Holliston 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 Holliston 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. Substantial Comments
    b. Cover Sheet
    c. Tenant Satisfaction Survey 667 Program

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	COLE COURT 667-01	7	1973	48
667-02	Elderly	COLE COURT 667-02	3	1990	24
	Family	Family units in smaller developments	2		6
Total			12		78

Federally Assisted Developments

Holliston Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 49 households.

LHA Central Office

Holliston Housing Authority
492 Washington Street, Cole Court, Holliston, MA, 01746
Paul Landers, c/o Framingham Hsng. Auth., Mgmt. Agent
Phone: 508-429-6266
Email: dmcnamara.hha@verizon.net

LHA Board of Commissioners

	Role	Category	From	To
Fred Bray	Member		05/01/2019	05/01/2024
Anthony Damigella	Treasurer		05/01/2015	05/01/2020
Thomas Dumas	Treasurer		05/01/2013	05/01/2023
Hayley Fetrow	Chair		01/01/2018	05/01/2021
Malone Robert	Vice-Chair		04/01/2018	05/01/2023

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.	02/25/2021
B.	Advertise the public hearing in public postings.	02/25/2021
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.	02/25/2021
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.)	04/14/2021
G.	Executive Director presents the Annual Plan to the Board.	04/14/2021
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	04/14/2021

Certification

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Kristin Davis, Manager of Modernization and Procurement of the Holliston 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: 04/27/2021

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

Capital Improvement Plan

DHCD Description of CIPs:

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

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

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

The CIP includes the following parts:

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

Additional Remarks by Holliston Housing Authority

Our goal as always is to enhance the life-quality of our residents. Our CIP addresses this goal by focusing on upgrading our aging property and health and safety items.

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)	$-6,634.25		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	$-663.43		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	$-5,970.83	$51,880.80	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	$1,975.54	$1,975.54	Accessibility projects
DMH Set-aside	$0.00	$0.00	Dept. of Mental Health facility
DDS Set-aside	$0.00	$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	$-7,946.37	$49,905.26	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	$283,007.30	$283,007.30	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 of 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	$277,036.48	$334,888.11	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.

Regional Capital Assistance Team

Holliston 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	Remaining Planned for 2021	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
136023	FF: unit 9 ada update	COLE COURT 667-01	$114,965	$114,565	$2,418	$0	$0	$0	$0	$0
136028	FF: Parking lot resurfacing	COLE COURT 667-01	$132,357	$122,679	$9,678	$0	$0	$0	$0	$0
136030	FF: Window replacement (6 units)	CUTLER BUILDINGS 705-01	$57,241	$57,101	$2,661	$0	$0	$0	$0	$0
136031	FF: Kitchen Upgrade & Various Interior Improvements	COLE COURT 667-01	$389,215	$387,074	$1,334	$0	$0	$0	$0	$0
136037	New Decking	667-1 , 667-2	$124,558	$98,050	$40,283	$0	$0	$0	$0	$0
136038	Community Building Electric Door Operator	COLE COURT 667-01	$8,892	$0	$8,892	$0	$0	$0	$0	$0
136039	exterior entrance stairway replacement/walkway repairs	CUTLER BUILDINGS 705-01	$10,000	$7,638	$2,362	$0	$0	$0	$0	$0
136041	Septic replacement/repair Emergency 667-1 and 667-2	COLE COURT 667-01 and 667-02	$906,949	$637,145	$482,706	$0	$0	$0	$0	$0
136042	H&S FY20: Stair Repairs		$4,000	$0	$4,000	$0	$0	$0	$0	$0
136044	Fire Alarm Upgrades	COLE COURT 667-01	$1,000	$0	$1,000	$0	$0	$0	$0	$0
136045	Fire Alarm Upgrades	COLE COURT 667-02	$1,000	$0	$1,000	$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	Remaining Planned for 2021	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
136046	Fire Alarm Upgrades	CUTLER BUILDINGS 705-01	$1,000	$0	$1,000	$0	$0	$0	$0	$0
136047	Asbestos Mini-Split Heat Pump Installation Projects	COLE COURT 667-01	$6,600	$0	$6,600	$0	$0	$0	$0	$0
136048	Roof Replacement	COLE COURT 667-02	$80,900	$6,250	$72,565	$3,212	$0	$0	$0	$0
•	Painting Front Facade of 6 buildings.	COLE COURT 667-01	$76,679	$0	$0	$0	$0	$29,895	$46,785	$0
•	Kitchen and bath upgrades	667-1, 705-1	$216,150	$0	$0	$0	$0	$0	$0	$95,523
•	Entry Landing, Stairs, & Railings	CUTLER BUILDINGS 705-01	$77,267	$0	$0	$0	$0	$18,775	$58,493	$0
TOTALS			$2,208,770	$1,430,501	$636,496	$3,212	$0	$48,670	$105,277	$95,523

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
136031	FF: Kitchen Upgrade & Various Interior Improvements	asbestos - kitchen renovations	$0	$44,000	$0	$0	$0	$0	$0	$0
136039	exterior entrance stairway replacement/walk way repairs	repair/replace deteriorated stairs and walkway	$10,000	$0	$0	$0	$0	$0	$0	$0
136041	Septic replacement/repair Emergency 667-1 and 667-2	septic failure	$884,789	$0	$0	$0	$0	$0	$0	$0
136042	H&S FY20: Stair Repairs	H&S FY20: Stair Repairs	$0	$0	$0	$4,000	$0	$0	$0	$0
136047	Asbestos Mini-Split Heat Pump Installation Projects	asbestos	$0	$6,600	$0	$0	$0	$0	$0	$0
TOTALS			$894,789	$50,600	$0	$4,000	$0	$0	$0	$0

Capital Improvement Plan (CIP) Narrative

Including Requests to DHCD & Supporting Statements

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

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

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

   Urgent Fish projects exceed negative cap in year 1 (minor)

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.

   Holliston Housing Authority has not requested additional funding.

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

   The current plan for Holliston CIP is to focus on kitchen renovations at both the cutler and Cole Court sites.

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:

   none

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 02/05/2021.

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 02/10/2021.

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 will address these item/projects as funds become available.

10. Accessibility

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

11. Special needs development

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

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 2/2020 to 1/2021.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	$100	$80	$50	$60
	667-01			
	667-02			

6671-2 are fully electric including heat which is proven to be costly.

13. Energy or water saving initiatives

Holliston 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.)

1% c. 667 (DHCD Goal 2%)
0% c. 200 (DHCD Goal 2%)
0% c. 705 (DHCD Goal 2%)

15. Vacancies

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

Maintenance and Repair Plan

Maintenance Objective

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

About This Maintenance and Repair Plan

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

a. **Classification and Prioritization of Maintenance Tasks** - Defines and prioritizes types of work to be accomplished by maintenance staff and vendors. Explains how the housing authority is expected to respond to work orders (tasks or requests) based on the work order classification.

b. **Emergency Response System** - Defines what constitutes an emergency and how to notify staff of an emergency.

c. **Normal Maintenance Response System** - How to contact the maintenance staff for a non-emergency request.

d. **Work Order Management** - Description of the housing authority's system for managing work orders (tasks and requests).

e. **Maintenance Plan Narrative & Policy Statement** - Self-assessment, basic information, and goals for the coming year, along with a description of the housing authority's maintenance program.

f. **Preventive Maintenance Schedule** - A listing and schedule of tasks designed to keep systems and equipment operating properly, to extend the life these systems and equipment, and to avoid unexpected breakdowns.

g. **Routine Maintenance Schedule** - A listing and schedule of ordinary maintenance tasks such as mopping, mowing, raking, and trash collection required to keep the facilities in good condition.

h. **Unit Inspections** - Scheduling of annual unit inspections.

Classification and Prioritization of Maintenance Tasks

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

I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
   - **Goal: initiated with 24 to 48 hours.**

II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
   - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
   - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**

III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
   - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
   - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.

IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
   - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
   - Inspections are the other source of programmed maintenance.
     - Inspections are visual and operational examinations of parts of our property to determine their condition.
     - All dwelling units, buildings and sites must be inspected at least annually.
     - **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**

V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
   - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
   - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

Additional Remarks by the Holliston Housing Authority

PHA network

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	508-429-6266	all other times
Call LHA at Phone Number	508-429-6266	8:00 am - 4:00 pm

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

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

If a tenant has an emergency during normal business hours, they should call Maintenance at 508-429-6266.

If a tenant has an emergency after hours, weekends, or holidays, they should contact the Holliston Housing Authority Answering Service at 508-429-6266. The answering service will contact a member of our staff to respond to the emergency.

List of Emergencies - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the Holliston Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (Call 911)
Gas leaks/ Gas odor (Call 911)
No electric power in unit
Electrical hazards, sparking outlets
Broken water pipes, flood
No water/ unsafe water
Sewer or toilet blockage
Roof leak
Lock outs
Door or window lock failure
No heat
No hot water
Snow or ice hazard condition
Dangerous structural defects
Inoperable smoke/CO detectors, beeping or chirping
Elevator stoppage or entrapment
Inoperable emergency lighting or exit signs
Inoperative refrigerator or stove
Blocked egress/ exits
Blocked electrical panel
Exposed wires, unsecured or missing covers, open breaker port, missin
Call for aide not working or cord missing, blocked, tied up or does not r
Clogged sink, toilet, or drain, sewer odor
Heater/ Exhaust system leaking dangerous gases
GFCI outlet is inoperable
Evidence of leak, mold, mildew
Window will not stay up; window will not lock; broken window pane
Flammables improperly stored
Excessive garbage in area not designated for storage

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	508-429-6266	8:00 am - 4:00 pm
Call Housing Authority Office		
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

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

Type of work order system: 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 do not track deferred maintenance tasks in our work order system.

C. Our work order process includes the following steps:

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

Maintenance Plan Narrative

Following are Holliston Housing Authority's answers to questions posed by DHCD.

A. Narrative Question #1: How would you assess your Maintenance Operations based on feedback you've received from staff, tenants, DHCD's Performance Management Review (PMR) & Agreed Upon Procedures (AUP), and any other sources?

Maintenance Operations at the Holliston Housing Authority are exceptional. The mechanics work hard to keep up with vacant units, projects, grounds, and work orders to produce quality results. The tenants are happy with the system currently in place and appreciate Maintenance repairing things properly the first time as opposed to using temporary, quick fixes. The administrative staff is 100% satisfied with the performance of the Maintenance Department. PHA Network, the system used for all HHA work orders, is efficient and helpful in administering all Maintenance Operations.

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

We have updated the vehicle and grounds equipment with a new pickup truck and tractors to use for snow removal in the winter and grounds work during the summer. Beyond this, all maintenance employees are now required to fill out a daily COVID-19 screening form and adhere to all COVID-19 protocols in place.

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

One of our maintenance goals for this coming year is to continue turning in quality units for new tenants. Another is to continue the successful upkeep of all HHA properties, both inside and outside.

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	$124,084.00	$24,400.00
Last Fiscal Year Actual Spending	$125,872.00	$17,332.00
Current Fiscal Year Budget	$123,170.00	$40,444.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	14
Average time from date vacated to make Unit "Maintenance Ready"	101 days
Average time from date vacated to lease up of unit	107 days

Attachments

These items have been prepared by the Holliston 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.

HOLLISTON HOUSING AUTHORITY

MAINTENANCE PLAN

(Program and Procedures)

1. Introduction

This document outlines the Holliston Housing Authority's (HHA) maintenance program and procedures.

DESCRIPTION OF HHA DEVELOPMENTS:

a) COLE COURT (667-1 and 667-2)
The Holliston Housing Authority office is located at 492 Washington Street in the Cole Court Development. The Cole Court development consists of 6 low-rise, elderly, 2-story buildings on a site of approximately 3 acres. Construction of the development was completed in 1973. There is a total of 48 dwelling units and a combined residential floor area of 26,964 square feet. There is also a community building and garage on the site.

The Cole Court #2 development consists of 3 low-rise, elderly, 2-story buildings on a site of approximately 1 acre. Construction of the development was completed in 1990. There is a total of 24 dwelling units and a combined residential floor area of 16,464 square feet.

b) CUTLER BUILDINGS (705-1)
The multi-family development has two (2), 2-story, masonry and wood-framed apartment buildings containing a total of six (6) rental apartment units. The development is located on a total of approximately 1.25 acres. Original construction of the school building was completed in approximately 1890. The development was completely renovated for conversion to apartments in 1990.

2. Staffing

The HHA has two Maintenance staff members 1 FT and 1 PT.

3. Tracking of Maintenance Work/Work Orders:

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

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

The maintenance person completing a work order is responsible for updating/completing the work order from the computerized work order system.

4. Routine Maintenance

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

a) Interior of the Community Building

At least twice times a week, the Maintenance Supervisor will conduct a visual inspection of the community room, laundry room and public bathrooms. Based on this visual inspection, these areas will receive the custodial attention needed to keep these areas clean, attractive and hazard free. These tasks will include but not be limited to: vacuuming, sweeping, dry moping and washing the kitchen/laundry/bathroom floors, washing down the laundry areas sink, washing machines and dryers and emptying the waste baskets, washing all glass and door surfaces, cleaning the public bathrooms and restocking toilet paper, paper towels and soap and emptying the waste baskets, dry moping and washing the community room floor, emptying the waste baskets and cleaning the kitchen.

All surfaces in the laundry and public bathrooms will be thoroughly washed and disinfected. As necessary these floors will be washed and buffed to keep their appearance neat and clean.

b) Exterior:

On a daily basis, the Maintenance Supervisor should inspect the sites walkways and parking areas. As necessary, these areas should be broom cleaned and free of any visible trash or tripping hazards. The lawns will be mowed as necessary to keep the grass height below 3 inches. In the spring and fall all grass area should be thoroughly raked and cleaned to remove the accumulation of dead grass, leaves and other debris. The plantings around the site should be kept neatly trimmed and free of trash and debris.

During the winter months, all walkways and parking areas will be kept free and clear of snow and ice. If snow and ice conditions occur outside of the normal workday and workweek, the maintenance staff will report to the Administrative Office for snow and ice removal purposes and will be dispatched to this location by the Maintenance Supervisor. The walkways will be handled using the snow blower assigned to the site and hand tools. Other HHA maintenance staff will handle the areas of the site that can be cleaned by a plow. Prior to the start of each winter season the Maintenance Supervisor and Executive Director will meet and walk the site to determine if any adjustments are needed to the snow removal plan for the site.

Trash removal at the site is provided by an outside contractor hired by the Authority. Residents are responsible for placing their household trash in 10-yard dumpsters provided by the Authority located at designated sites throughout property. The dumpsters are swapped/dumped weekly by the contracted trash removal company.

Attachment A contains the full Routine Maintenance Schedule and Checklist.

5) Annual Unit Inspections

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

6) Preventive Maintenance

Because of the complexity of the HHA mechanical systems at this site preventive maintenance is provided through a combination of outside contractors and HHA staff.

a) Fire Protection

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

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

b) Roof

Each building is equipped with shingle roofs. In the fall and spring of each year, the maintenance staff should conduct a visual inspection of the roofs. During the inspection, the staff person is looking for any lifting shingles or loose flashing. At the same time, the maintenance person will make certain all of the roof drains and gutters appear to be free and clear of any obstructions. Any problems observed during this inspection should be brought to the immediate attention of the Maintenance Supervisor.

c) Exterior Masonry

In the spring and fall, the maintenance staff will conduct a visual inspection, of the building's masonry and concrete. Look for gaps in the mortar, spalling bricks, spalling in the concrete vertical and horizontal surfaces.

d) Space Heating

The heat at Cole Court is provided by electric baseboard heat. The heat at Cutler Buildings is forced hot water system. Any boilers are serviced by an outside contractor prior to the start of each heating season. During unit inspections and the inspection of the common areas, the building maintenance person should make certain the heating elements and thermostats in all units are operating correctly. On a daily basis, during the heating season, a maintenance staff member should conduct a visual inspection of these HHA mechanical areas to spot any obvious leaks and to detect any abnormal sounds in the circulator motors associated with this system.

e) Domestic Hot Water

At the Cutler buildings the domestic hot water is heated by natural gas in one boiler room, per building. On a daily basis, a maintenance person should conduct a visual inspection of this HHA mechanical area to spot any obvious leaks and to detect any abnormal sounds in the circulator motors associated with this system. On an annual basis, the boilers should be inspected by the Authority's HVAC contractor to make certain the equipment is operating within the appropriate operating parameters. At Cole court, the domestic hot water is provided by electric hot water heaters, on a daily basis, a maintenance person should conduct a visual inspection of this HHA mechanical area to spot any obvious leaks and to detect any abnormal sounds in the circulator motors associated with this system. On an annual basis, the boilers should be inspected by the Authority's HVAC contractor to make certain the equipment is operating within the appropriate operating parameters.

Plumbing & Electrical Repairs

The HHA maintenance staff is expected to have the skills necessary to perform most minor plumbing and electrical repairs such as repairing a leaking faucet or a defective light switch. When the maintenance staff encounter a plumbing or electrical problem they are not trained to handle or are comfortable with they are to contact the Executive Director. Based on the nature of the problem, the Maintenance Supervisor/Executive Director will authorize calling in an outside plumber or electrician.

f) Extermination/Pest Control

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

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

Authority maintenance staff to make any necessary repairs to assist in the control of the problem.

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

Attachment B contains the full Preventive Maintenance Schedule and Checklist.

7) Vacancy Turnaround

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

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

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

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

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

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

Once a new tenant has taken possession of a unit, the administrative staff will conduct a move in inspection. The purpose of this inspection is to take a written snapshot of the

condition of the unit at move in. This record will be used to determine if the resident will be held responsible for any excess wear and tear or damage to the unit identified during annual or move out inspections.

8) Maintenance Charges

The Authority does not use a Schedule of Standard Maintenance charges to access a resident for maintenance related work. When maintenance repairs are determined to be required because of resident/guest abuse or misuse, the resident is charged the actual Authority costs to make the repair. The charges will vary due to the amount of time of the repair (regular or after hours), the hourly rate of the person making the repairs and the materials involved. The maintenance person who completed the work will indicate whether they feel an item should be a resident charge on the work order. A copy of this work order will be forwarded to the administrative office for a final calculation of charge for the repair.

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

9) Definition of Maintenance Emergencies

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

The Authority considers the following items maintenance emergencies:

- Fires of any kind (Call 911)
- Gas leaks / Gas odor (Call 911)
- Electric power failures
- Electrical hazards, sparking outlets
- Broken water pipes, flood,
- No water / unsafe water
- Sewer or toilet blockage
- Roof leak
- Lock outs, Door or Window lock failure
- No heat / Heating system does not work
- No Hot water
- Snow or ice storm
- Dangerous structural defects

- Inoperable Smoke / CO detectors, beeping or chirping
- Elevator stoppage, entrapment
- Inoperable emergency lighting or exit signs
- Inoperative refrigerator or Stove
- Blocked egress /exits
- Blocked electrical panel
- Exposed wires, Unsecured or missing covers, open breaker port, missing knockouts
- Call for Aide not working or cord missing, blocked, tied up or does not reach to floor
- Clogged sink, toilet, or drain, Sewer odor
- Heater / Exhaust system leaking dangerous gases
- GFCI Outlet is inoperable
- Evidence of Leak/Mold/Mildew
- Window will not stay up, Window will not lock, Broken Windowpane
- Flammables improperly stored
- Excessive garbage in area not designated for storage
- Infestation of Rodents or Insects
- Sharp edges that could pose a cutting hazard
- Tripping hazards
- Leaking pipes
- Drip legs do not extend within 12” of floor
- Door hardware is inoperable
- Self-closing door does not latch
- Risk of falling chimney pieces
- No running water in unit or building
- Elevator inoperable
- Fire Extinguisher expired / Fire Sprinkler components missing or damaged
- Fire Alarm Control Panel System Trouble

Attachment C contains an Emergency Definition and Lists handout given to residents upon signing a lease.

10) Deferred Maintenance

Work orders will be deferred for the following reasons:

a. If items may be best completed if the unit is vacant

b. If the item is a season item
c. Lack of funding
d. Efficiency (where it is easier to group common tasks together to a larger project)
e. Organizational upkeep tasks
f. If the work shall be part of a larger Modernization Project
g. COVID-19 safety precautions

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

1. Item
2. Date Added to Deferred Maintenance Plan
3. Item Description
4. Location and/or Unit Number
5. Reason Deferred
6. Estimated Cost
7. Materials Needed
8. Original Work Order Number
9. Target Completion Date
10. Actual Completion Date
11. Other Comments

Attachment A:

Routine Maintenance Schedule and Checklist

LHA NAME: Holliston Housing Authority | **Development(s) : Cole Court and Cutler Buildings**

Landscaping and Grounds Routine Maintenance

Building Exterior

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Walk property-pick up trash	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Mow lawn (Mulching lawnmower); edge if needed	Weekly / Seasonal	Staff				X	X	X	X	X	X	X		
Rake leaves (Fall, Spring)	Bi-Annually	Staff / Vendor			X							X	X	
Snow (Shovel, Plow), Treat (Walkways)	Daily / Seasonal	Staff / Vendor	X	X	X								X	X
Seasonal cleaning (Spring and Fall)	Start & End of Season				X							X		

Building Routine Maintenance

Building Interior

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Hallways, Stairs, Lobbies, Community Rm - Vacuum carpet, mop floors,	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Wash windows in public areas	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Toilets - Clean public toilets/restrooms	Daily / Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Clean Staff toilets/restrooms	Daily / Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Offices- Sweep / Vacuum offices	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Light Bulbs - Replace if burnt out in common areas and offices	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Dumpsters- clean dumper inclosures /areas	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X

Other Routine Maintenance

Inventory, Meeting, Training, Tools

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Maintain Authority inventory	Quarterly	Staff			X			X			X			X
Attend Staff meetings	Quarterly	Staff			X			X			X			X
Attend Training sessions	Annual	Staff				X								
Clean and sharpen tools	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Sharpen mower blades (after each Mowing)	Weekly / Monthly	Staff				X	X	X	X	X	X			

NOTE:

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

Attachment B:

Preventive Maintenance Schedule and Checklist

LHA NAME: Holliston Housing Authority | **DEVELOPMENT: Cole Court and Cutler**

Buildings & Grounds Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Building Envelope														
SLOPED ROOF - Remove moss, clear debris from gutters/downspouts	Bi-Annually	Staff / Vendor				X						X		
Recaulk roof flashing	Every 2 Yrs. / As Needed	Staff / Vendor				X								
WALLS - Repair mortar joints, Replace Bricks (as needed)	Annually / As Needed	Staff / Vendor				X								
WINDOWS - Wash, re-caulk if needed	Annually	Staff / Vendor				X								
DOORS - Wash, check weather stripping, re-paint as needed	Annually	Staff				X								
DECKS/PORCHES EXT STAIRS - Wash	Annually	Staff				X								
FOUNDATION - Check cracks, vent covers	Annually	Staff				X								
EXTERIOR SURFACES, FIXTURES - Refinish	Every 10yrs	Staff / Vendor												
Building Interior														
VINYL FLOORS - Refinish, polish	As Needed	Staff												
CEILINGS - Refinish	As Needed	Staff / Vendor												
WALLS - Refinish	As Needed	Staff / Vendor												
WALLS - Recaulk (kitchen and bath)	As Needed	Staff / Vendor												
FLOORS - Professionally clean common area carpet	Annually	Vendor				X								
WALLS - Wash off hand prints and dirt in high traffic areas	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Pest Control														
PEST CONTROL - Notify residents, Apply Chemicals	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Common Kitchen, Laundry														
KITCHEN - Clean Range, Microwave, Refrigerator	Monthly / Annually	Staff	X	X	X	X	X	X	X	X	X	X	X	X
LAUNDRY - Wipe surfaces, empty trash, mop floor, clean behind machines, check lint traps and clean as needed	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
LAUNDRY - Professionally clean dryer vents	Annually	Vendor									X			

Buildings & Grounds Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Trash / Recycling Room														
Dumpster (Trash / Recycle) - Regular pickup	Bi-Weekly / Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Landscaping														
Aerate lawn/overseed/top dress with compost	Annually	Staff				X								
Mulch landscape beds	Annually	Staff				X								
Shrubs, Trees (remove broken, dead, deformed branches)	Weekly / Seasonal	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Remove weeds (don't let weeds go to seed)	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Protect Shrubs (winter)	Seasonally											X	X	
Pest / Disease - Monitor, Integrated Pest Mgmt & Natural Gardening. DON'T use products harmful to environment	Monthly	Staff				X	X	X	X	X	X	X		
Watering/Irrigation - soak (dry out before watering again)	Weekly / Seasonal	Staff				X	X	X	X	X	X	X		
Grounds														
Signage - inspect, clean, repair as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Walks, Paving, Curbs - monitor, clean, repair as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X

Preventive Maintenance Schedule and Checklist													
LHA NAME: Holliston Housing Authority			**DEVELOPMENT: Cole Court and Cutler**										
Parking Lot - Monitor condition, clean and reseal as needed	Annually	Staff / Vendor									X		
Fence - monitor condition, clean and repaint as needed	Annually	Staff					X						
Mechanical, Electrical Systems Preventive Maintenance													
HVAC (Heating, Ventilation, Air Conditioning)													
TASK	**Frequency**	**By**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
FURNACE, AHU - Filter Changing / Cleaning, Service	Annually	Staff / Vendor									X			
FCU, Window AC Filters, Duct Cleaning - Clean, Replace as needed	Bi-Annually	Staff					X						X	
Water system														
Test / Check Water Temperatures	Bi-Annually / Annually	Staff					X					X		
Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Clean, Test integrity, Change Washers	Annually	Staff / Vendor									X			
Test pressure	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Plumbing														
Toilets - check for leaks, running water	Annually	Staff						X						
Faucets and shut-offs - check for leaks, drips	Annually	Staff						X						
Boilers/HW Tanks - Inspect, service	Quarterly	Staff / Vendor			X			X			X			X
Pumps - sump pump in basement, confirm operational	Weekly / Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Fire Sprinklers														
Inspect, Test Backflow	Annually	Vendor						X						
Sanitary system														
Clean, Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Replace toilet mechanism	Every 5yrs	Staff / Vendor									X			
Test system integrity	Annually	Staff / Vendor									X			
Storm drain system														
Clean, Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Test system integrity	Annually	Staff / Vendor									X			
Electrical system														
Tighten connections in transformers and junctions	As Needed	Vendor	Recommended by DHCD's Handbook.											
Clean, Test	As Needed	Vendor	**However, if this was never performed, then it should be performed by licensed EC after an infrared test by a Testing Company**											
Fire Alarms														
System (Hardwired) - Clean, Test	Annually	Vendor							X					
Fire Extinguishers - Test, Recharge, Replace (if necessary)	Annually	Vendor							X					
Mechanical, Electrical Systems Preventive Maintenance														
TASK	**Frequency**	**By**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Emergency Lighting (Not on Generator)														
Recharge batteries	Annually	Staff							X					
Test	Monthly / Quarterly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
ALL Light Fixtures														
Lighting - clean fixtures, replace lamps as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Security systems														
Test system	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Solid waste disposal system														
Clean compactors, Lubricate machinery	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Lubricate trash chute doors	Bi-Annually	Staff				X						X		
Dwelling Unit Preventive Maintenance														
Heat and smoke detectors														

Preventive Maintenance Schedule and Checklist

LHA NAME: Holliston Housing Authority | **DEVELOPMENT: Cole Court and Cutler**

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Battery Heat / Smoke Detectors - Test, Change batteries	Annually											X		
Test hardwired detectors (with System)	Annually											X		
Pest control														
Notify Residents, Install Chemicals	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Floors														
Refinish floors	At Turnover / As Needed													
Ceilings														
Refinish	At Turnover / As Needed													
Walls														
Refinish	At Turnover / As Needed													
Recaulk (kitchen and bath)	At Turnover / As Needed													
Kitchen fixtures														
KITCHEN - Clean Range, Microwave, Refrigerator	Annually										X			
GAS STOVE - Valve and line cleaning	Annually	Vendor									X			
UNIT APPLIANCES - clean interior and exterior, vacuum under and behind	Annually	Resident Staff						X						
HVAC fixtures														
Unit Forced Hot Water - Check for Air locks, Bleed	Annually	Staff / Vendor									X	X		
Unit Electrical Baseboard - Vacuum around fins	Annually	Resident										X		
Unit Bathroom Fans - Inspect, Vacuum, Clean covers	Annually	Resident						X						

Machine Preventive Maintenance

Automobile

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lubricate, Change Filters	Per Manufacturers Recommendations	Vendor										X		
Change tires	Rotate Annually	Vendor										X		
Replace brakes, other fixed life parts	Per Manufacturers Recommendations	Vendor										X		
Change brushes on sweepers	Annually	Vendor										X		
Annual Sticker (Vehicles, Trailers)	Annually **(Varies)**	Vendor												
Small Engines														
ALL WORK by Service Contract	Per Manufacturers Recommendations	Vendor										X		
OIL - Check Level , Change, Replace Filter	Per Manufacturers Recommendations	Staff										X		
Air Filter - Replace Foam/Paper Air cleaner	Per Manufacturers Recommendations (**OR** Every Season)	Staff										X		
Replace Spark Plug, In-line Fuel Filter	Per Manufacturers Recommendations (**OR** Every 100 Hrs.)	Staff										X		
Prep Work Season Start, Season End)	Bi-Annually	Staff			X							X		
Snow Removal and Sanding Equipment	Annually	Staff/Vendor										X		

Attachment C:

Emergency Definition and Lists

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

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

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

Examples of Emergencies to be called to maintenance:

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

If a tenant has an emergency during normal business hours they should call **508-429-6266.** If a tenant has an emergency after hours, weekends, or holidays, they should contact the Holliston Housing Authority **Answering Service at 508-429-6266.** The answering service will contact a member of our staff to respond to the emergency.

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

HOLLISTON HOUSING AUTHORITY
COLE COURT • 492 WASHINGTON STREET
HOLLISTON, MASSACHUSETTS 01746
(508) 429-6266
FAX (508) 429-2507

February 24, 2021

There are no deferred work orders for the Holliston Housing Authority at this time.

If any work orders were to be deferred by the Authority, the HHA would adhere to the guidelines detailed in the Maintenance Plan. The guidelines are as follows:

Work orders will be deferred for the following reasons:

a. If items may be best completed if the unit is vacant
b. If the item is a season item
c. Lack of funding
d. Efficiency (where it is easier to group common tasks together to a larger project)
e. Organizational upkeep tasks
f. If the work shall be part of a larger Modernization Project
g. COVID-19 safety precautions

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

1. Item
2. Date Added to Deferred Maintenance Plan
3. Item Description
4. Location and/or Unit Number
5. Reason Deferred
6. Estimated Cost
7. Materials Needed
8. Original Work Order Number
9. Target Completion Date
10. Actual Completion Date
11. Other Comments

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 06/30/2020. 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 Holliston Housing Authority operating reserve at the end of fiscal year 2020 was $88,382.00, which is 42% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Holliston Housing Authority.

REVENUE

Account Number	Account Class	2020 Approved Revenue Budget	2020 Actual Amounts Received	2021 Approved Revenue Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	$370,032.00	$370,081.00	$374,352.00	1.2%	$399.95
3111	Shelter Rent - Tenants - Fraud/Retroactive	$0.00	$0.00	$0.00	0%	$0.00
3115	Shelter Rent - Federal Section 8	$0.00	$0.00	$0.00	0%	$0.00
3190	Nondwelling Rentals	$0.00	$0.00	$0.00	0%	$0.00
3400	Administrative Fee - MRVP	$0.00	$0.00	$0.00	0%	$0.00
3610	Interest on Investments - Unrestricted	$0.00	$3.00	$3.00	0%	$0.00
3611	Interest on Investments - Restricted	$0.00	$0.00	$0.00	0%	$0.00
3690	Other Revenue	$3,000.00	$2,973.00	$3,000.00	0.9%	$3.21
3691	Other Revenue - Retained	$0.00	$0.00	$4,000.00	100%	$4.27
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)	$103,800.00	$66,712.00	$70,632.00	5.9%	$75.46
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	$476,832.00	$439,769.00	$451,987.00	2.8%	$482.89

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Holliston Housing Authority.

EXPENSES

Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget.	2021 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	$22,292.00	$22,287.00	$22,956.00	3%	$24.53
4120	Compensated Absences	$0.00	$3,918.00	$0.00	-100%	$0.00
4130	Legal	$25.00	$0.00	$25.00	100%	$0.03
4140	Members Compensation	$0.00	$0.00	$0.00	0%	$0.00
4150	Travel & Related Expenses	$500.00	$0.00	$306.00	100%	$0.33
4170	Accounting Services	$6,400.00	$6,300.00	$6,700.00	6.3%	$7.16
4171	Audit Costs	$3,780.00	$3,780.00	$3,780.00	0%	$4.04
4180	Penalties & Interest	$0.00	$0.00	$0.00	0%	$0.00
4190	Administrative Other	$60,067.00	$58,564.00	$61,135.00	4.4%	$65.32
4191	Tenant Organization	$234.00	$0.00	$234.00	100%	$0.25
4100	TOTAL ADMINISTRATION	$93,298.00	$94,849.00	$95,136.00	0.3%	$101.64
4310	Water	$15,000.00	$13,157.00	$15,000.00	14%	$16.03
4320	Electricity	$132,000.00	$104,329.00	$110,000.00	5.4%	$117.52
4330	Gas	$0.00	$64.00	$0.00	-100%	$0.00
4340	Fuel	$0.00	$388.00	$0.00	-100%	$0.00
4360	Net Meter Utility Debit/Energy Conservation	$0.00	$0.00	$0.00	0%	$0.00
4390	Other	$8,000.00	$0.00	$8,000.00	100%	$8.55
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	$155,000.00	$117,938.00	$133,000.00	12.8%	$142.09

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Holliston Housing Authority.

EXPENSES

Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	$84,084.00	$86,031.00	$85,970.00	-0.1%	$91.85
4420	Materials & Supplies	$14,000.00	$17,877.00	$15,000.00	-16.1%	$16.03
4430	Contract Costs	$26,000.00	$21,964.00	$22,200.00	1.1%	$23.72
4400	TOTAL MAINTENANCE	$124,084.00	$125,872.00	$123,170.00	-2.1%	$131.59
4510	Insurance	$15,953.00	$15,799.00	$16,031.00	1.5%	$17.13
4520	Payment in Lieu of Taxes	$0.00	$0.00	$0.00	0%	$0.00
4540	Employee Benefits	$43,246.00	$40,858.00	$46,198.00	13.1%	$49.36
4541	Employee Benefits - GASB 45	$0.00	$10,930.00	$0.00	-100%	$0.00
4542	Pension Expense - GASB 68	$0.00	$31.00	$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	$59,199.00	$67,618.00	$62,229.00	-8%	$66.48
4610	Extraordinary Maintenance	$24,400.00	$17,332.00	$40,444.00	133.3%	$43.21
4611	Equipment Purchases - Non Capitalized	$3,000.00	$8,075.00	$2,000.00	-75.2%	$2.14
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	$130,202.00	$0.00	-100%	$0.00
4600	TOTAL OTHER EXPENSES	$27,400.00	$155,609.00	$42,444.00	-72.7%	$45.35
4000	TOTAL EXPENSES	$458,981.00	$561,886.00	$455,979.00	-18.8%	$487.16

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Holliston Housing Authority.

SUMMARY

Account Number	Account Class	2020 Approved Budget	2020 Actual Amounts	2021 Approved Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	$476,832.00	$439,769.00	$451,987.00	2.8%	$482.89
4000	TOTAL EXPENSES	$458,981.00	$561,886.00	$455,979.00	-18.8%	$487.16
2700	NET INCOME (DEFICIT)	$17,851.00	$-122,117.00	$-3,992.00	-96.7%	$-4.26
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	$17,851.00	$-122,117.00	$-3,992.00	-96.7%	$-4.26

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 properly 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
Management	
Occupancy Rate	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) • "No Findings" : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	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) • "No Findings" : At or below 2% • "Operational Guidance": More than 2% , but less than 5% • "Corrective Action": 5% or more
Certifications and Reporting Submissions	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. • "No Findings": At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • "Operational Guidance": Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	Percentage of board members that have completed the mandatory online board member training. • "No Findings" : 80% or more completed training • "Operational Guidance" : 60-79.9% completed training • "Corrective Action" : <60 % completed training

CRITERION	DESCRIPTION
Financial	
Adjusted Net Income	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. Underspending Rating: • "No Findings" : 0 to 9.9% • "Operational Guidance": 10 to 14.9% • "Corrective Action": 15% or higher Overspending Rating: • "No Findings" : 0 to -4.9% • "Operational Guidance": -5% to -9.9% • "Corrective Action": -10% or below
Operating Reserves	Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures. • "No Findings" :35%+ of maximum operating reserve • "Operational Guidance": 20% to 34.9% of maximum operating reserve • "Corrective Action": <20% of maximum operating reserve
Capital Planning	
Capital Improvement Plan (CIP) Submitted	Housing authorities are required to submit a five-year capital plan every year. • "No Findings" =Submitted on time and no modifications required or modifications made within 45 days. • "Operational Guidance" =Up to 45 days late and no modifications required or modifications made within 45 days. • "Corrective Action" =More than 45 days late or modifications required and not completed within 45 days.
Capital Spending	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 • "No Findings" = at least 80% • "Operational Guidance" = At least 50% • "Corrective Action" = Less than 50%

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management - Inspections	
Unit Inspections Conducted	Housing authorities are required to conduct inspections of all their occupied units at least once a year • "No Findings": 100 % of sampled units had inspections conducted once during the year • "Corrective Action": Fewer than 100% of sample units were inspected during the year
Inspections Report	Housing authorities are required to note all of the deficiencies found during inspections • "No Findings": 100 % of deficiencies are noted on inspection report • "Corrective Action": Fewer than 100% of deficiencies are noted in inspection report
Inspection Work Order	Housing authorities are required to generate work orders for all deficiencies noted during inspections • "No Findings": 100 % of deficiencies noted on inspection reports generated work orders • "Corrective Action": Fewer than 100% of deficiencies noted on inspection reports generated work orders
Work Order System	Work order system identifies, tracks, and can produce reports for inspection work orders. • "No Findings": Inspection work orders are identified, tracked, and reportable • "Operational Guidance": Inspection work orders are not identified, and/or tracked, and/or reportable
Inspections Work Orders Completed	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). • "No Findings": Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP • "Operational Guidance": Sampled inspection work orders were completed within 31 to 45 calendar days of inspection date and not added to deferred maintenance plan or CIP • "Corrective Action": Sampled inspection work orders were completed in over 45 calendar days of inspection date

CRITERION	DESCRIPTION
Facility Management – Work Order System	
Emergency Work Orders Properly Defined	Emergency work orders should be defined per Property Management Guide, identified, tracked, reportable. • "No Findings": Emergency work orders defined per Property Management Guide, identified, tracked, reportable • "Operational Guidance": Emergency work orders are not defined per Property Management Guide, and/or identified, and/or tracked, and/or reportable
Emergency Work Orders Initiation	Emergency work orders should be initiated within 24 to 48 hours. • "No Findings": Emergency work orders initiated within 24-48 hours • "Corrective Action": Emergency work orders not initiated within 24-48 hours
Vacancy Work Orders	Vacancy work orders should be identified, tracked and reportable. • "No Findings": Vacancy work orders identified, tracked AND reportable • "Corrective Action": Vacancy work orders are not identified, and/or tracked, and/or reportable
Vacancy Work Orders Completed	Vacancy work orders should be completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver. • "No Findings": Vacancy work orders are completed within 30 calendar days or if not completed within timeframe, LHA has a waiver • "Operational Guidance": Vacancy work orders completed within 31-60 calendar days • "Corrective Action": Vacancy work orders completed 61+ calendar days
Preventive Maintenance Program	Housing authorities are required to maintain a comprehensive preventive maintenance program in which preventive work orders are identified, tracked, and reportable. • "No Findings": A comprehensive preventive maintenance program exists and work orders are identified, tracked and reportable • "Corrective Action": A comprehensive preventive maintenance program does not exist OR work orders are not identified and/or tracked and/or reportable
Routine Work Orders	Routine work orders should be identified, tracked, reportable and completed regularly. • "No Findings": Routine work orders identified, tracked, reportable and completed regularly • "Operational Guidance": Routine work orders are not identified, and/or tracked and/or reportable, and/or completed regularly

CRITERION	DESCRIPTION
Requested Work Orders	Requested work orders should be identified, tracked and reportable. • "No Findings": Requested work orders identified, tracked, reportable and completed regularly • "Operational Guidance": Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly
Requested Work Orders Completion	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. • "No Findings": Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP • "Operational Guidance": Requested work orders are completed within 15-30 calendar days from the date of tenant request • "Corrective Action": Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed
Emergency Response System	Housing authorities should have a 24 Hour Emergency Response System and distribute Emergency Definition to Residents, Staff, and Answering Service (if applicable). • "No Findings": A 24-hour system for responding to emergencies exists AND definitions of emergencies have been distributed to staff, residents and answering service, if applicable • "Operational Guidance": System exists, but no definition has been distributed • "Corrective Action": Neither a system nor distributed definitions exist

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	06/09/2015	
*Personnel Policy	07/14/2015	
*Capitalization Policy	01/19/2016	
*Procurement Policy	01/19/2016	
*Grievance Policy		will address at next board meeting
Other – Define in the 'Notes' column		will address at next board meeting
Other – Define in the 'Notes' column	01/19/2016	Bad Debt Write-Off Policy
Other – Define in the 'Notes' column	05/12/2015	Board Appearance Policy
Other – Define in the 'Notes' column	07/14/2015	Code of Conduct Policy
Credit/Debit Card Policy	01/19/2016	
Other – Define in the 'Notes' column		Damage Charge Policy [no documented Board Vote]
Other – Define in the 'Notes' column	01/19/2016	Disposition Policy
Other – Define in the 'Notes' column	01/19/2016	Employee Drug and Alcohol Policy
Parking		Vehicle and Parking Policy [no documented Board Vote]
Other – Define in the 'Notes' column	02/09/2016	Policy on Fraudulent Financial Activities

Policy	Last Ratified by Board Vote	Notes
Other – Define in the 'Notes' column	08/26/2014	Income Limits and FMR for Continued Occupancy
Other – Define in the 'Notes' column	01/19/2016	Internet/Email Policy
Investment Policy		will address at next board meeting
Other – Define in the 'Notes' column		Lockout Policy [no documented Board Vote]
Maintenance and Other Charges		Maintenance & Preventative Maintenance [no documented Board Vote]
Other – Define in the 'Notes' column	01/19/2016	Maintenance Policy
Other – Define in the 'Notes' column	07/14/2015	Progressive Discipline Policy
Pet Policy	09/12/2003	will address at next board meeting
Other – Define in the 'Notes' column	11/04/1997	Snow Removal Policy
Other – Define in the 'Notes' column	01/19/2016	Tenant Selection/Occupancy Plan
Other – Define in the 'Notes' column		760 CMR Occupancy Standards [no documented Board Vote]
Travel Policy	01/19/2016	will address at next board meeting

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

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

Waivers

AP-2022-Holliston Housing Authori-00220 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Attachments

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

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

- Substantial Comments
- Cover Sheet
- Tenant Satisfaction Survey 667 Program

Holliston Housing Authority
Annual Plan Hearing

We had our Public/Annual Plan Hearing on April 14th. There were no substantial comments.

Paul Landers
Executive Director.

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.

Holliston Housing Authority

Chapter 667 Housing
Fall 2019

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

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

In the **Holliston Housing Authority,** surveys were sent to a total of **72** Holliston housing units (Chapter 667); **29** surveys were completed.

This report provides some information about how the residents from the **Holliston Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Metro Boston. These small LHAs in Metro Boston include: Abington, Avon, Cohasset, Holliston, Medway, and Millis.

Communication

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

	Holliston Housing Authority	Small LHAs in Metro Boston *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management…….	93%	91%	87%
Knew the Executive Director held a meeting with residents.....	83%	76%	54%

* Small LHAs in Metro Boston include: Abington, Avon, Cohasset, Holliston, Medway, and Millis.

Maintenance and Repair

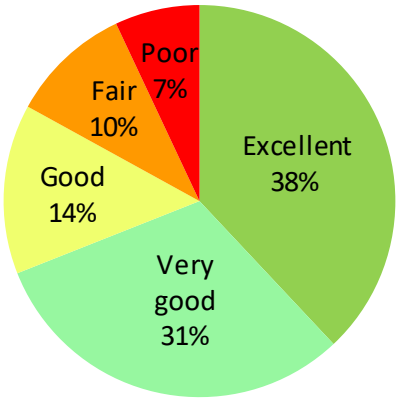
- **Communication with maintenance staff:** Residents were asked about their interactions with the Holliston Housing Authority maintenance staff in the last 12 months.

	Holliston Housing Authority	Small LHAs in Metro Boston	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance……..…….	93%	93%	89%
Were contacted by the Housing Authority before entering their apartment……	93%	91%	92%

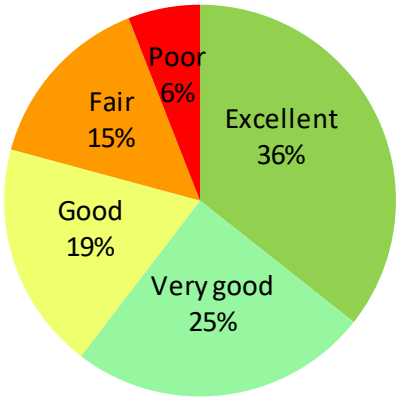
- **Overall maintenance** Respondents were asked how they would they rate overall building maintenance *(such as clean halls and stairways and having lights and elevators that work)* and outdoor space maintenance *(such as litter removal and clear walkways)* in the last 12 months.

Building maintenance:

Holliston Housing Authority



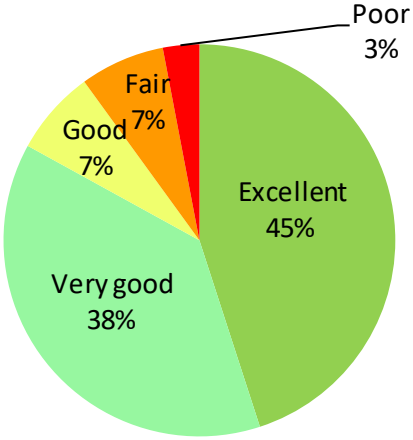
Small LHAs in Metro Boston



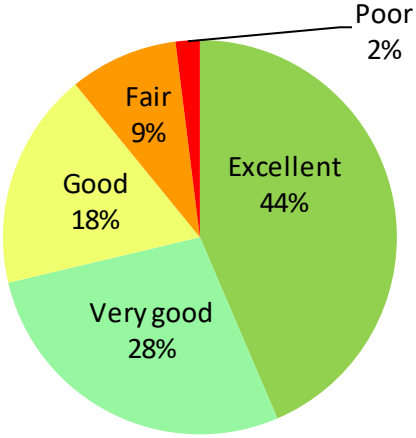
Entire State

Outdoor maintenance:

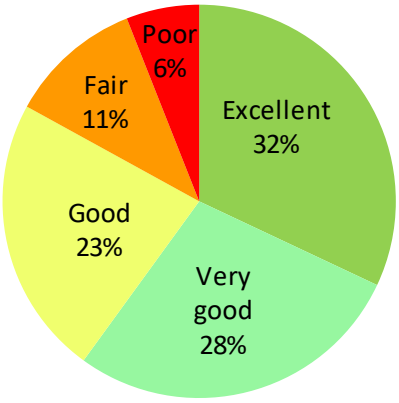
Holliston Housing Authority



Small LHAs in Metro Boston



Entire State

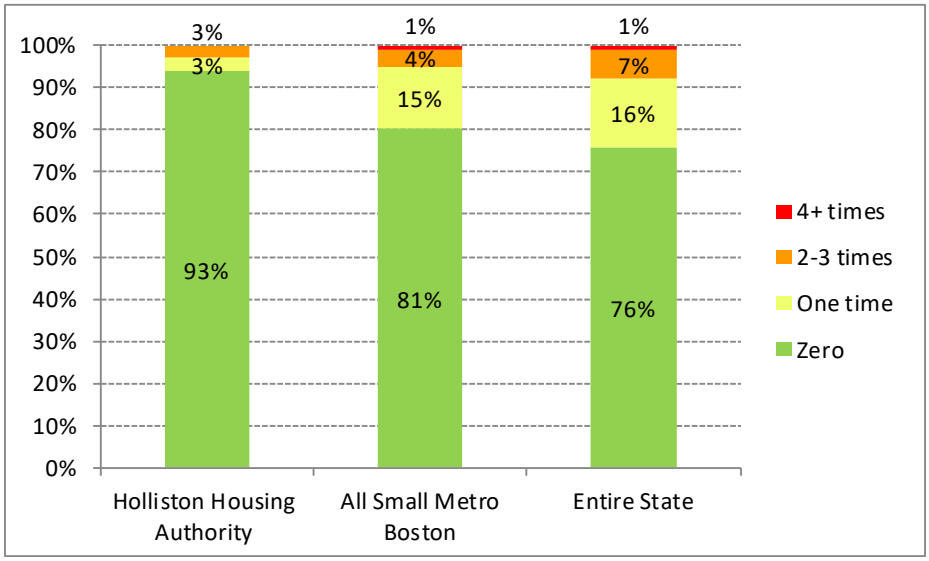


- **Heating and Water Problems:** About one tenth of respondents had a problem with their heating and about two thirds had a plumbing problem in the last 12 months.

	Holliston Housing Authority	Small LHAs in Metro Boston	Entire State
Had any heating problem…….……	10%	33%	40%
Had any water problem……....	72%	63%	57%

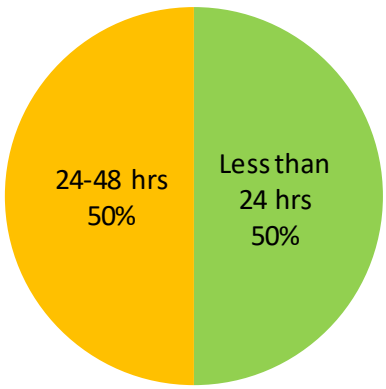
- **Heating Problems**

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

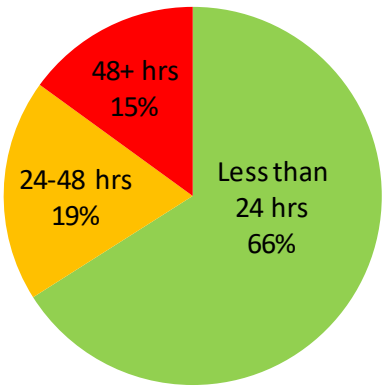


How long did it usually take for heat to come back on? For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

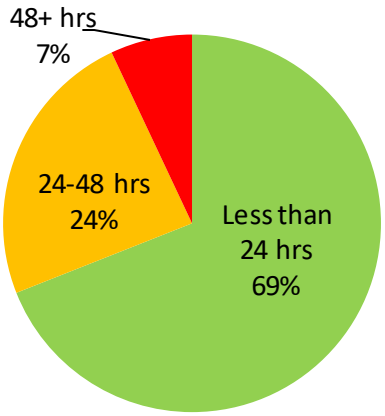
Holliston Housing Authority



Small LHAs in Metro Boston

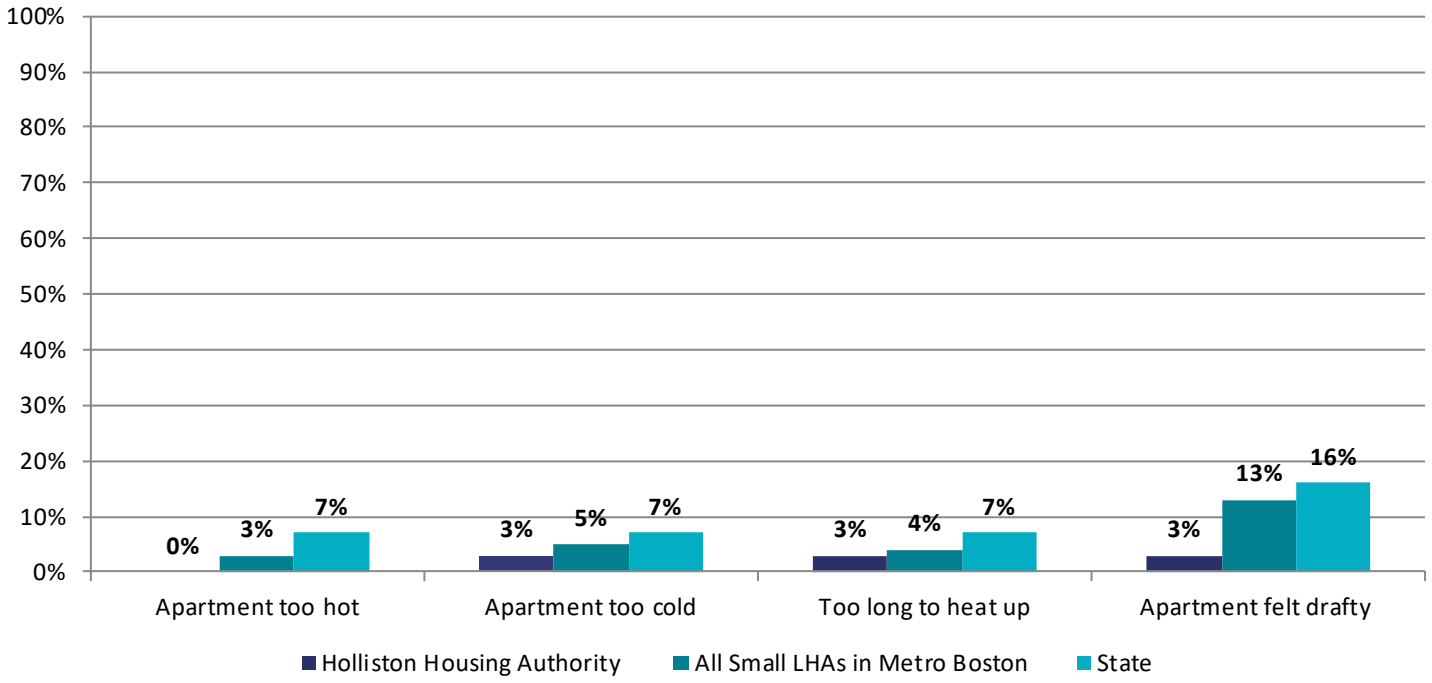


Entire State



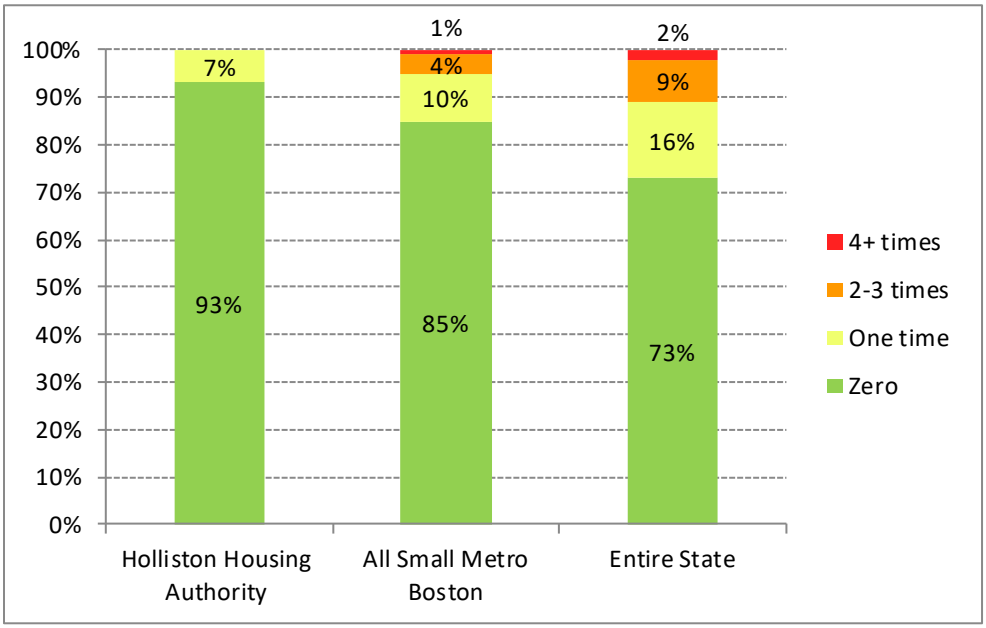
- **Other Heating Problems**

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

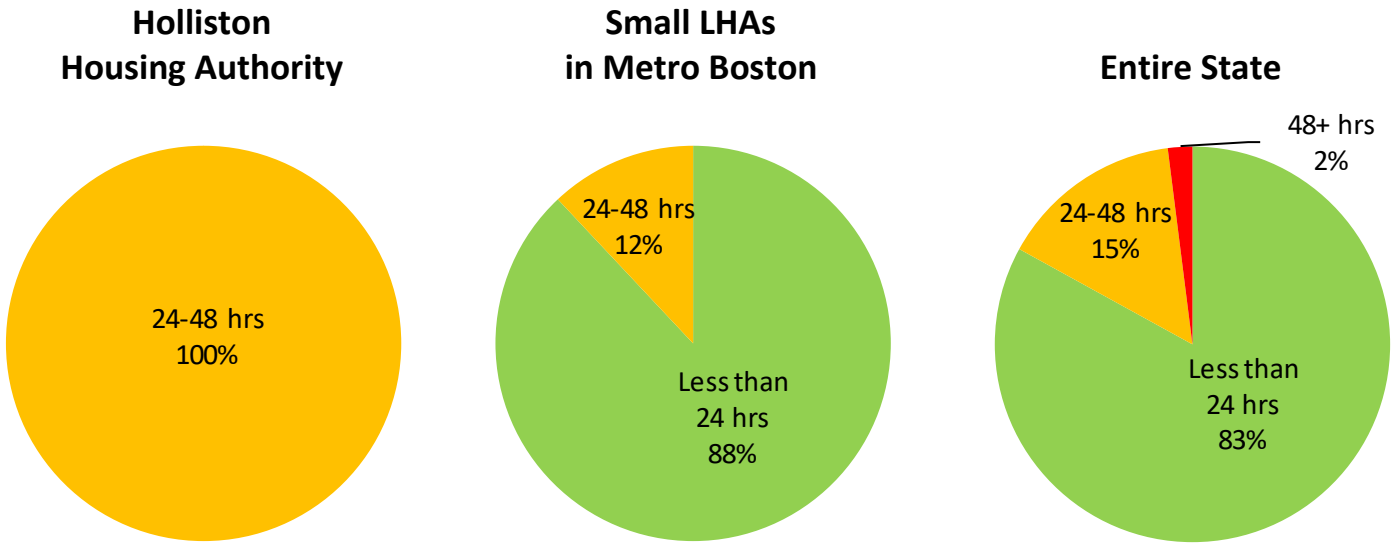


- **Water or Plumbing Problems**

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

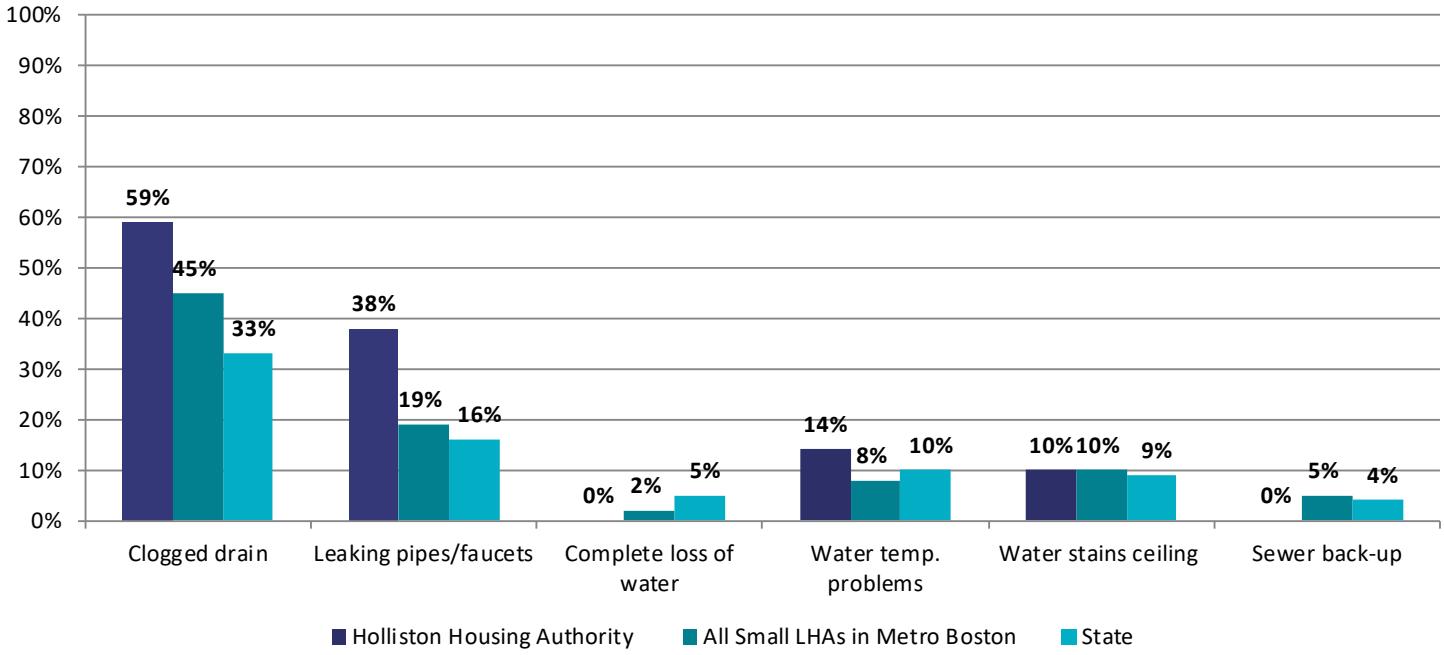


How long did it usually take for hot water to come back on? For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



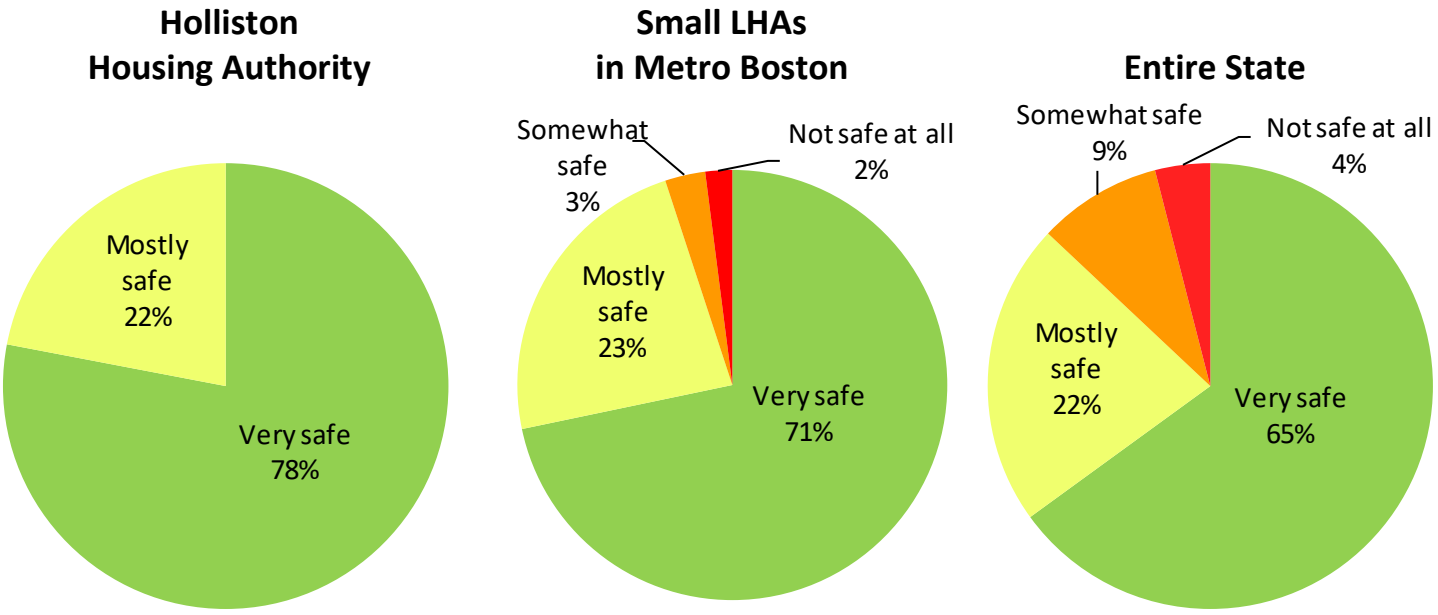
- **Other Water or Plumbing Problems**

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

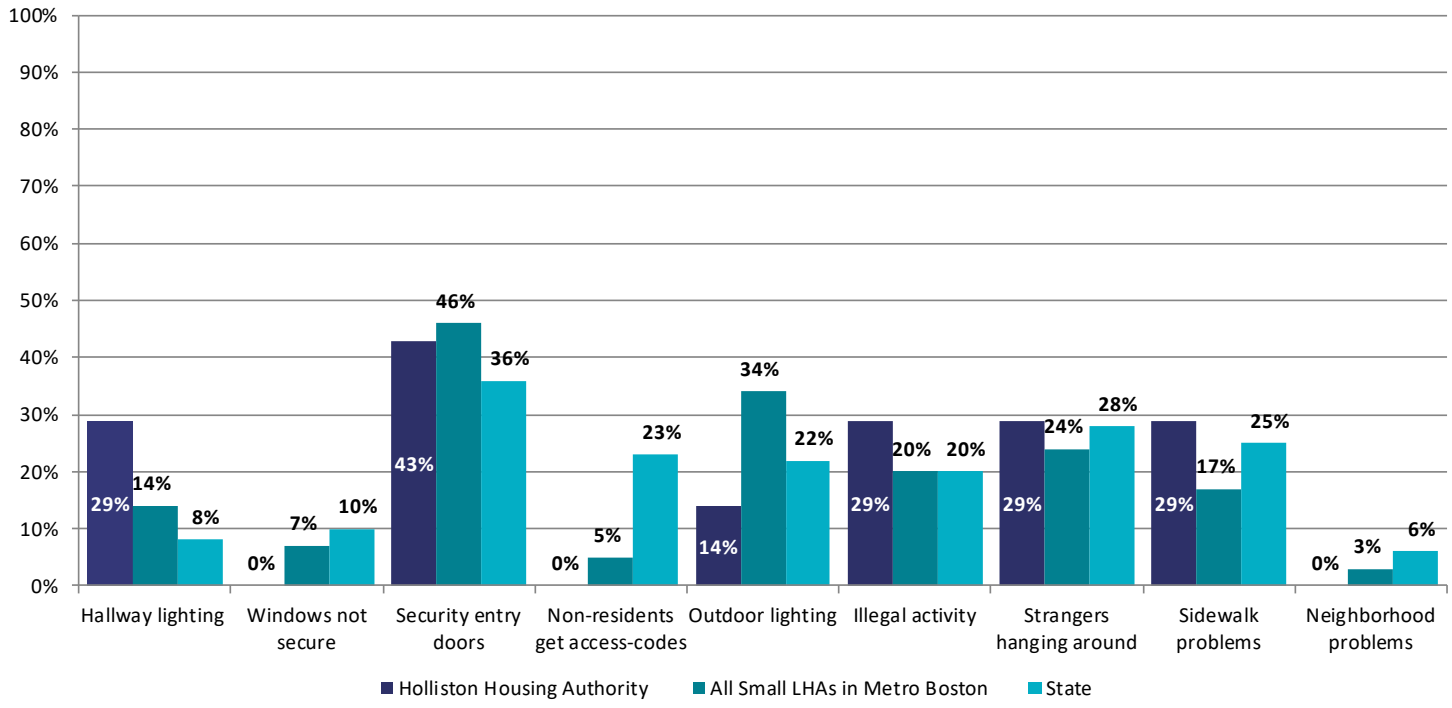


Safety

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



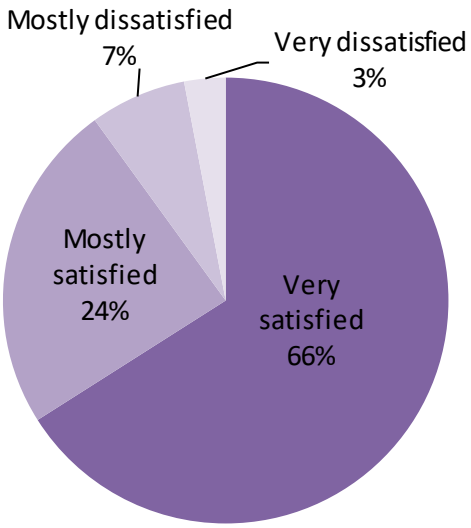
Reasons why respondents felt unsafe in their development: Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



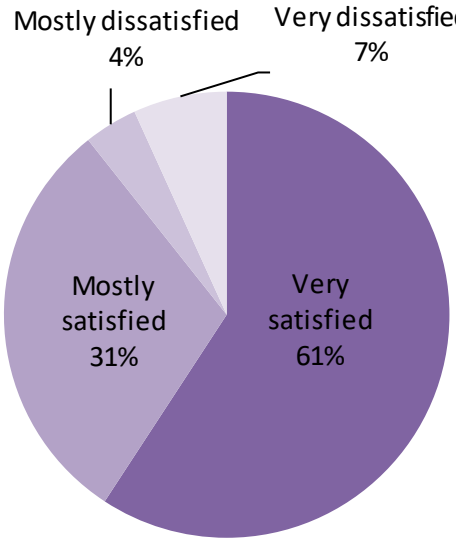
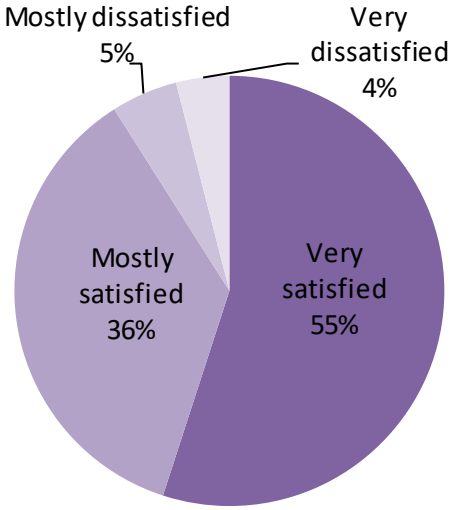
Overall Satisfaction

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

Holliston Housing Authority



Small LHAs in Metro Boston



Entire State