Housing Authority inspection form
  - 5. Work orders will be generated within 3 days of the inspection and completed within 30 days of the inspection
- B. Building and Site Inspections
  - 1. Quarterly inspections of sites, building exteriors, building systems and common areas are done using UPCS inspection guidelines and forms
  - 2. Work orders from those inspections will be generated within 3 days and completed within 30 days of the inspection
- C. Scheduled Maintenance
  - 1. A Preventive Maintenance Schedule has been created listing all systems, building components and site features and updated each time a system is replaced, upgraded or added.
  - 2. The schedule will list the item, frequency, procedure and whom is responsible for the work

## **2.3 PREVENTIVE MAINTENANCE POLICIES AND PROCEDURES CONT.**

3. Duxbury Housing Maintenance will be responsible for some items and qualified sub-contractors will be used also under the supervision of the Maintenance Department
4. Preventive Maintenance contracts will be arranged through the Modernization Department for maintenance and service of Elevators, HVAC systems, Boilers, trash removal, extermination and other services as required
5. Work orders will be generated for all scheduled maintenance work items

### **D. Vehicle Equipment Maintenance**

1. The Duxbury Housing Authority has developed a policy and procedures to ensure all vehicles, tools and equipment are maintained for safety, proper operation and longer useful life
2. A Preventive Maintenance Schedule and checklist has been created for all vehicles, tools and equipment listing item, frequency and procedures
3. A work order and checklist is generated for each vehicle monthly
4. Work orders for Tools and equipment are grouped together and a checklist is provided

### **E. Pest Control**

1. The Duxbury 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 the pests. All residents will be informed at least 48 hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

## **2.3 PREVENTIVE MAINTENANCE POLICIES AND PROCEDURES CONT.**

### **F. Life Safety Systems**

1. The Duxbury Housing Authority has a comprehensive program for the maintenance and testing of life safety systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Supervisor shall be responsible for the scheduling, testing and servicing of this equipment. All testing reports are sent to the Fire Department. Life Safety Systems are included on the Preventive Maintenance Schedule with item, frequency and procedure.

Equipment listed below:

- i. Fire Alarm systems and panels
- ii. Fire extinguishers
- iii. Building Sprinklers
- iv. Backup Generators
- v. Emergency Lighting
- vi. Smoke detectors/CO detectors

### **G. Preventive Maintenance Schedule-components**

1. Property/Site
2. Building Exteriors
3. Building Systems
4. Common Areas
5. Dwelling Units

# Duxbury Housing Authority

## Preventive Maintenance Schedule

### Property/Site

Item	Description	Frequency
Fences	Inspect and repair all fencing and gates, repaint any as needed	Apr.
Retaining walls	Inspect all retaining walls, looking for cracks, leaning, deterioration,	Apr.
Walkways/Sidewalks	Inspect all walks for cracks, deterioration, safety hazards, damage to curbs- repair any issues, repaint curbs	Twice Yearly April, Oct.
Driveways/Parking Lots	Inspect all areas for pot holes, cracks, deterioration, faded line/directional/informational markings- repair/repaint any issues	Twice Yearly April, Oct.
Signs	Inspect all project, address, parking, HC signs and posts-repair/replace damaged or faded signs/posts- repaint Building Address Number- Clear	May
Drainage	Inspect all storm drains for proper drainage, grates undamaged and even with surface-Clean catch basins/ pipes as needed	Twice Yearly April, Nov.
Downspout/area drains	Inspect to make sure drains are clear and flowing properly-clear pipes	Twice yearly April, Nov.
Steps/Ramps/Railings	Inspect all exterior steps, ramps and railings for deterioration, rot or damage- repair/replace/repaint as needed	Twice Yearly June, Nov.
Window Wells	Inspect for damage, standing water or debris	Twice Yearly Apr., Nov.
Exterior lighting	Check all parking lot, driveway, and building lights for proper operation, adjust timers as needed, check photocells for proper operation, check poles for damage, replace bulbs as needed	March, May June, Oct
Trees	Inspect sites for broken/dead limbs or trees, inspect for limbs touching/overhanging building	Twice Yearly March, Dec.



Duxbury Housing Authority  
Preventive Maintenance Schedule

**Property/Site**

Item	Description	Frequency
Dumpster Areas	Inspect condition of fencing and gates- painting, repair, adjust	Twice Yearly May, Nov.
Utility Enclosures	Inspect condition of enclosure and gate- secure, paint, repair, remove vegetation	July
Grounds/Lawn	Repair plowing damage, Aerate, reseed, lime and fertilize lawns-fill any dips or low areas, check for drainage away from buildings	April

# Duxbury Housing Authority

## Preventive Maintenance Schedule

### Building Exterior

Item	Description	Frequency
Doors	Inspect for: damage to frames, thresholds and trim-Damaged/missing locks, closers and hardware – damage to surface: holes, paint, rust and glass- Weather-stripping present – Proper closing and catching Storm doors: damage, condition of screen, closer, catch and glass	May, Nov.
Foundations	Inspect for: Cracks/gaps, deterioration or damage	Aug.
Lighting	Inspect for: working lights, damage to fixture, photo cell/ timer operating correctly, ample light for area	Mar., May June, Oct.
Roofs	Inspect for Damaged or missing: Facias, soffits, rake trim- roof vents, soffit vents-drains/scuppers-flashings- shingles- flat roofing-ponding-flashings-exhaust fans-excessive wear	Apr, Oct.
Chimneys	Inspect for: leaning-chimney cap rusted missing/damaged- damaged/missing bricks or mortar-flashing loose/missing -	Aug.
Gutters and Downspouts	Inspect gutters for: pitch, attached securely and proper draining-overflow-paint- no leaks at joints or ends Inspect Downspouts for: attached to building securely-attached to gutter outlet-clear-damage-splash blocks or extensions -pooling near building-	Apr, Oct.
Exterior Walls	Inspect walls for any leaning, bowing, cracking or bulging- Inspect siding properly attached, no mold or mildew, no missing/damaged/rotted pieces of trim or siding- Inspect Masonry walls for missing bricks, spalling or crumbling- cracks, loose, soft or missing mortar joints- condition of paint or stain – insect damage/presence	Apr, Oct.

Duxbury Housing Authority  
Preventive Maintenance Schedule  
**Building Exterior**

Item	Description	Frequency
Windows	Inspect for: broken, fogged or cracked panes – Damaged sills, casings, sash or jambs – missing/damaged screens – condition of paint/stain – Insect damage/decay/rot	May, Nov.
Porches and Decks	Inspect for: Rotted/damaged decking or structure – railings secure – condition of paint on railings, ceilings, trim and other painted surfaces – Insect damage – Proper flashing at wall – cracks or damage on concrete floors – corrosion of metal hardware	Aug.

Duxbury Housing Authority  
Preventive Maintenance Guide Schedule  
**Building Systems**

Item	Description	Frequency
Domestic Water	Leaking, Ventilation, Pressure relief, valves operable, temperature, shut valves operable,	July, Feb.
Electrical systems	Blocked access/improper storage, burnt Breakers, evidence of leaks/corrosion, Missing Covers/knockouts or any gaps, Electrical Closet doors secure	July, Feb.
Fire Protection-Alarms	Testing by Licensed Contractor-all devices, panels and other components tested yearly	Yearly
	Local smoke and CO detectors inspected by PHA twice yearly -yearly battery replacement	Yearly
Fire Protection- Sprinklers	Testing by Licensed Contractor	Yearly
Fire Protection- Fire Extinguishers	Testing by licensed Contractor	Yearly
HVAC-boilers	Preventative Maintenance performed yearly by licensed contractor	Yearly
	Weekly inspection by PHA	Weekly/DHA
HVAC- Air Conditioning	Clean/replace filters, Clear drain lines, Inspect Condensers and Air handlers	Twice Yearly/DHA
HVAC - Furnaces	Preventative Maintenance performed yearly by licensed contractor Filter change by DHA	

Duxbury Housing Authority  
Preventive Maintenance Guide Schedule  
**Building Systems**

Item	Description	Frequency
Septic systems	Pump Tank, clean zabel filter	Yearly
Sewerage Pumps/Pits	Inspect pumps, clean floats, clean pit, clean over flow grate, check alarm and controls	Quarterly by Maintenance- Yearly by Contractor
Security Systems	Inspect for proper operation-Check for missing or damaged components	Yearly
Camera System	Inspect for proper operation-Check for missing or damaged components	Monthly
Intercom Systems	Inspect for proper operation-Test	Yearly
Backflow Preventers	Inspected by Duxbury Water Department	Yearly

# Duxbury Housing Authority

## Preventive Maintenance Guide Schedule

### Common Areas

Item	Description	Frequency
Lobby/ Entrance areas	Inspect for: Doors/Frames damaged – Proper operation of locks - automatic door openers and controls operable - closers functioning- Damage to mail boxes	Feb. Nov.
Basements/Garage	Inspect for: overhead door secure/operable- all flammables in fire proof cabinet - water stains/mold – Garbage/debris -	Feb. Nov.
Closet/Utility/Mechanical	Inspect for: Door/lock secure - no items stored inside – Electrical panels clear – missing covers, knockouts, breakers or gaps in electrical closets	Feb. Nov.
Laundry Areas	Inspect for: Damage to machines - leaks - dryer vents clean/hoses attached – drain hoses secure in drain pipe -	Feb. Nov.
Trash Collection Areas	Inspect for: Doors and closers operable - trash doors close tightly/all hardware operable – pests – cleanliness – no loose trash	Weekly
Community Room	Inspect For: Damage to furniture - cleanliness of room/furniture – debris -	Feb. Nov.
Halls/Corridors/Stairs	Inspect for: Damaged/missing handrails/side rails – Damaged/loose stair treads – Clear egress – Exit signs – Tripping Hazards	Feb. Nov.
Kitchen	Inspect for: Faucet/pipes leaking – dishwasher/garbage disposal operable – Counter tops damaged – Range/range hood, clean/operable – refrigerator clean/operable/missing/damaged parts – pests – Odors – Cabinets missing or damaged – Drains clear	Feb. Nov.
Storage	Inspect for: Excessive/ flammable items	Feb. Nov.

Duxbury Housing Authority  
Preventive Maintenance Guide Schedule  
**Common Areas**

Item	Description	Frequency
Office	Inspect for damage to windows, doors, flooring, electrical	July
Restrooms	Inspect for: Faucet/pipes leaking – All drains clear - Toilet Flushing, seat secure and tight to the floor – GFCI operable – Clean – Trash barrel present	Weekly
Common Electrical	Inspect for: missing/broken cover plates – broken/missing outlets or switches – broken/missing light fixtures or lenses -	July
Common Flooring	Inspect for: Damage to floors- Bulging/buckling – Missing floor tiles or baseboards – Tripping Hazards – Secure transition strips – Stains/mold - need of wax – cleaning of carpets – worn areas -	July
Common Ceilings	Inspect for: Missing/Damaged ceiling tiles and grid – Holes, cracks, peeling paint – Water stains/mold – Bulging/buckling – condition of paint -	July
Common Walls	Inspect for: Damage/holes/scratches/dents – condition of paint – damage to wallpaper/borders – damage to trim - water stains	July
Common Doors	Inspect for: Damaged surface holes, paint, rust – Damage to frames/trim – Damage to locks/closers/magnetic catches/ - proper alignment and closing – proper operation of locks –	July
Common Windows	Inspect for: Proper alignment, fit, and operation – all hardware present and functioning – locking – movement of sash- Water stains/signs of leaking	July

## **2.6 DEFERRED MAINTENANCE POLICY AND PROCEDURES**

Deferred Maintenance work items are repairs, upgrades or maintenance that must be postponed due various reasons. Emergency work items cannot be included in the Deferred Maintenance plan. Items on the Deferred Maintenance list are smaller projects that would not be included in the CIP. The purpose of the Deferred Maintenance plan is to ensure work items do not go uncompleted.

**A. Reasons work items are deferred**

1. Funds not available
2. Seasonal constraints
3. Coordination with sub-contractors
4. Manpower
5. Grouping items by location, task or trade

**B. How Deferred Maintenance items are identified**

1. Annual inspection of Units
2. Scheduled inspections of buildings and sites
3. Work orders requested by tenants
4. Preventative Maintenance

**C. A Deferred Maintenance work order will be generated with the information below when an item is deferred**

1. Priority
2. Date added to Deferred Maintenance list
3. Site or unit number
4. Item description
5. Reason deferred
6. Original work order number
7. Projected cost
8. Time and materials needed to complete
9. Forecasted date of completion
10. The Maintenance Supervisor will receive the deferred work orders

**D. Deferred maintenance work orders are reviewed with the Executive Director, Modernization Department and Maintenance Supervisor to schedule completion as soon as possible**



**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 Duxbury Housing Authority operating reserve at the end of fiscal year 2020 was \$36,668.00, which is 23.3% of the full reserve amount defined above.

**Annual Plan 2022**  
**Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Duxbury Housing Authority.						
<b>REVENUE</b>						
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	\$283,000.00	\$314,661.00	\$325,000.00	3.3%	\$459.04
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	\$1,200.00	\$900.00	\$580.00	-35.6%	\$0.82
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$4,500.00	\$2,501.00	\$2,600.00	4%	\$3.67
3691	Other Revenue - Retained	\$0.00	\$12,265.00	\$14,000.00	14.1%	\$19.77
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)	\$40,358.00	\$0.00	\$44,651.00	100%	\$63.07
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	\$329,058.00	\$330,327.00	\$386,831.00	17.1%	\$546.37

**Annual Plan 2022**  
**Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Duxbury Housing Authority.						
<b>EXPENSES</b>						
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	\$21,542.00	\$9,838.00	\$0.00	-100%	\$0.00
4120	Compensated Absences	\$0.00	\$2,644.00	\$0.00	-100%	\$0.00
4130	Legal	\$0.00	\$0.00	\$0.00	0%	\$0.00
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$86.00	\$0.00	\$92.00	100%	\$0.13
4170	Accounting Services	\$8,460.00	\$8,460.00	\$8,460.00	0%	\$11.95
4171	Audit Costs	\$3,780.00	\$3,780.00	\$3,780.00	0%	\$5.34
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$46,661.00	\$57,492.00	\$85,658.00	49%	\$120.99
4191	Tenant Organization	\$0.00	\$20.00	\$0.00	-100%	\$0.00
4100	TOTAL ADMINISTRATION	\$80,529.00	\$82,234.00	\$97,990.00	19.2%	\$138.40
4310	Water	\$8,924.00	\$7,523.00	\$8,473.00	12.6%	\$11.97
4320	Electricity	\$40,258.00	\$29,305.00	\$41,954.00	43.2%	\$59.26
4330	Gas	\$36,128.00	\$31,332.00	\$38,634.00	23.3%	\$54.57
4340	Fuel	\$400.00	\$0.00	\$400.00	100%	\$0.56
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$4,000.00	\$4,651.00	\$4,000.00	-14%	\$5.65
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	\$89,710.00	\$72,811.00	\$93,461.00	28.4%	\$132.01

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Duxbury Housing Authority.						
<b>EXPENSES</b>						
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	\$45,467.00	\$41,230.00	\$46,367.00	12.5%	\$65.49
4420	Materials & Supplies	\$19,000.00	\$18,919.00	\$20,392.00	7.8%	\$28.80
4430	Contract Costs	\$28,565.00	\$30,125.00	\$33,108.00	9.9%	\$46.76
4400	TOTAL MAINTENANCE	\$93,032.00	\$90,274.00	\$99,867.00	10.6%	\$141.06
4510	Insurance	\$10,801.00	\$10,537.00	\$12,058.00	14.4%	\$17.03
4520	Payment in Lieu of Taxes	\$1,900.00	\$1,825.00	\$2,000.00	9.6%	\$2.82
4540	Employee Benefits	\$53,086.00	\$44,390.00	\$53,255.00	20%	\$75.22
4541	Employee Benefits - GASB 45	\$0.00	\$15,855.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$-2,250.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$0.00	\$0.00	\$0.00	0%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$65,787.00	\$70,357.00	\$67,313.00	-4.3%	\$95.07
4610	Extraordinary Maintenance	\$15,000.00	\$6,580.00	\$18,700.00	184.2%	\$26.41
4611	Equipment Purchases - Non Capitalized	\$6,750.00	\$6,173.00	\$8,250.00	33.6%	\$11.65
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$131,013.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$21,750.00	\$143,766.00	\$26,950.00	-81.3%	\$38.06
4000	TOTAL EXPENSES	\$350,808.00	\$459,442.00	\$385,581.00	-16.1%	\$544.61

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Duxbury Housing Authority.						
<b>SUMMARY</b>						
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	\$329,058.00	\$330,327.00	\$386,831.00	17.1%	\$546.37
4000	TOTAL EXPENSES	\$350,808.00	\$459,442.00	\$385,581.00	-16.1%	\$544.61
2700	NET INCOME (DEFICIT)	\$-21,750.00	\$-129,115.00	\$1,250.00	-101%	\$1.77
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$0.00	0%	\$0.00
7600	EXCESS REVENUE OVER EXPENSES	\$-21,750.00	\$-129,115.00	\$1,250.00	-101%	\$1.77

## 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 \$50.00 per unit per month, as of July 1, 2020.

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 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

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 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 6/30/20 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691. LHAs can keep 50% of savings effective 7/1/2020.

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: Net Meter Utility Debit/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. In addition, for all quarterly or year-end operating statements 9/30/20 or later, and all budgets 6/30/21 or later, please use this line to record the total net meter credits earned as reported in Line 4392, MINUS the Solar Operator Costs reported in Line 4391, with the result expressed as a positive number. For example, if you reported -\$20,000 in Net Meter Utility Credits in Line 4392 and \$15,000 in Solar Operator Costs in Line 4391, you would subtract the \$15,000 reported on Line 4391 from the -\$20,000 reported on Line 4392, and post the remainder of \$5,000 on Line 4360, as a positive number. This number essentially represents the "net" savings the LHA earned from its net meter credit contract.

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

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

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



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

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



## **Policies**

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	01/26/2017	-
*Personnel Policy	01/26/2017	-
*Capitalization Policy	01/26/2017	-
*Procurement Policy	01/26/2017	-
*Grievance Policy	01/26/2017	-

\* 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-Duxbury Housing Authority-00188 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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



## **Attachments**

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

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

- No public comments
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey - COMBO

**DHCD comments regarding uploaded documents listed above.**

The DHA is managed by the Plymouth Housing Authority

# PLYMOUTH HOUSING AUTHORITY

130 COURT STREET, PLYMOUTH, MASSACHUSETTS 02360



## **Public Hearing**

December 9, 2020

The public hearing was held through a remote session on Wednesday December 9, 2020. The hearing commenced at 10:30 a.m. and remained in session until 10:45 a.m. There were no attendees for comment.

## **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.

# DUXBURY HOUSING AUTHORITY

## Chapter 200, 667 & 705 Housing Summary Spring & Fall 2016

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

- **Chapter 200 and 705 housing:** In the spring of 2016, surveys were sent to 9772 housing units. 3240 surveys were filled out and returned.
- **Chapter 667 housing:** In the fall of 2016, surveys were sent to 9624 housing units. 5511 surveys were filled out and returned.
- In the **Duxbury Housing Authority**, surveys were sent to a total of **57** Chapter 667, 705 and 200 housing units; **35** surveys were completed.

This report provides some information about how the residents from the **Duxbury Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from small LHAs in Southeastern Massachusetts. These small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxboro, Halifax, Hanson, Harwich, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Taunton, Whitman, Wrentham, and Yarmouth.

### Communication

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

	Duxbury Housing Authority	Small LHAs in the Southeast*	Entire State
Contacted management about a problem or concern.....	77%	77%	80%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	93%	87%	83%
Saw the Capital Improvement Plan.....	14%	32%	27%
Saw the Operating Budget.....	9%	19%	16%
Knew the Executive Director held a meeting with residents...	73%	45%	41%

\* Small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxboro, Halifax, Hanson, Harwich, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Taunton, Whitman, Wrentham, and Yarmouth.

## Services and Programs

**40%** of the Duxbury Housing Authority residents 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:

	Duxbury Housing Authority	Small LHAs in the Southeast	Entire State
Job training programs.....	11%	11%	15%
Money management programs (budgeting, taxes, income building).....	11%	13%	16%
Children's programs (tutoring, childcare, afterschool programs).....	6%	9%	16%
Health and Medical Services (visiting nurse, meal programs).....	11%	30%	32%
Adult Education (GED, ESL, educational counseling) .....	9%	12%	17%

## Maintenance and Repair

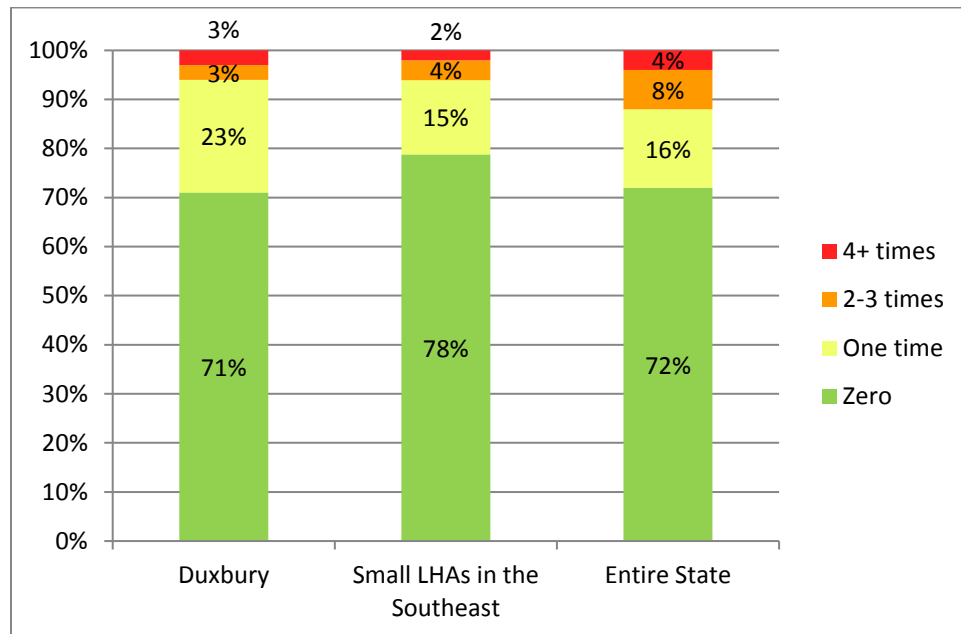
- **Who had problems?** Less than one-third of respondents had a problem with their heating and about half had a plumbing problem in the last 12 months.

	Duxbury Housing Authority	Small LHAs in the Southeast	Entire State
Had a heating problem.....	29%	21%	27%
Had a problem with water or plumbing.....	46%	49%	51%

- **Heating Problems**

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

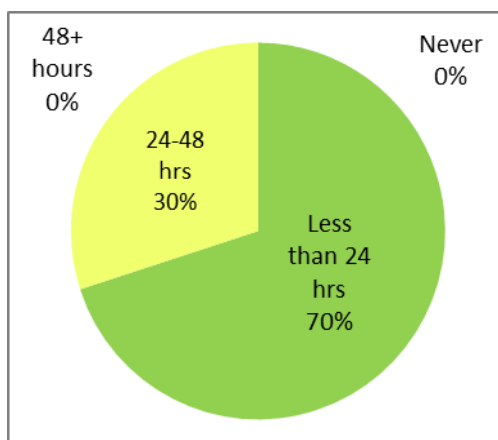
The charts below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows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



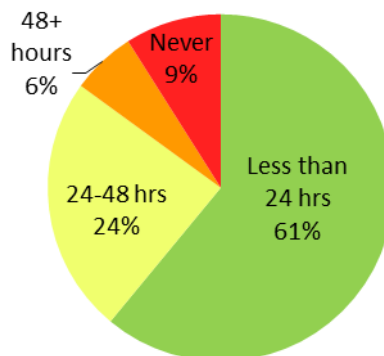
### How long did it take to fix the heating problems?

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.

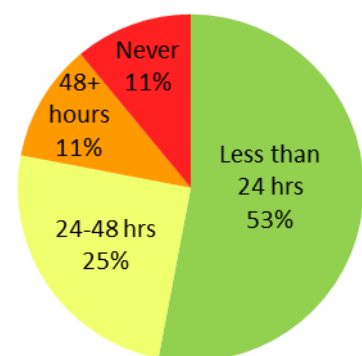
#### Duxbury Housing Authority



#### Small LHAs in the Southeast



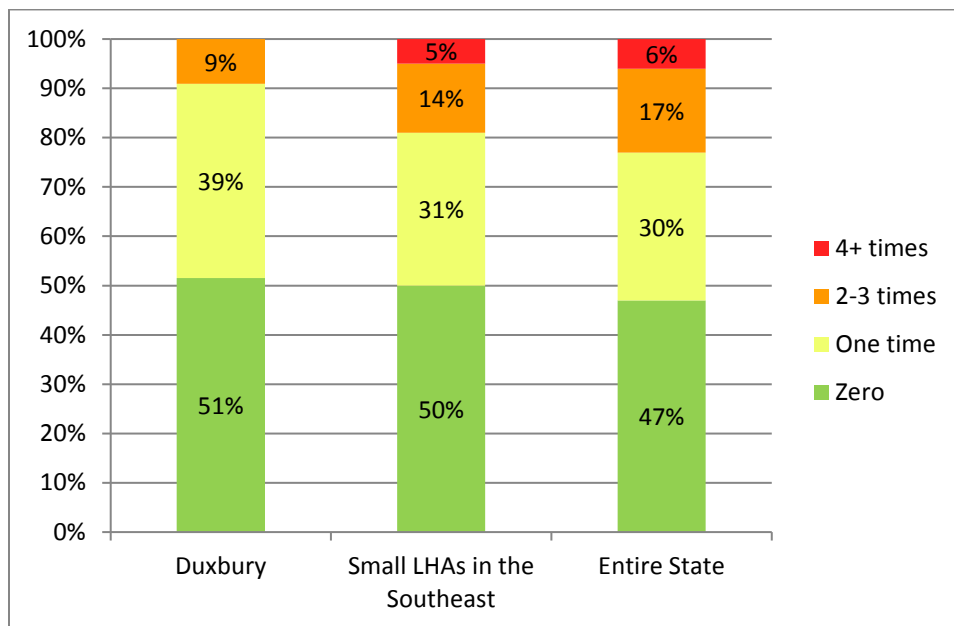
#### Entire State



- **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.



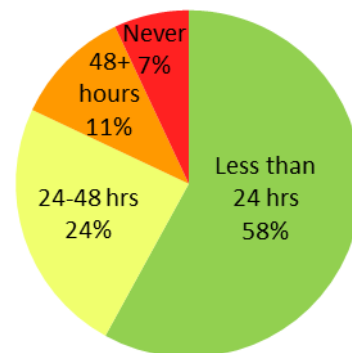
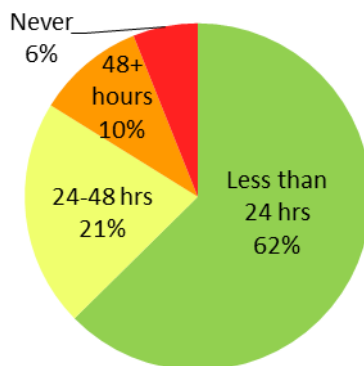
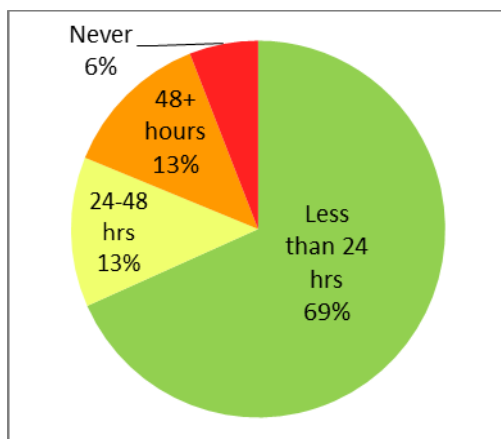
**How long did it take to fix the water or plumbing problems?**

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.

**Duxbury Housing Authority**

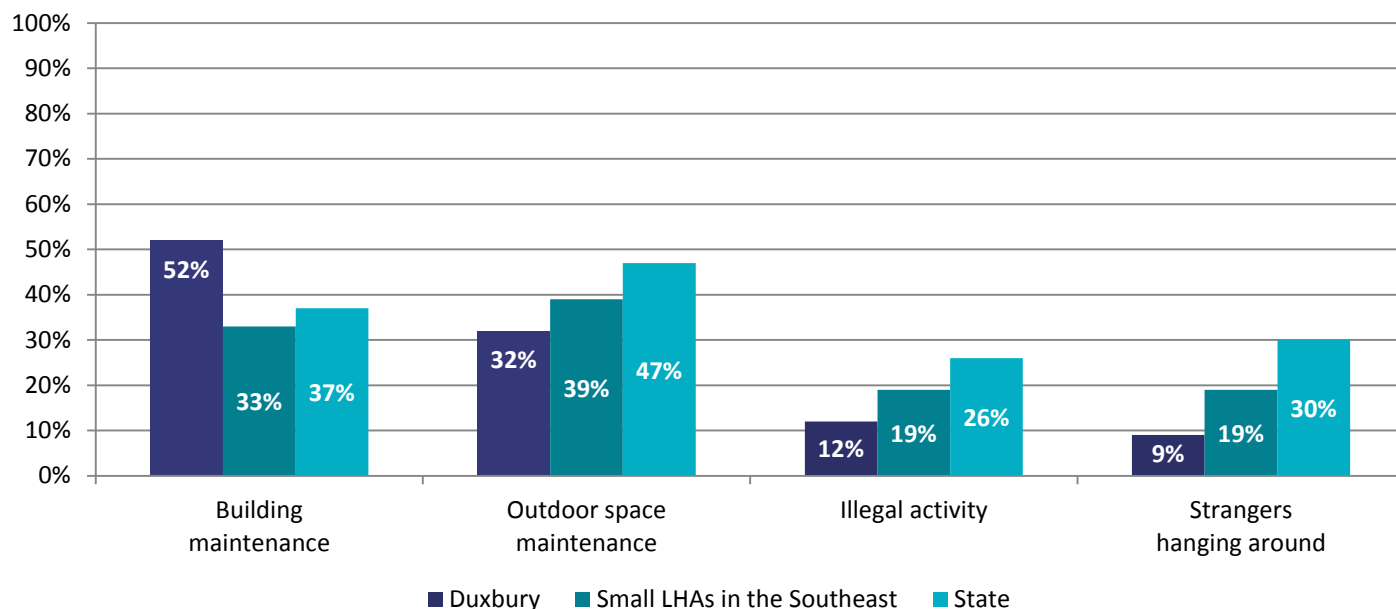
**Small LHAs in the Southeast**

**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” ....

