

## North Andover Housing Authority Annual Plan for Fiscal Year 2023 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 North Andover Housing Authority's Annual Plan for their 2023 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
  - a. Public Comments and LHA Responses
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey 667 Program
  - d. Performance Management Review

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

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

| <b>Dev No</b> | <b>Type</b> | <b>Development Name</b>              | <b>Num Bldgs</b> | <b>Year Built</b> | <b>Dwelling Units</b> |
|---------------|-------------|--------------------------------------|------------------|-------------------|-----------------------|
| 667-02        | Elderly     | BINGHAM WAY 667-02                   | 5                | 1967              | 42                    |
| 667-03        | Elderly     | FOULDS TERRACE 667-03                | 6                | 1971              | 52                    |
| 667-01        | Elderly     | FOUNTAIN DRIVE 667-01                | 8                | 1960              | 40                    |
| 667-04        | Elderly     | OCONNOR HEIGHTS 667-04               | 1                | 1989              | 30                    |
| 200-01        | Family      | VETERANS 200-01                      | 6                | 1950              | 24                    |
|               | Family      | Family units in smaller developments | 1                |                   | 4                     |
| <b>Total</b>  |             |                                      | <b>27</b>        |                   | <b>192</b>            |

### **Massachusetts Rental Voucher Program (MRVP)**

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

North Andover Housing Authority manages 7 MRVP vouchers.

### **Federally Assisted Developments**

North Andover Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 238 households.

LHA Central Office

North Andover Housing Authority  
One Morkeski Meadows, North Andover, MA, 01845  
Maggie Cleary, Executive Director  
Phone: 978-682-3932  
Email: mcleary@northandoverha.com

LHA Board of Commissioners

|                        | <u>Role</u> | <u>Category</u>    | <u>From</u> | <u>To</u>  |
|------------------------|-------------|--------------------|-------------|------------|
| Max Butterbrodt        | Member      |                    | 04/01/2021  | 03/31/2026 |
| Edward Capodilupo      |             | Federal Tenant Rep | 06/03/2020  | 06/02/2025 |
| Stephen Long           | Vice-Chair  |                    | 03/30/2017  | 03/30/2022 |
| Mary Beth Soucy-Larkin | Chair       |                    | 03/30/2018  | 03/30/2023 |
| Tracy Watson           |             | State Appointee    | 07/28/2016  | 07/27/2021 |

Plan History

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

| REQUIREMENT   | DATE COMPLETED |
|---|----------------|
| A. Advertise the public hearing on the LHA website.   | 05/02/2022     |
| B. Advertise the public hearing in public postings.   | 05/02/2022     |
| 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.   | 05/02/2022     |
| 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.) | 06/23/2022     |
| G. Executive Director presents the Annual Plan to the Board.  | 06/23/2022     |
| H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)                          | 06/23/2022     |

## Certification

### CERTIFICATION OF LHA USER AUTHORIZATION FOR DHCD CAPITAL SOFTWARE AND HOUSING APPLICATIONS

I, Maggie Cleary, Executive Director of the North Andover Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all North Andover Housing Authority users of DHCD Capital Software applications and Housing Applications and that all current LHA users are authorized to use the systems and have the appropriate level of user access based on their job responsibility. I approve all system access and access levels for all North Andover Housing Authority users.

This certification applies to the following applications:

- Capital Planning System (CPS)
- Consolidated Information Management System (CIMS)
- Cap Hub
- DHCD Housing Management Systems

### CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Maggie Cleary, Executive Director of the North Andover 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.

The Board and Executive Director further certify that LHA operations and all LHA Board-adopted policies are in accordance with M.G.L. c. 121B and all Massachusetts state-aided public housing regulations, including, but not limited to 760 CMR 4.00; 5.00; 6.00; 8.00; and 11:00, as well as adhere to Department-promulgated guidance.

Date of certification: 06/24/2022

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on August 4, 2022. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

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

| <b>Category of Funds</b>                       | <b>Allocation</b> | <b>Planned Spending</b> | <b>Description</b>   |
|--|-------------------|-------------------------|--|
| Balance of Formula Funding (FF)                | \$1,106,896.47    |                         | Total of all FF awards minus prior FF spending   |
| LHA Emergency Reserve                          | \$110,689.65      |                         | Amount to reserve for emergencies  |
| Net FF Funds (First 3 Years of the CIP)        | \$996,206.82      | \$966,136.32            | Funds to plan & amount actually planned in the first 3 years of the CIP                            |
| ADA Set-aside                                  | \$4,599.23        | \$3,800.00              | Accessibility projects   |
| DMH Set-aside                                  | \$0.00            | \$0.00                  | Dept. of Mental Health facility  |
| DDS Set-aside                                  | \$0.00            | \$0.00                  | Dept. of Developmental Services facility   |
| Unrestricted Formula Funding (FF)              | \$991,607.59      | \$962,336.32            | Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.             |
| Special DHCD Funding                           | \$866,160.99      | \$866,160.99            | 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         | \$1,475,886.39    | \$1,475,886.39          | Community Preservation Act funds awarded by a city or town for specific projects.                  |
| Operating Reserve(OR) Funds                    | \$0.00            | \$0.00                  | Funds from the LHA's operating budget.   |
| Other Funds                                    | \$1,418,619.28    | \$1,418,619.28          | Funds other than those in the above categories. See explanation below.                             |
| Total funds and planned spending               | \$4,756,873.49    | \$4,726,802.99          | Total of all anticipated funding available for planned projects and the total of planned spending. |

**Capital Improvement Plan (CIP)****Additional notes about funding:**

The Town of North Andover has been extremely generous to the North Andover Housing Authority, most recently awarding the NAHA with \$169,000 in Community Preservation funds for roof replacement at Foulds Terrace. Work began on this project in April 2022. This is a crucial improvement to our 52-unit complex.

In prior years, the NAHA was awarded \$1.4 million in Community Preservation funds toward much-needed kitchen and bathroom upgrades at our Chapter 200 Family Housing development. Unfortunately this project has been delayed due to the pandemic, but we are preparing to go out to bid for contractors soon. The NAHA was able to leverage this award to receive an additional \$850,000 from DHCD in High Leverage Asset Preservation Program (HILAPP) funding. This project will significantly improve our family housing units, therefore greatly enhancing the quality of life for our residents. We are extremely appreciate of these additional funding sources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

North Andover 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 2022 | fy2023 Planned | fy2024    | fy2025 | fy2026 | fy2027 |
|------------------------|---|-------------------------|-------------|----------------------------|----------------------------|----------------|-----------|--------|--------|--------|
| 196034                 | siding, handrails, and bulkheads                  | VETERANS 200-01         | \$593,104   | \$117,648                  | \$80,642                   | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196038                 | FF: grading, basement water, and asphalt walkways | VETERANS 200-01         | \$148,510   | \$148,510                  | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196041                 | FF: conduit Fountain/Foulds                       | FOULD'S TERRACE 667-03  | \$177,750   | \$177,750                  | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196046                 | FF: Loam and Seed - FT                            | FOULD'S TERRACE 667-03  | \$37,201    | \$0                        | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196054                 | FF: Sump Pump                                     | VETERANS 200-01         | \$6,830     | \$6,830                    | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196057                 | FF: Asphalt Parking Repairs                       | VETERANS 200-01         | \$77,616    | \$0                        | \$0                        | \$1,500        | \$0       | \$0    | \$0    | \$0    |
| 196058                 | Gas Line Testing and Repairs                      | VETERANS 200-01         | \$0         | \$0                        | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196060                 | Site Grading and Drainage                         | BINGHAM WAY 667-02      | \$62,500    | \$0                        | \$0                        | \$62,500       | \$0       | \$0    | \$0    | \$0    |
| 196061                 | Tree Removal and Replacement                      | FOULD'S TERRACE 667-03  | \$76,650    | \$0                        | \$0                        | \$76,650       | \$0       | \$0    | \$0    | \$0    |
| 196062                 | Kitchen & Bath Upgrade                            | VETERANS 200-01         | \$4,486,462 | \$101,092                  | \$0                        | \$1,453,811    | \$192,519 | \$0    | \$0    | \$0    |
| 196064                 | Front and back door replacement                   | O'CONNOR HEIGHTS 667-04 | \$0         | \$0                        | \$0                        | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196067                 | Intercom Upgrades                                 | O'CONNOR HEIGHTS 667-04 | \$27,968    | \$5,645                    | \$3,917                    | \$18,406       | \$0       | \$0    | \$0    | \$0    |
| 196068                 | Roof Replacements                                 | FOULD'S TERRACE 667-03  | \$188,636   | \$14,000                   | \$6,137                    | \$0            | \$0       | \$0    | \$0    | \$0    |
| 196070                 | Emergency Roof Replacement                        | FOUNTAIN DRIVE 667-01   | \$40,359    | \$30,685                   | \$1,615                    | \$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 2022 | fy2023 Planned | fy2024 | fy2025 | fy2026   | fy2027    |
|------------------------|------------------------------|-----------------------|------------|----------------------------|----------------------------|----------------|--------|--------|----------|-----------|
| •                      | Concrete entry/stoop repairs | FOUNTAIN DRIVE 667-01 | \$428,022  | \$0                        | \$0                        | \$0            | \$0    | \$0    | \$53,072 | \$374,951 |

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

| Cap Hub Project Number | Project Name                     | DHCD Special Award Comment                                | Special DHCD Awards |                    |                |                | Other Funding |             |                   |             |
|------------------------|----------------------------------|---|---------------------|--------------------|----------------|----------------|---------------|-------------|-------------------|-------------|
|                        |                                  |   | Emergency Reserve   | Compliance Reserve | Sustainability | Special Awards | CDBG          | CPA         | Operating Reserve | Other Funds |
| 196034                 | siding, handrails, and bulkheads | deleading   | \$0                 | \$48,050           | \$0            | \$0            | \$0           | \$0         | \$0               | \$345,846   |
| 196046                 | FF: Loam and Seed - FT           |   | \$0                 | \$0                | \$0            | \$0            | \$0           | \$37,201    | \$0               | \$0         |
| 196057                 | FF: Asphalt Parking Repairs      |   | \$0                 | \$0                | \$0            | \$0            | \$0           | \$76,116    | \$0               | \$0         |
| 196062                 | Kitchen & Bath Upgrade           | kitchen & bath modernization, foundation and porch repair | \$0                 | \$0                | \$0            | \$850,000      | \$0           | \$1,400,000 | \$0               | \$1,419,042 |
| 196068                 | Roof Replacements                |   | \$0                 | \$0                | \$0            | \$0            | \$0           | \$168,499   | \$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.

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

- The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it

Unable to confirm to cap share guidelines with a large kitchen and bath upgrade project.

#### **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.

North Andover Housing Authority has not requested additional funding.

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

The overall goals of the NAHA are to increase our focus on preventative maintenance and emergency preparedness. NAHA's CIP goal is to accomplish a large kitchen and bath renovation project at 200-1.

#### **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:

There were changes due to growing project budgets. A large kitchen project had to be removed.

#### **5. Requirements of previous CIP approval**

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

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 03/17/2022.

**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 12/30/2021.

**8. Project priorities**

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

**9. High priority deficiencies**

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

**10. Accessibility**

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

**11. Special needs development**

North Andover 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 3/2021 to 2/2022.

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

|                | <b>Electric<br/>PUM &gt; Threshold</b> | <b>Gas<br/>PUM &gt; Threshold</b> | <b>Oil<br/>PUM &gt; Threshold</b> | <b>Water<br/>PUM &gt; Threshold</b> |
|----------------|--|-----------------------------------|-----------------------------------|-------------------------------------|
| Threshold PUM: | \$100                                  | \$80                              | \$50                              | \$60                                |
|                | 667-03                                 |                                   |                                   | 705-01                              |

Electric heat very hard regulate in the 667-3. Water at the 705-1 has individual laundry also very hard to regulate.

**13. Energy or water saving initiatives**

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

AP-2023-North Andover Housing Aut-00599 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 03/04/2018

**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.)

4% c. 667 (DHCD Goal 2%)

17% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

North Andover Housing Authority will address the excess vacancies in the following manner:  
200-1 there is a large project (#196062) Kitchen & Bath Upgrade , units that have waivers to complete this project.

# CIP Approval For North Andover Housing Authority for FY 2023

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

7/19/2022

Congratulations! The CIP-2023 submitted by North Andover Housing Authority is approved, subject to the following conditions:

- No project is currently pending FISH Assignment. Please contact DHCD PM for FISH Assignment in the future.
- Per Sustainability Review, please design projects to resiliency standards.
- Your LHA participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:
  - o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT will offer technical assistance upon your request. DHCD recently revised the Small Project Guide to address statutory and policy changes. It is available on the web at <http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>. The Guide contains step-by-step instructions to help you make sure that your projects are done efficiently, cost-effectively and according to applicable statutes, rules and regulations. Please be sure to complete projects in accordance with the requirements and procedures described in the Guide.
  - o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with LHA involvement and oversight throughout the process. If you have projects in this range, you will be working with your RCAT Project Manager who will contact you to initiate your project(s). Please note that DHCD has increased the threshold for independent implementation to \$100,000 construction cost in response to the passage of Chapter 218. Projects with an estimated Construction cost greater than \$25,000 still require soliciting the professional services of an architect or engineer. (See DHCD Small Project guide "When to Hire a Designer" (<http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>)). The RCAT may be able to provide "In House" specifications with an estimated construction cost greater than \$25,000, but requires the approval of DHCD before proceeding.
  - o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. At this point, RCAT will not be involved in the implementation of projects in this range and you will continue to work directly with your DHCD Project Manager and DHCD design staff.

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

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

Going forward, if you need to add a project that is not in your approved CIP you will need to submit a revision through CIMS.

Instructions for revising your CIP can be found on the CIMS Forms menu.

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Tiffany Yu at (617) 573-1100 with any questions.

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

This document was created on 7/19/2022 by Tiffany Yu, Project Manager

Maintenance and Repair Plan

**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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



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

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

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

**Emergency Request System**

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

| <b>METHOD</b>            | <b>CONTACT INFO.</b> | <b>TIMES</b>                        |
|--------------------------|----------------------|-------------------------------------|
| Call Answering Service   | 978-682-3932         | Auto-forwarded after business hours |
| Call LHA at Phone Number | 978-682-3932         | 8am-4:15pm M-Th, and 8am-12:30pm    |

Medical emergencies call 911. Threats to physical safety or other dangerous situations, call 911.

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 North Andover Housing Authority main office.

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

**Normal Maintenance Request Process**

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

| METHOD                        | CONTACT INFO. | TIMES                                     |
|-------------------------------|---------------|---|
| Text Phone Number             |               |   |
| Call Answering Service        |               |   |
| Call Housing Authority Office | 978-682-3932  | 24 Hrs. (auto-forwarded Service to take a |
| Submit Online at Website      |               |   |
| Email to Following Email      |               |   |
| Other                         |               |   |

*All maintenance requests must be formally requested through the main office. This is most efficient for tracking purposes.*

**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: PHAWeb

Work order classification used:

|                          |   |
|--------------------------|---|
| Emergency                | ✓ |
| Vacancy                  |   |
| Preventative Maintenance | ✓ |
| Routine                  | ✓ |
| Inspections              | ✓ |
| Tenant Requests          | ✓ |

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

C. Our work order process includes the following steps:

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

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

We use PHA Web for all work orders.

**Maintenance Plan Narrative**

Following are North Andover Housing Authority’s answers to questions posed by DHCD.

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

Our maintenance team is comprised of dedicated, respectful, hardworking employees. Routine and emergency work orders are completed in a timely manner, and the majority of feedback received from residents is positive. We also have a bilingual staff member who has made it much easier to submit work orders for our Spanish-speaking residents. Areas to work on are vacant unit turnover times and vacant unit work order tracking. Our previous method of tracking vacant units and associated work orders with a shared excel sheet is no longer acceptable to DHCD per the PMR.

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

Over the past year we have switched our vacancy work order tracking system from a shared Excel spreadsheet to PHA-Web. This process has always been deemed acceptable in past PMRs, but earned us a "Corrective Action" for fiscal year 2021. We are no longer tracking work orders related to vacant units via shared spreadsheet, but are now utilizing PHA-Web as mandated by DHCD.

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

Our maintenance goals for the coming year are to continue to complete work orders in a timely manner and to reduce our vacant unit turnover time. Over the past two years, staff shortages caused by the pandemic have contributed to longer turnover times, exacerbated by supply chain issues. We are focusing on improving our unit turnover times. We will continue to provide a high level of responsiveness to our residents as usual.

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          | \$264,762.00                     | \$57,500.00                      |
| Last Fiscal Year Actual Spending | \$305,733.00                     | \$80,189.00                      |
| Current Fiscal Year Budget       | \$290,850.00                     | \$73,640.00                      |

E. Unit Turnover Summary

|   |          |
|---|----------|
| # Turnovers Last Fiscal Year                                    | 19       |
| Average time from date vacated to make Unit "Maintenance Ready" | 126 days |
| Average time from date vacated to lease up of unit              | 230 days |

**Attachments**

These items have been prepared by the North Andover 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.

# **NORTH ANDOVER HOUSING AUTHORITY PREVENTATIVE MAINTENANCE PLAN**

Every week throughout the year, common areas, hallways, community rooms will be monitored for cleanliness and debris/dangerous items/blocked egresses. Community rooms and bathrooms in community rooms will be cleaned weekly at a minimum.

## **January Preventative Maintenance Tasks**

1. Hot air furnace preventative maintenance at Family Housing / Boiler winter preventative maintenance at all additional complexes.
2. Clean dryer vents for all complexes except Family Housing and Ashland Street.
3. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
  - Change engine oil in all vehicles. (1<sup>st</sup> quarter)
4. Check Smoke and Carbon Monoxide detectors during annual inspections.
5. Inventory tools, equipment, in stock.
6. Inventory of supplies and small parts.
7. Unit inspections scheduled for this month.
8. Notify Property Manager of lease enforcement issues regarding snow removal.
9. Check all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season. \*blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

*Holidays: New Years Day, Martin Luther King, Jr. Day*

## **February Preventative Maintenance Tasks**

1. Monitor on-going snow removal
2. Strip, wax and buff VAT and linoleum flooring in community rooms and bathrooms.
3. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
4. Check Smoke and Carbon Monoxide detectors during annual inspections.
5. Inventory of supplies and small parts.
6. Unit inspections as scheduled for each month.
7. Notify Property Manager of lease enforcement issues regarding snow removal and common hallways and stairs free from all obstructions. (PHN 2012-12)
  - According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
8. Check all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
  - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

*Holiday: Presidents' Day.*

## **March Preventative Maintenance Tasks**

1. Second Sunday, reset light timers and clocks for daylight saving time at Bingham Way, Fountain Drive and O'Connor Heights.
2. Monitor on-going snow removal.
3. Clean maintenance areas.
4. Touch up all common area paint.
5. Clean baseboard heaters in all common areas except Family Housing And Ashland Street.
6. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
7. Check Smoke and Carbon Monoxide detectors during annual inspections.
8. Clean/disinfect trash areas.
9. Unit inspections as scheduled for the month.
10. Notify Property Manager of lease enforcement issues regarding furniture, trash and debris free from exteriors.
11. Inventory of supplies and small parts.
12. Check all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.



## **April Preventative Maintenance Tasks**

1. Inspect all entry doors.
2. Clean dryer vents and exhaust vents.
3. Service lawn equipment.
4. Inspect roofs and siding.
5. Clean common area flooring and carpeting.
6. Clean/disinfect dumpsters and trash area.
7. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
8. Inspect trees and coordinate trimming service as needed (maintain 10ft distance from buildings)
9. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles (2<sup>nd</sup> quarter)
10. Check Smoke and Carbon Monoxide detectors during annual inspections.
11. Inventory of supplies and small parts.
12. Unit inspections as scheduled for the month.
13. Notify Property Manager of lease enforcement issues: Check for proper AC installation according to NAHA AC Policy.

*Holiday: Patriots' Day*

## **May Preventative Maintenance Tasks**

1. Clean all storm drains.
2. Sidewalk and parking lot crack and crevice sealing and repair.
3. Weed treatment at all sites.
4. Edge and mulch all planting beds.

**NOTE: Please note that in accordance with 527 CMR 17, which took effect September 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited.**

5. Clean/disinfect dumpsters and trash areas.
6. Prune/trim all shrubs and bushes away from buildings (maintain 2ft clearance from all structures).
7. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
8. Inventory of supplies and small parts.
9. Check Smoke and Carbon Monoxide detectors during annual inspections.
10. Unit inspections as scheduled for the month.
11. Notify Property Manager of lease enforcement: Cooking grills
  - All cooking grills should be used a minimum of 10 feet from all structures.

*Holiday: Memorial Day*

## **June Preventative Maintenance Tasks**

1. Summer boiler shut-down and preventative maintenance service. (non-heating season June 16<sup>th</sup> to September 14<sup>th</sup>)
2. Check interior emergency lighting.
3. Weed and edge all planting beds (June 1<sup>st</sup> to Oct 1<sup>st</sup>)
4. Inspect site railings, walkways and stairs for potential hazards. Identify and repair as needed.
5. Clean/disinfect dumpsters and trash areas.
6. Check flags and replace as needed
7. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Schedule Fire Alarm Panel/heat detector inspections
10. Inventory of supplies and small parts.
11. Unit inspections as scheduled for the month.
12. Notify Property Manager of lease enforcement issues: pools, trampolines, furniture, trash and debris free from exterior.

*Holiday: Juneteenth*

## **July Preventative Maintenance Tasks**

1. Clean dryer vents, exhaust vents and roof vent motors.
2. Inspect gutters, downspouts and splash blocks – repair as needed.
3. Inspect common area windows (glass, seals, balances and locks).
4. Inspect and repair site fencing
5. Clean/disinfect trash areas.
6. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all (3<sup>rd</sup> quarter)
7. Inventory of supplies and small parts.
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Unit inspections as scheduled each month.
10. Notify Property Manager of any lease enforcement issues: Pet policy (according to pet policy)

*Holiday: July 4<sup>th</sup> – Independence Day*

## **August Preventative Maintenance Tasks**

1. Strip, wax and buff VAT and linoleum flooring in common areas and bathrooms.
2. Clean/disinfect trash areas.
3. Vehicle Inspection:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
4. Inventory of supplies and small parts.
5. Clean or replace as needed filters o hot air systems at Family Housing and Main Office.
6. Replace lime store on condensation drains at family housing, Morkeski Meadows and Main office.
7. Check Smoke and Carbon Monoxide detectors during annual inspections.
8. Lease enforcement: Common hallways and stairs free from all obstructions. (PHN 2012-12)
  - According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
9. Unit inspections as scheduled each month.

## **September Preventative Maintenance Tasks**

1. Check electrical panels in boiler rooms and all common areas.
2. Domestic hot water systems preventative maintenance and exercise all valves.
3. Turn on heating systems September 15, 2016.
4. Clean storage rooms and maintenance areas.
5. Touch up all common area paint.
6. Clean heater vents in all common areas.
7. Clean/disinfect trash areas.
8. Service snow blowers
9. Buy and stock ice melt for winter.
10. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
11. Inventory of supplies and small parts.
12. Check Smoke and Carbon Monoxide detectors during annual inspections.
13. Unit inspections as scheduled each month.
14. Notify Property Manager of lease enforcement issues: Removal of all AC's (according to NAHA AC Policy)

*Holiday: Labor Day*

## **October Preventative Maintenance Tasks**

1. Annual sewer station preventative maintenance at Ashland Street.
2. Clean/disinfect trash areas.
3. Annual cleaning of all gutters.
4. Leaf removal.
5. Clean dryer vents, exhaust vents and roof vent motors.
6. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
7. Clean, service and store lawn equipment.
8. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles. (4<sup>th</sup> quarter)
9. Inventory of supplies and small parts.
10. Check Smoke and Carbon Monoxide detectors during annual inspections.
11. Unit inspections as scheduled each month.
12. Notify Property Manager of lease enforcement issues: Decorations, cords running through doors and windows.
  - Inspect all basements for proper clearance from heating systems (5ft).
  - Fire prevention notices to tenants.

*Holiday: Columbus Day*

## **November Preventative Maintenance Tasks**

1. First Saturday in November reset light timers and clocks back 1 hour for daylight saving time.
2. Monitor any snow removal
3. Inspect trees and coordinate trimming service as needed (maintain 10ft clearance from all structures).
4. Clean common area carpets and flooring.
5. Clean/disinfect trash areas.
6. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
7. Inventory of supplies and small parts.
8. Notify Property Manager of any lease enforcement issues: blocked egresses.
9. Unit inspections as scheduled each month.
10. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
11. Send memo to all residents reminding them of snow removal procedures and policy.

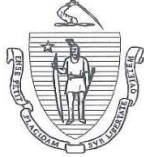
*Holidays: Veterans' Day, Thanksgiving Day, Day After Thanksgiving*



## **December Preventative Maintenance Tasks**

1. Monitor on-going snow removal.
2. Check and replace flags as needed.
3. Clean/disinfect trash areas.
4. Vehicle Inspection:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
5. Unit inspections as scheduled each month.
6. Notify Property Manager of any lease enforcement issues: Decorations (Christmas) Cords running through doors and windows.
7. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

*Holiday: December 25<sup>th</sup> – Christmas Day*



Commonwealth of Massachusetts  
**DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT**

Deval L. Patrick, Governor ♦ Timothy P. Murray, Lt. Governor ♦ Aaron Gomstein, Undersecretary

**Public Housing Notice 2012-12**

**Memorandum**

**To:** All Local Housing Authority Executive Directors  
**From:** Lizbeth Heyer, Associate Director, Division of Public Housing and Rental Assistance  
**Subject:** Common Area Use Policy  
**Date:** October 3, 2012

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In response to recent circumstances related to use of common areas in state aided public housing developments, the Department of Housing and Community Development is issuing this PH Notice to provide residents and administrators with general guidance on the matter.

As a general rule, tenants cannot place personal property on or in common areas of housing authority property. They may display decorations, plants, signs and other items within the areas that are under their exclusive control, in a manner that does not obstruct an open egress route from the dwelling unit to the outside public way, and that does not pose any other safety hazard.

Should the Local Housing Authority determine that it would allow displays in common areas where egress is not at issue, residents may be allowed to display selected items in accordance with Local Housing Authority rules and policy and in compliance with local ordinances or by-laws.

The single exception is that residents may always display the American flag in common spaces, as long as it complies with safety provisions mentioned above, and is displayed respectfully in accordance with existing laws related to use of the flag.

The Local Housing Authority will promulgate the guidance for the use of common space, and will seek cooperation of the resident population in regard to enforcement.

# North Andover Housing Authority

One Morkeski Meadows  
North Andover, MA 01845



(978) 682-3932  
(978) 794-1142 FAX  
(800) 545-1833 Ext. 100 TDD

## NAHA Deferred Maintenance Policy

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

If during routine annual inspections or any other inspection of property or report to the authority, routine work items are identified but the work items are not detrimental to the health and safety of the residents, the work item may be considered “deferred.” Examples of such deferred work items may include but not be limited to:

- Replacement of countertop
- Replacement of worn flooring
- Shower/tub liners
- Aesthetic or style upgrades

NAHA may choose to defer work items due to budget constraints or staffing limitations.

Only the Maintenance Supervisor or the Executive Director can determine if a maintenance work item may be deferred. If the determination is made to defer a work item, a work order is generated for that item and the item is marked “deferred.” No work item will be deferred if the work is determined necessary for decent, safe, and sanitary housing standards.

Deferred maintenance items are recorded in the work order system and recorded on the “Deferred Maintenance Items” Spreadsheet. The spreadsheet will be reviewed by the Maintenance Supervisor and the Executive Director monthly.

The deferred maintenance items will be reviewed prior to capital improvement planning and prior to submission of the budget on an annual basis to determine if the work items need to be grouped and considered for larger modernization projects. Deferred Maintenance work items will be kept in an “open” classification until the work is completed.

The NAHA Work Order Procedures Policy outlines the procedures and classifications of all non-deferred work order items generated within the NAHA.

## North Andover Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: Deferred Maintenance Plan, 3) Deferred Note: N/A, 4) Completed: All

| Work Order Number | Completed Date/Time | Deferred Note   | Deferred Type             |
|-------------------|---------------------|---|---------------------------|
| 1419              | 1/4/2017 7:00 AM    | replace floor 14 Foulds #4                                | Deferred Maintenance Plan |
| 1562              | 1/31/2017 11:01 AM  | 20 O'Connor replace countertop.                           | Deferred Maintenance Plan |
| 1707              | 12/6/2016 1:45 PM   | 33 FT #10, jammed garbage disposal                        | Deferred Maintenance Plan |
| 2428              | 12/14/2017 2:00 PM  | Front door peeling.                                       | Deferred Maintenance Plan |
| 3175              | 1/16/2018 2:10 PM   | Interior doors peeling                                    | Deferred Maintenance Plan |
| 3176              | 1/16/2018 1:00 PM   | Bathroom door delaminating                                | Deferred Maintenance Plan |
| 3549              | 3/4/2018 10:25 AM   | Replace formica bathroom sink                             | Deferred Maintenance Plan |
| 3652              | 1/23/2018 11:40 AM  | Replace bedroom door                                      | Deferred Maintenance Plan |
| 3653              | 1/23/2018 2:20 PM   | Repaint entry door  | Deferred Maintenance Plan |
| 3654              | 2/6/2018 1:02 PM    | Replace countertop  | Deferred Maintenance Plan |
| 3655              | 2/22/2018 1:00 AM   | Replace tile near cabinet                                 | Deferred Maintenance Plan |
| 3669              | 3/20/2018 11:20 AM  | Replace bathroom floors                                   | Deferred Maintenance Plan |
| 3716              | 2/6/2018 12:12 PM   | Replace countertop  | Deferred Maintenance Plan |
| 3781              | 4/2/2018 9:30 AM    | Paint kitchen cabinets                                    | Deferred Maintenance Plan |
| 3918              | 5/17/2018 11:50 AM  | Replace countertop - tenant damage                        | Deferred Maintenance Plan |
| 4400              | 9/5/2018 2:00 PM    | Replace closet & bathroom doors                           | Deferred Maintenance Plan |
| 6397              | 4/23/2019 1:00 PM   | Paint kitchen cabinets                                    | Deferred Maintenance Plan |
| 6653              | 7/30/2019 2:47 PM   | Replace bathroom floors                                   | Deferred Maintenance Plan |
| 7332              | 1/16/2020 12:10 PM  | Repair kitchen ceiling - FISH 196062                      | Deferred Maintenance Plan |
| 7333              | 1/16/2020 12:11 PM  | deferred until Mr. Tub repairs tub                        | Deferred Maintenance Plan |
| 7780              | 5/29/2020 11:21 AM  | Replace carpet with floor throughout unit                 | Deferred Maintenance Plan |
| 9172              | 4/10/2021 12:00 PM  | Paint interior walls - black smudges                      | Deferred Maintenance Plan |
| 9189              | 5/14/2021 12:00 AM  | paint exterior woodwork throughout Fountain Drive         | Deferred Maintenance Plan |
| 9222              | 5/5/2021 12:00 AM   | Exterior doors are peeling. Need to be repainted, 6 units | Deferred Maintenance Plan |
| 9909              | 11/4/2021 12:00 AM  | Need hood fan part  | Deferred Maintenance Plan |
| 9917              | 10/29/2021 12:00 AM | Bathroom sink starting to rust                            | Deferred Maintenance Plan |
| 9979              | 10/26/2021 12:00 AM | Water leaking thru cracks in basement, FISH 196062        | Deferred Maintenance Plan |

*End of Report*

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 09/30/2021. It also shows the approved budget for the current year (2022) 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.

**LHA Comments**

The Annual Operating Budget is processed each year by the Executive Director with input from staff, residents, and the NAHA's fee accountant, Jenna Milne. It is then presented to the Board of Directors for approval and submitted to DHCD for further approval.

**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 North Andover Housing Authority operating reserve at the end of fiscal year 2021 was \$385,841.00, which is 72.3% of the full reserve amount defined above.

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by North Andover Housing Authority. |  |                              |                              |                              |  |  |
|---|--|------------------------------|------------------------------|------------------------------|--|--|
| <b>REVENUE</b>  |  |                              |                              |                              |  |  |
| Account Number  | Account Class                              | 2021 Approved Revenue Budget | 2021 Actual Amounts Received | 2022 Approved Revenue Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 3110  | Shelter Rent - Tenants                     | \$911,124.00                 | \$918,943.00                 | \$970,476.00                 | 5.6%                                     | \$421.21                                 |
| 3111  | Shelter Rent - Tenants - Fraud/Retroactive | \$0.00                       | \$1,911.00                   | \$0.00                       | -100%                                    | \$0.00                                   |
| 3115  | Shelter Rent - Federal Section 8           | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3190  | Nondwelling Rentals                        | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3400  | Administrative Fee - MRVP                  | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3610  | Interest on Investments - Unrestricted     | \$140.00                     | \$180.00                     | \$180.00                     | 0%                                       | \$0.08                                   |
| 3611  | Interest on Investments - Restricted       | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3690  | Other Revenue                              | \$13,000.00                  | \$7,526.00                   | \$7,500.00                   | -0.3%                                    | \$3.26                                   |
| 3691  | Other Revenue - Retained                   | \$43,785.00                  | \$19,224.00                  | \$16,700.00                  | -13.1%                                   | \$7.25                                   |
| 3692  | Other Revenue - Operating Reserves         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3693  | Other Revenue - Energy Net Meter           | \$0.00                       | \$10,768.00                  | \$10,700.00                  | -0.6%                                    | \$4.64                                   |
| 3801  | Operating Subsidy - DHCD (4001)            | \$113,770.00                 | \$91,599.00                  | \$60,392.00                  | -34.1%                                   | \$26.21                                  |
| 3802  | Operating Subsidy - MRVP Landlords         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3803  | Restricted Grants Received                 | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3920  | Gain/Loss From Sale/Disp. of Prop.         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3000  | TOTAL REVENUE                              | \$1,081,819.00               | \$1,050,151.00               | \$1,065,948.00               | 1.5%                                     | \$462.65                                 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by North Andover Housing Authority. |   |                              |                           |                              |   |  |
|---|---|------------------------------|---------------------------|------------------------------|---|--|
| <b>EXPENSES</b>   |   |                              |                           |                              |   |  |
| Account Number  | Account Class                               | 2021 Approved Expense Budget | 2021 Actual Amounts Spent | 2022 Approved Expense Budget | % Change from 2021 Actual to 2022 Budget. | 2022 Dollars Budgeted per Unit per Month |
| 4110  | Administrative Salaries                     | \$142,612.00                 | \$122,921.00              | \$145,097.00                 | 18%                                       | \$62.98                                  |
| 4120  | Compensated Absences                        | \$0.00                       | \$0.00                    | \$0.00                       | 0%  | \$0.00                                   |
| 4130  | Legal                                       | \$2,000.00                   | \$0.00                    | \$7,000.00                   | 100%                                      | \$3.04                                   |
| 4140  | Members Compensation                        | \$3,000.00                   | \$2,806.00                | \$3,000.00                   | 6.9%                                      | \$1.30                                   |
| 4150  | Travel & Related Expenses                   | \$3,500.00                   | \$532.00                  | \$3,500.00                   | 557.9%                                    | \$1.52                                   |
| 4170  | Accounting Services                         | \$11,889.00                  | \$11,437.00               | \$11,889.00                  | 4%  | \$5.16                                   |
| 4171  | Audit Costs                                 | \$5,750.00                   | \$8,230.00                | \$8,030.00                   | -2.4%                                     | \$3.49                                   |
| 4180  | Penalties & Interest                        | \$0.00                       | \$0.00                    | \$0.00                       | 0%  | \$0.00                                   |
| 4190  | Administrative Other                        | \$43,506.00                  | \$44,000.00               | \$45,000.00                  | 2.3%                                      | \$19.53                                  |
| 4191  | Tenant Organization                         | \$0.00                       | \$0.00                    | \$0.00                       | 0%  | \$0.00                                   |
| 4100  | TOTAL ADMINISTRATION                        | \$212,257.00                 | \$189,926.00              | \$223,516.00                 | 17.7%                                     | \$97.01                                  |
| 4310  | Water                                       | \$63,000.00                  | \$65,353.00               | \$66,000.00                  | 1%  | \$28.65                                  |
| 4320  | Electricity                                 | \$168,000.00                 | \$155,617.00              | \$160,000.00                 | 2.8%                                      | \$69.44                                  |
| 4330  | Gas   | \$45,000.00                  | \$45,657.00               | \$47,000.00                  | 2.9%                                      | \$20.40                                  |
| 4340  | Fuel  | \$0.00                       | \$0.00                    | \$0.00                       | 0%  | \$0.00                                   |
| 4360  | Net Meter Utility Debit/Energy Conservation | \$43,785.00                  | \$21,536.00               | \$120,000.00                 | 457.2%                                    | \$52.08                                  |
| 4390  | Other                                       | \$0.00                       | \$355.00                  | \$350.00                     | -1.4%                                     | \$0.15                                   |
| 4391  | Solar Operator Costs                        | \$200,000.00                 | \$120,672.00              | \$22,000.00                  | -81.8%                                    | \$9.55                                   |
| 4392  | Net Meter Utility Credit (Negative Amount)  | \$-243,785.00                | \$-142,208.00             | \$-142,000.0                 | -0.1%                                     | \$-61.63                                 |
| 4300  | TOTAL UTILITIES                             | \$276,000.00                 | \$266,982.00              | \$273,350.00                 | 2.4%                                      | \$118.64                                 |



| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by North Andover Housing Authority. |                                       |                              |                           |                              |  |  |
|---|---------------------------------------|------------------------------|---------------------------|------------------------------|--|--|
| <b>EXPENSES</b>   |                                       |                              |                           |                              |  |  |
| Account Number  | Account Class                         | 2021 Approved Expense Budget | 2021 Actual Amounts Spent | 2022 Approved Expense Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 4410  | Maintenance Labor                     | \$189,197.00                 | \$200,415.00              | \$184,850.00                 | -7.8%                                    | \$80.23                                  |
| 4420  | Materials & Supplies                  | \$27,000.00                  | \$26,007.00               | \$26,000.00                  | 0%                                       | \$11.28                                  |
| 4430  | Contract Costs                        | \$48,565.00                  | \$79,311.00               | \$80,000.00                  | 0.9%                                     | \$34.72                                  |
| 4400  | TOTAL MAINTENANCE                     | \$264,762.00                 | \$305,733.00              | \$290,850.00                 | -4.9%                                    | \$126.24                                 |
| 4510  | Insurance                             | \$45,123.00                  | \$42,841.00               | \$45,976.00                  | 7.3%                                     | \$19.95                                  |
| 4520  | Payment in Lieu of Taxes              | \$2,150.00                   | \$2,150.00                | \$2,150.00                   | 0%                                       | \$0.93                                   |
| 4540  | Employee Benefits                     | \$177,489.00                 | \$169,199.00              | \$172,963.00                 | 2.2%                                     | \$75.07                                  |
| 4541  | Employee Benefits - GASB 45           | \$0.00                       | \$-9,267.00               | \$0.00                       | -100%                                    | \$0.00                                   |
| 4542  | Pension Expense - GASB 68             | \$0.00                       | \$55,163.00               | \$0.00                       | -100%                                    | \$0.00                                   |
| 4570  | Collection Loss                       | \$0.00                       | \$1,004.00                | \$0.00                       | -100%                                    | \$0.00                                   |
| 4571  | Collection Loss - Fraud/Retroactive   | \$0.00                       | \$1,911.00                | \$0.00                       | -100%                                    | \$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                | \$224,762.00                 | \$263,001.00              | \$221,089.00                 | -15.9%                                   | \$95.96                                  |
| 4610  | Extraordinary Maintenance             | \$57,500.00                  | \$80,189.00               | \$73,640.00                  | -8.2%                                    | \$31.96                                  |
| 4611  | Equipment Purchases - Non Capitalized | \$44,396.00                  | \$6,943.00                | \$6,500.00                   | -6.4%                                    | \$2.82                                   |
| 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                       | \$217,938.00              | \$0.00                       | -100%                                    | \$0.00                                   |
| 4600  | TOTAL OTHER EXPENSES                  | \$101,896.00                 | \$305,070.00              | \$80,140.00                  | -73.7%                                   | \$34.78                                  |
| 4000  | TOTAL EXPENSES                        | \$1,079,677.00               | \$1,330,712.00            | \$1,088,945.00               | -18.2%                                   | \$472.63                                 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by North Andover Housing Authority. |                                       |                      |                     |                      |  |  |
|---|---------------------------------------|----------------------|---------------------|----------------------|--|--|
| <b>SUMMARY</b>  |                                       |                      |                     |                      |  |  |
| Account Number  | Account Class                         | 2021 Approved Budget | 2021 Actual Amounts | 2022 Approved Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 3000  | TOTAL REVENUE                         | \$1,081,819.00       | \$1,050,151.00      | \$1,065,948.00       | 1.5%                                     | \$462.65                                 |
| 4000  | TOTAL EXPENSES                        | \$1,079,677.00       | \$1,330,712.00      | \$1,088,945.00       | -18.2%                                   | \$472.63                                 |
| 2700  | NET INCOME (DEFICIT)                  | \$2,142.00           | \$-280,561.00       | \$-22,997.00         | -91.8%                                   | \$-9.98                                  |
| 7520  | Replacements of Equip. - Capitalized  | \$0.00               | \$19,698.00         | \$0.00               | -100%                                    | \$0.00                                   |
| 7540  | Betterments & Additions - Capitalized | \$0.00               | \$0.00              | \$0.00               | 0%                                       | \$0.00                                   |
| 7500  | TOTAL NONOPERATING EXPENDITURES       | \$0.00               | \$19,698.00         | \$0.00               | -100%                                    | \$0.00                                   |
| 7600  | EXCESS REVENUE OVER EXPENSES          | \$2,142.00           | \$-300,259.00       | \$-22,997.00         | -92.3%                                   | \$-9.98                                  |

## Explanation of Budget Accounts

The following explains how each of the line items is to be prepared.

3110: Shelter Rent: The shelter rent projection should be based on the current rent roll plus anticipated changes expected from annual rent re-determinations or as a result of regulatory amendments.

3111: Shelter Rent – Tenants - Fraud/Retroactive: This account should be used for the reporting of total rent receipts from residents due to unreported income. These are often called fraud or retroactive balances. In cases where deficit LHAs discover, pursue cases, and have entered into a written fraud/retroactive re-payment agreement **with a present or former tenant who did not report income**, the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

3115: Shelter Rent - Section 8: This account applies only to those developments receiving support through the federal government's Housing and Urban Development (HUD) Section 8 New Construction and/or Substantial Rehab Programs.

3190: Non-Dwelling Rental: This account should be credited with the rents, other than tenants rents reported in line 3110 and 3115, including charges for utilities and equipment, billed to lessees of non-dwelling facilities as well as apartments rented for non-dwelling purposes, such as social service programs.

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is \$50.00 per unit per month, as of July 1, 2020.

3610: Interest on Investments – Unrestricted: This account should be credited with interest earned on unrestricted administrative fund investments.

3611: Interest on Investments – Restricted: This account should be credited with interest earned on restricted administrative fund investments. For example, an LHA may receive a grant whose use is restricted to a specific purpose, and the interest income earned on that grant may also be restricted to the same purpose.

3690: Other Operating Revenues: This account should be credited with income from the operation of the project that cannot be otherwise classified. Income credits to this account include, but are not limited to, penalties for delinquent payments, rental of equipment, charges for use of community space, charges to other projects or programs for the use of central office management and maintenance space, commissions and profits from vending machines, including washing machines, and certain charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Department's regulations on lease provisions..

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with

the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

3692: Other Revenue - Operating Reserves: This account should be credited with funds that LHAs plan to utilize from their operating reserve accounts in excess of the Allowable Non-Utility Expense Level (ANUEL). To be approvable, LHA must maintain the DHCD prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

3693: Other Revenue – Net Meter: This account should normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter \$0 here. Savings are calculated as the value of the net meter credits appearing on the LHA’s electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/20 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691. LHAs can keep 50% of savings effective 7/1/2020.

3801: Operating Subsidy – DHCD (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:

The credit balance in this account represents the anticipated total receipts from DHCD during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

3920: Gain/Loss from Sale or Disposition of Property (Capitalized or Non-Capitalized): The debit or credit balance of this account represents the following items: a) Cash proceeds from the sale of property that was either: 1) non-capitalized; or 2) capitalized and has been fully depreciated, and b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.

4110: Administrative Salaries: This account should be charged with the gross salaries of LHA personnel engaged in administrative duties and in the supervision, planning, and direction of maintenance activities and operating services during the operations period. It should include the salaries of the executive director, assistant executive director, accountants, accounting clerks, clerks, secretaries, project managers, management aides, purchasing agents, engineers, draftsmen, maintenance superintendents, and all other employees assigned to administrative duties.

4120: Compensated Absences: The debit balance in this account represents the actual cost incurred during the fiscal year for vacation, paid holidays, vested sick leave and earned compensatory time. This account includes both the direct compensated absences cost and associated employer payroll expenses (employment taxes, pension cost, etc.).

4130: Legal Expense: This account should be charged with retainers and fees paid to attorneys for legal services relating to the operation of the projects.

4140: Compensation to Authority Members: A local authority may compensate its members for performance of their duties and such other services as they may render to the authority in connection with its Chapter 200 development(s). Compensation for any other program is not authorized. Because of this, LHAs must base such compensation only on the actual rent receipts for these developments plus a prorated share of other operating receipts of funds on a per unit basis. The precise amount that members may be compensated is defined by statute to a maximum of \$40 per member per day, and \$50 for the chairperson per day. The total of all compensation to all board members is not to exceed two percent (2%) of actual gross income of Chapter 200 developments in any given year, consistent with the approved budget amount. In no case shall the payment of compensation exceed \$12,500 annually for the chairperson, or \$10,000 for any member other than the chairperson. Please note the statute requires the member to perform housing authority business in order to receive compensation.

4150: Travel and Related Expense: Legitimate travel expenses incurred by board members and staff in the discharge of their duties for any **state-aided program** are reimbursable from this account, as consistent with Department policy.

4170: Contractual Accounting Services: Fees for accounting services that are provided routinely and are contracted for on an annual basis. Only accounting services performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provides routine accounting services should be included in Account 4110, Administrative Salaries.

4171: Audit Costs: This account includes the state program's prorated share of audit fees paid to an Independent Public Accountant (IPA). The procurement of an IPA is necessary to satisfy the Federal Government's audit requirements. Costs for these services should be shared with all state and federal programs of LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon procedures (AUP) audit costs for state-assisted public housing programs should also be included in this account.

4180: Penalties and Interest: Any expenses incurred from penalties, fees, and interest paid on delinquent accounts shall be included in this line item.

4190: Administrative Other: This account is provided for recording the cost of administrative items for which no specific amount is prescribed in this 4100 group of accounts. It includes, but is not limited to, the cost of such items as: reports and accounting forms; stationery and other office supplies; postage; telephone services; messenger service; rental of office space; advertising for bids; publications; membership dues; collection agency & court costs, training costs; management fees, and fiscal agent fees.

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of \$6.00 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTO(s) or an annual total of \$500.00 prorated among all such LTO(s), whichever is more. For more information on the creation and funding of LTOs see 760 CMR 6.09.

Authorities which operate computer learning centers, which are funded by the state consolidated budget or by other sources (which are typically recorded in line #3691 as "Other Revenue Retained", should budget the cost of the centers on this line.

4310: Water: This account should be charged with the cost of water and sewer charges purchased for all purposes.

4320: Electricity: This account should be charged with the total cost of electricity purchased for all purposes. Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off- site solar electricity-generating site. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased or in some cases receives a direct cash payment from their utility company. Please ensure that the amount charged to this account is the total cost of electricity BEFORE any reductions due to the receipt of net meter credits.

4330: Gas: This account should be charged with the cost of gas (natural, artificial, or liquefied) purchased for all purposes.

4340: Fuel: This account should be charged with the cost of coal, fuel oil, steam purchased, and any other fuels (except electricity and gas) used in connection with Local Housing Authority operation of plants for the heating of space or water supplied to tenants as a part of rent.

4360: Net Meter Utility Debit/Energy Conservation: This account is to be charged with costs incurred for energy conservation measures.

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360. In addition, for all quarterly or year-end operating statements 9/30/20 or later, and all budgets 6/30/21 or later, please use this line to record the total net meter credits earned as reported in Line 4392, MINUS the Solar Operator Costs reported in Line 4391, with the result expressed as a positive number. For example, if you reported -\$20,000 in Net Meter Utility Credits in Line 4392 and \$15,000 in Solar Operator Costs in Line 4391, you would subtract the \$15,000 reported on Line 4391 from the -\$20,000 reported on Line 4392, and post the remainder of \$5,000 on Line 4360, as a positive number. This number essentially represents the "net" savings the LHA earned from its net meter credit contract.

4391: Solar Operator Costs: Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. The LHA makes regular (usually monthly) payments to the developer for its contracted share of the solar electricity produced by the site. Those payments should be entered in this account.

4392: Net Meter Utility Credit (Negative Amount): As noted in account #4391 above, many LHAs have executed Net Meter Credit Power Purchase Agreements (PPA's). In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased from the developer, which reduces the balance on its electric bill, or, in some cases, the credits are paid in cash to the LHA by the utility company. The total gross amount of the net meter credits that appear on the LHA's utility bills should be carried in this account and entered as a negative number. In cases where credits are paid in cash to the Host LHA, the net balance after paying out the amounts due the participating housing authorities, should also be carried in this account and entered as a negative number.

4410: Maintenance Labor: This account should be charged with the gross salaries and wages, or applicable portions thereof, for LHA personnel engaged in the routine maintenance of the project.

4420: Materials & Supplies: This account should be charged with the cost of materials, supplies, and expendable equipment used in connection with the routine maintenance of the project. This includes the operation and maintenance of automotive and other movable equipment, and the cost of materials, supplies, and expendable equipment used in connection with operating services such as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

4430: Contract Costs: This account should be charged with contract costs (i.e. the cost of services for labor, materials, and supplies furnished by a firm or by persons other than Local Authority employees) incurred in connection with the routine maintenance of the project, including the maintenance of automotive and other movable equipment. This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, fire alarm and elevator service, extermination of rodents and household pests, rubbish and garbage collection, snow removal, landscape services, oil burner maintenance, etc.

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by DHCD on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:

This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract.

Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

4541: Employee Benefits - GASB 45: This line covers "Other Post-Employment Benefits" (OPEB). Of the total benefits offered by employers to attract and retain qualified employees, some benefits, including salaries and active-employee healthcare are taken while the employees are in active service, whereas other benefits, including post-employment healthcare and other OPEB are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services. In accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4542: Pension Expense – GASB 68: The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pension costs. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. As with account 4541 above, in accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4570: Collection Loss: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents. Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

4571: Collection Loss – Fraud/Retroactive: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents due to unreported income, i.e. fraud/retroactive balances.

4580: Interest Expense: The debit balance in this account represents the interest expense paid and accrued on loans and notes payable. This debt can be from operating borrowings or capital borrowings.

4590: Other General Expense: This account represents the cost of all items of general expenses for which no specific account is prescribed in the general group of accounts.

4610: Extraordinary Maintenance – Non-Capitalized: This account should be debited with all *costs* (labor, materials and supplies, expendable equipment (such as many tools or routine repair parts), and contract work) of repairs, replacements (but not replacements of non-expendable equipment), and rehabilitation of such a substantial nature that the work is clearly not a part of the routine maintenance and operating program. The items charged to this account should not increase the useful life or value of the asset being repaired. These items are not capitalized and are not added as an increase to fixed assets at the time of completion. Nor are these items depreciated. An example of this would be scheduled repainting of apartments.

4611: Equipment Purchases – Non-Capitalized: This account should be debited with the costs of equipment that does not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as a fixed asset and therefore will not be depreciated. These items include stoves, refrigerators, small tools, most computers and software, etc.

The budget is a planning tool and as our portfolio ages it is essential that LHAs evaluate their properties annually and plan for extraordinary maintenance. To that end DHCD very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

4715: Housing Assistance Payments: This account should be debited with all housing assistance payments paid to landlords for the MRVP program on a monthly basis.

4801: Depreciation Expense: This account should be debited with annual fixed asset depreciation expenses as determined by the LHA's capitalization policy.

7520: Replacement of Equipment – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment purchased as a replacement of equipment of substantially the same kind. These items, such as vehicles, computers, or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life.

7540: Betterments & Additions – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as a betterment or addition. These items meet the LHA's criteria for capitalization and will also be added to fixed



assets and therefore depreciated over the useful life of the asset. Examples are: major roof replacement, structural repairs such as siding, or major paving work.

In accordance with GAAP accounting, inventory purchases (Replacement of Equipment and Betterments & Additions) are distinguished between capitalized and non-capitalized items. Any inventory or equipment purchase greater than \$5,000 is required by DHCD to be capitalized, inventoried and depreciated. Any inventory or equipment purchase costing \$1,000 to \$4,999 should be inventoried by LHA staff for control purposes only but is not subject to capitalization or depreciation, it is, however, required to be expensed when the items are paid for. An LHA's inventory listing should include both capitalized and non-capitalized items of \$1,000 and more, as well as all refrigerators and stoves of any value. All items that appear on the inventory listing should be tagged with a unique identification number, and all refrigerators and stoves (regardless of value) should be tagged. LHAs may adopt a capitalization policy that capitalizes inventory purchases at a lesser amount than the \$5,000 requirement (i.e. \$1,000 - \$4,999); however, no capitalization policy can have an amount higher than \$5,000. Any inventory or equipment purchases costing \$0 to \$999 are to be expensed when paid for.

### Narrative Responses to the Performance Management Review (PMR) Findings

The Performance Management Review conducted by the Department of Housing and Community Development (DHCD) for the 2021 LHA fiscal year resulted in the following ratings. Criteria which received a 'Corrective Action' rating show both a reason for the rating and a response by the LHA. The reason indicates North Andover Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

#### **Category: Management**

Criterion: Occupancy Rate - the percentage of units that are occupied on monthly report.

Rating: Operational Guidance

Reason: We received Operational Guidance for a number of reasons, many of which are related to the pandemic. We had a higher than usual number of move-outs over a short period of time. We also had a higher number of transfer requests from second to first floor units. We tried to fulfill these requests as best as possible to accommodate the medical needs of our residents. However the result for the housing authority was that the net number of vacant units remain the same. The main factor that contributed to the lower occupancy rate was staff shortages due to the pandemic. Over the past year, our small staff was negatively affected by COVID-related absences. Sometimes it was our own employees being sick or exposed, other times employees needed to be home with school-aged children. The staff absences resulted in longer than usual vacant unit turnover times.

Response: The North Andover Housing Authority is utilizing the DHCD vacancy waiver system. We also have two new staff members that are facilitating the leasing process on the administrative side. We are contracting out unit paint jobs when necessary. These three steps have already resulted in an improved occupancy rate.

Criterion: Tenant Accounts Receivable (TAR) - the percentage of uncollected rent and related charges owed by tenants to the local housing authority (LHA), out of the total amount of rent and related costs charged to tenants.

Rating: Paused due to COVID-19

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

Rating: Operational Guidance

Reason: The North Andover Housing Authority received this rating because the Executive Director failed to hit submit on a system-generated report while she was out on maternity leave. She was in the hospital with a life-threatening issue due to a medically complicated delivery at the time the report was due. Subsequent reports were submitted on time.

Response: The Executive Director has calendar reminders for all reporting submission dates to guarantee timely submission of reports. Knowing the importance to the PMR, she will make sure to submit all reports before the deadline.

Criterion: Completion of mandatory online board member training

Rating: No Findings

Criterion: Annual Plan Submitted - Annual Plan (AP) submitted on time

Rating: No Findings

**Category: Financial**

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

Rating: Paused due to COVID-19

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

Rating: No Findings

**Category: Capital Planning**

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

Rating: Paused due to COVID-19

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

Criterion: Health and Safety Violations

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

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

**Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

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

Rating: No Findings

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

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: Corrective Action

Reason: The North Andover Housing Authority received this rating because the vacant unit tracking spreadsheet was no longer deemed acceptable to DHCD, although it was never an issue in prior years. The NAHA has never input work orders into PHA-Web before, and has always tracked vacant unit work orders on a shared spreadsheet. This has been acceptable in past years, but is no longer acceptable.

Response: The NAHA has transferred the vacant unit work orders recorded in our shared spreadsheet into the PHA-Web housing software system. We will no longer utilize our spreadsheet and will enter all vacant unit work orders into PHA-Web going forward.

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

Rating: Corrective Action

Reason: DHCD would not accept our vacant unit work order spreadsheet and stated they must be entered into PHA-Web.

Response: The NAHA has transferred the vacant unit work orders recorded in our shared spreadsheet into the PHA-Web housing software system. We will no longer utilize our spreadsheet and will enter all vacant unit work orders into PHA-Web going forward.

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

Rating: No Findings

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

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: Paused due to COVID-19

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

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

Rating: No Findings

Explanation of PMR Criteria Ratings

| CRITERION                                | DESCRIPTION   |
|--|---|
| <b>Management</b>                        |   |
| Occupancy Rate                           | <p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> <li>• “No Findings” : Occupancy Rate is at or above 98%</li> <li>• Operational Guidance: Occupancy rate is at 95% up to 97.9%</li> <li>• Corrective Action: Adjusted occupancy rate is less than 95%</li> </ul>  |
| Tenant Accounts Receivable (TAR)         | <p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> <li>• “No Findings” : At or below 2%</li> <li>• “Operational Guidance” : More than 2% , but less than 5%</li> <li>• “Corrective Action” : 5% or more</li> </ul>            |
| Certifications and Reporting Submissions | <p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> <li>• “No Findings” : At least 11 of the required 12 reports were submitted and at least 9 were submitted on time.</li> <li>• “Operational Guidance” : Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.</li> </ul> |
| Board Member Training                    | <p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> <li>• “No Findings” : 80% or more completed training</li> <li>• “Operational Guidance” : 60-79.9% completed training</li> <li>• “Corrective Action” : &lt;60 % completed training</li> </ul>  |
| Annual Plan (AP) Submitted               | <p>Housing authorities are required to submit an annual plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time</li> <li>• “Operational Guidance” =Up to 45 days late</li> <li>• “Corrective Action” =More than 45 days late</li> </ul>  |

| CRITERION               | DESCRIPTION  |
|-------------------------|--|
| <b>Financial</b>        |  |
| Adjusted Net Income     | <p>The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to 9.9%</li> <li>• “Operational Guidance”: 10 to 14.9%</li> <li>• “Corrective Action”: 15% or higher</li> </ul> <p>Overspending Rating:</p> <ul style="list-style-type: none"> <li>• “No Findings” : 0 to -4.9%</li> <li>• “Operational Guidance”: -5% to -9.9%</li> <li>• “Corrective Action”: -10% or below</li> </ul> |
| Operating Reserves      | <p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> <li>• “No Findings” :35%+ of maximum operating reserve</li> <li>• “Operational Guidance”: 20% to 34.9% of maximum operating reserve</li> <li>• “Corrective Action”: &lt;20% of maximum operating reserve</li> </ul>   |
| <b>Capital Planning</b> |  |
| Capital Spending        | <p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> <li>• “No Findings” = at least 80%</li> <li>• “Operational Guidance” = At least 50%</li> <li>• “Corrective Action” = Less than 50%</li> </ul>  |

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



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

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

## Policies

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

| <b>Policy</b>  | <b>Last Ratified<br/>by Board Vote</b> | <b>Notes</b>                          |
|--|--|---------------------------------------|
| *Rent Collection Policy  | 11/19/2015                             |                                       |
| *Personnel Policy  | 06/24/2021                             |                                       |
| *Capitalization Policy   | 05/22/2014                             |                                       |
| *Procurement Policy  | 04/01/2016                             |                                       |
| *Grievance Policy  | 06/22/2017                             |                                       |
| Other – Define in the ‘Notes’<br>column                            | 12/16/2021                             | Remote Work & Telecommuting<br>Policy |
| Anti-Discriminatory Harassment<br>Policy                           | 08/24/2017                             | Part of Personnel Policy              |
| Equal Employment Opportunity<br>Policy and Affirmative Action Plan | 08/24/2017                             | Part of Personnel Policy              |
| Sexual Harassment Policy   | 08/24/2017                             | Part of Personnel Policy              |
| Credit/Debit Card Policy   | 11/19/2015                             |                                       |
| Criminal Offender Records<br>Information (CORI) Policy             | 06/24/2021                             |                                       |
| Other – Define in the ‘Notes’<br>column                            | 12/18/2021                             | Remote Work & Telecommuting<br>Policy |
| Maintenance and Other Charges                                      | 11/19/2015                             |                                       |
| Pet Policy   | 03/01/2016                             |                                       |
| Reasonable Accommodations Policy                                   | 01/31/2019                             |                                       |
| Smoking Policy   | 04/01/2016                             |                                       |
|  |  |                                       |

| <b>Policy</b>                        | <b>Last Ratified<br/>by Board Vote</b> | <b>Notes</b>                      |
|--------------------------------------|--|-----------------------------------|
| Other – Define in the ‘Notes’ column | 02/23/2017                             | Code of Conduct                   |
| Other – Define in the ‘Notes’ column | 05/31/2016                             | Wage Match Policy                 |
| Other – Define in the ‘Notes’ column | 06/18/2015                             | Hallway and Common Area Policy    |
| Other – Define in the ‘Notes’ column | 11/19/2015                             | Pest Control Policy               |
| Other – Define in the ‘Notes’ column | 05/26/2017                             | Internal Controls Policy          |
| Other – Define in the ‘Notes’ column | 04/23/2015                             | Emergency Maintenance Policy      |
| Other – Define in the ‘Notes’ column | 03/01/2016                             | Air Conditioner Policy            |
| Other – Define in the ‘Notes’ column | 12/01/2015                             | Disposition Policy                |
| Other – Define in the ‘Notes’ column | 05/26/2017                             | Work Order Procedure Policy       |
| Other – Define in the ‘Notes’ column | 03/01/2019                             | Housing Situation Priority Policy |
| Other – Define in the ‘Notes’ column | 06/01/2016                             | Preventative Maintenance Policy   |
| Other – Define in the ‘Notes’ column | 03/28/2007                             | Violence Against Women Act Policy |
| Community Room Use                   | 12/16/2021                             | Community Room Policy             |

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

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

## Waivers

North Andover Housing Authority has received the following waivers from DHCD's regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

| <b>Description</b>                      | <b>Reason</b>                              | <b>Date Waiver Approved by DHCD</b> | <b>Date Expired</b> |
|---|--|-------------------------------------|---------------------|
| Biennial recertification of c.667 rents | Decrease the administrative load on staff. | 02/26/2009                          |                     |

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

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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



## Attachments

**Attachments**

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

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

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

# North Andover Housing Authority

One Morkeski Meadows  
North Andover, MA 01845



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(978) 794-1142 FAX  
(800) 545-1833 Ext. 100 TDD

## Public Comments to Annual Plan FY 2023

**Public Comment #1:** Resident William Dargan of Fountain Drive made some comments regarding capital improvements at 667-1. He requested that the door frames be painted, and parking lot lines be re-striped.

**NAHA Response #1:** The Executive Director agrees that the parking lot space lines should be re-striped, and that the door frame repainting will be included as part of the concrete stoop replacement project. In the meantime, maintenance will inspect the resident's door frame to assess the situation.

**Public Comment #2:** Resident Kevin Haggerty of Foulds Terrace stated that the parking lot at Foulds Terrace needs to be restriped.

**NAHA Response #1:** The Executive Director agrees that the parking lot needs to be restriped.

**Public Comment #3:** Resident Dimitre Kelekis of Foulds Terrace stated that she would like to see a paved patio area for residents with mobility issues to be able to sit and enjoy the outdoors.

**NAHA Response #3:** The Executive Director stated that she would consider the feedback and research the possibility of constructing a common patio area at Foulds Terrace.

*All comments were received by the Executive Director prior to the Annual Plan Public Hearing on 6/23/2022. The North Andover Housing Authority did not receive any comments at the Annual Plan Public Hearing.*

## **Resident Surveys – Background**

Since 2016 DHCD has been working with the Center for Survey Research (CSR) at the University of Massachusetts Boston to survey residents in the state public housing units it oversees. The surveys are confidential, mailed directly to residents, and returned to CSR by mail (or, starting in 2019, completed on-line). CSR surveys residents of elderly/disabled units (also known as Chapter 667) and family units (also known as Chapter 200 and Chapter 705).

During each round all units are mailed surveys, 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 units was surveyed at each housing authority. This group was determined to be large enough to generate statistically useful results. In both rounds, responses from c.200 and c.705 residents are always combined.

## **Round One Surveys (2016 – 2018)**

In Round One of the surveys, CSR surveyed residents of elderly/disabled units (c.667) in three groups in the Fall of 2016, 2017 and 2018. CSR surveyed residents of family units (c.705 and c.200) in the Spring of 2016. (Note: there are many more c.667 units, so they were broken down into three groups).

### *Notes on Round One Surveys*

1. In previous publications of this survey data, if there were at least twenty responses from residents of an authority's c.667 units or from their c.200/705 units, then there is a separate report for that program.
2. We originally combined data from c.667 and c.200/705 units for some LHAs with limited family data. However, to be consistent with the new Round Two methodology described below, we recalculated the Round One data using the new methodology. Since we no longer combine results from the different programs several LHAs no longer have a report for their c.200/705 units given the small data set for those units.

## **Round Two Surveys (2019 – 2022)**

Round Two of the surveys began in 2019. CSR surveyed about one-third of the elderly/disabled units in Fall 2019 and in Fall 2021 and all of the family units in Fall 2020. We expect the remaining elderly/disabled units to be surveyed in Fall 2022.

### *Notes on Round Two Surveys*

1. We refined our reporting methodology and will issue survey results for any program (c.667 or c.200/705) meeting these requirements:
  - 8-19 completed surveys received, if the response rate is at least 40%
  - 20-29 completed surveys received, if the response rate is at least 20%
  - 30+ completed surveys received, if the response rate is at least 15%
2. Responses from the family units will not be combined with responses from elderly/disabled units as they originally were in Round One. Since the variance between the results of the elderly/disabled and family programs was sometimes significant, we determined that combining the two yielded less accurate results.

# North Andover Housing Authority

## Chapter 667 Housing Summary 2019 - 2021

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

### Fall 2019:

- Surveys were sent to 6955 housing units (Chapter 667). 3352 surveys were filled out and returned.

### Fall 2021:

- Surveys were sent to 8350 housing units (Chapter 667). 3787 surveys were filled out and returned.
- In the **North Andover Housing Authority**, surveys were sent to a total of **164** North Andover housing units (Chapter 667); **74** surveys were completed.

This report provides some information about how the residents from the **North Andover 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 Northeastern Massachusetts. These small LHAs in Northeastern Massachusetts include: Bedford, Dracut, Essex, Georgetown, Hamilton, Haverhill, Lexington, Lowell, Manchester, Middleton, North Andover, Salisbury, Swampscott, Wakefield, West Newbury, and Wilmington.

## 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:

|  | North Andover<br>Housing<br>Authority | Small LHAs in<br>Northeast MA * | Entire<br>State |
|--|---------------------------------------|---------------------------------|-----------------|
| Felt they were usually or always treated with courtesy and respect when they contacted management..... | 85%                                   | 85%                             | 84%             |
| Knew the Executive Director held a meeting with residents.....   | 66%                                   | 48%                             | 43%             |

\* Small LHAs in Northeastern Massachusetts include: Bedford, Dracut, Essex, Georgetown, Hamilton, Haverhill, Lexington, Lowell, Manchester, Middleton, North Andover, Salisbury, Swampscott, Wakefield, West Newbury, and Wilmington.

# Maintenance and Repair

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

|   | North Andover Housing Authority | Small LHAs in Northeast MA | Entire State |
|---|---------------------------------|----------------------------|--------------|
| Felt they were treated with courtesy and respect when they contacted maintenance..... | 87%                             | 88%                        | 88%          |
| Were contacted by the Housing Authority before entering their apartment.....          | 88%                             | 90%                        | 91%          |

- 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:**

**North Andover Housing Authority**



**Small LHAs in Northeast MA**

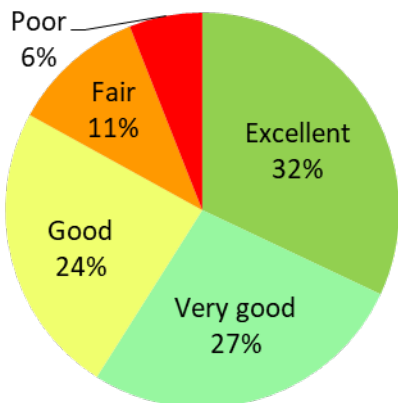


**Entire State**



**Outdoor maintenance:**

**North Andover Housing Authority**



**Small LHAs in Northeast MA**



**Entire State**



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

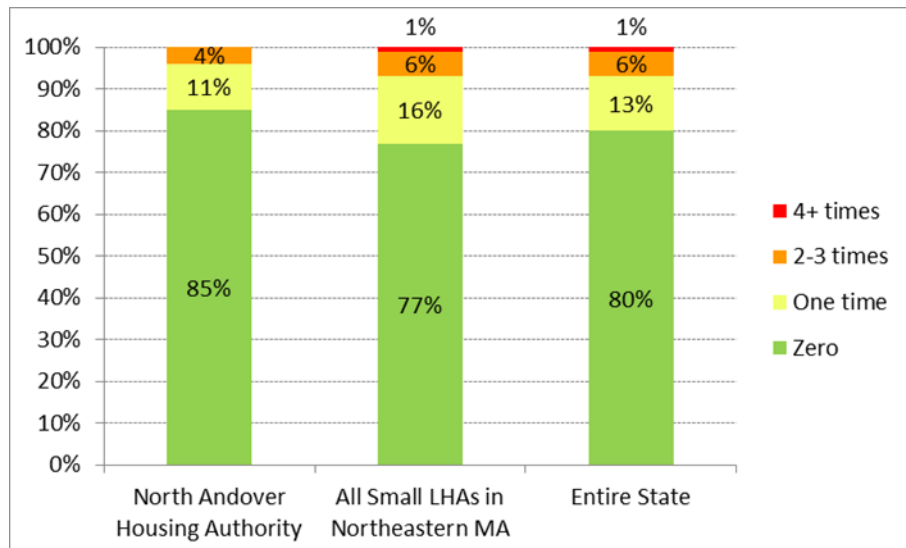
|                              | North Andover Housing Authority | Small LHAs in Northeast MA | Entire State |
|------------------------------|---------------------------------|----------------------------|--------------|
| Had any heating problem..... | 27%                             | 39%                        | 36%          |
| Had any water problem.....   | 58%                             | 58%                        | 57%          |

- **Heating Problems**

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

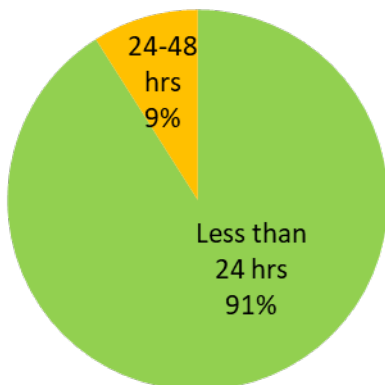
The chart below shows how many times respondents had completely lost heat in the last 12 months.

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.

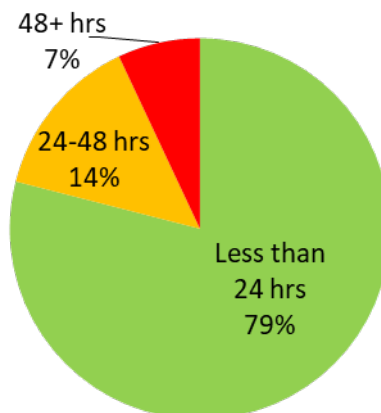


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

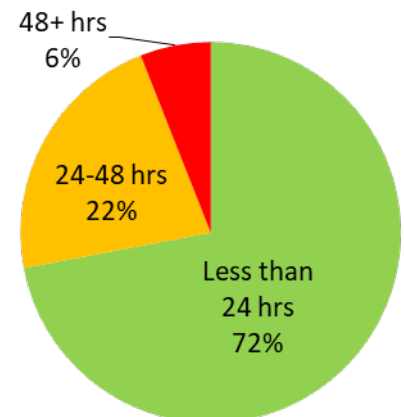
**North Andover Housing Authority**



**Small LHAs in Northeast MA**



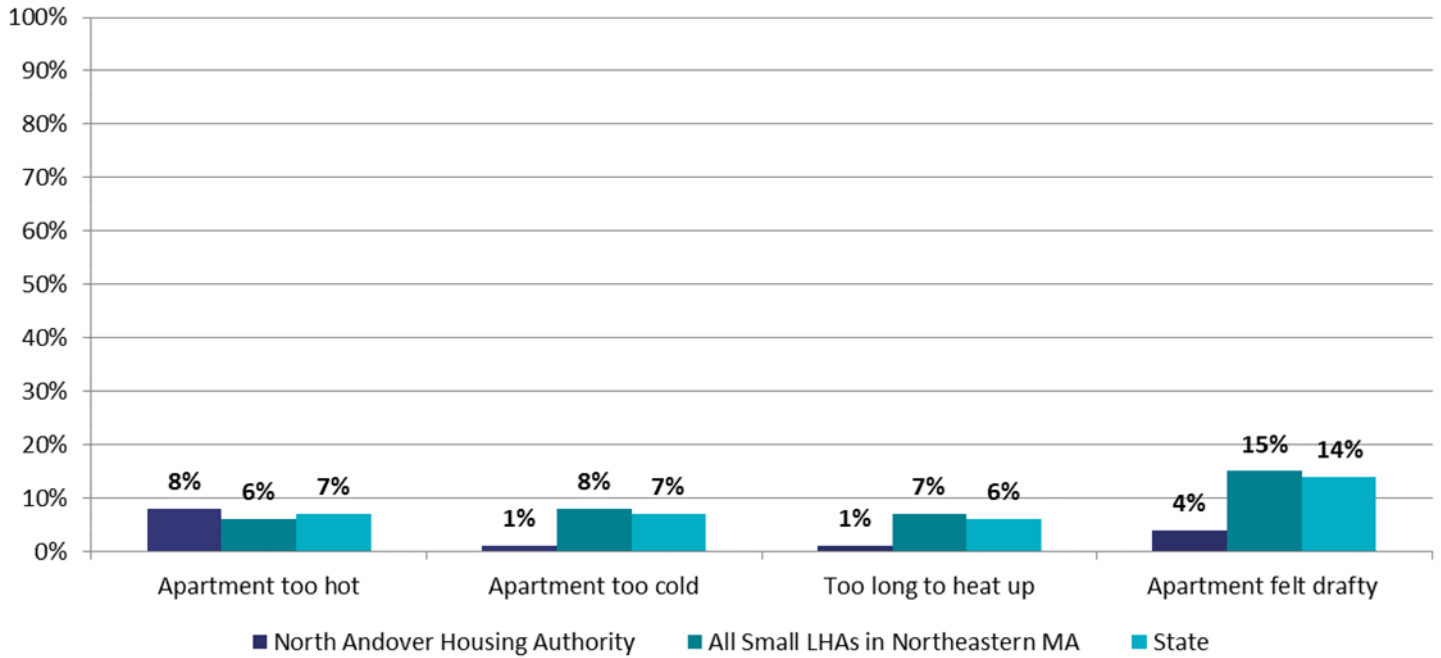
**Entire State**



- **Other Heating Problems**

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

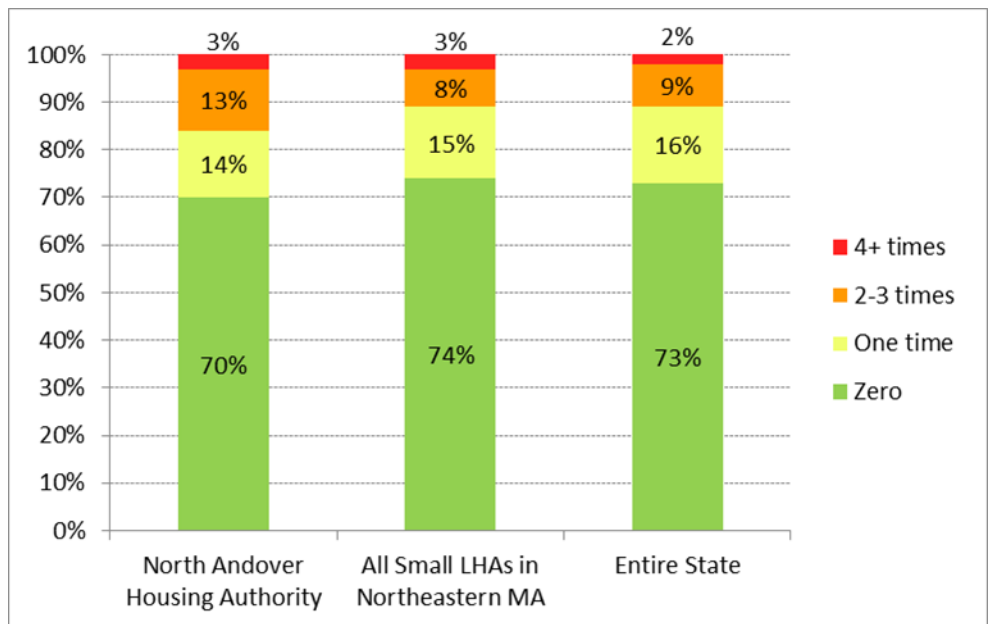
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



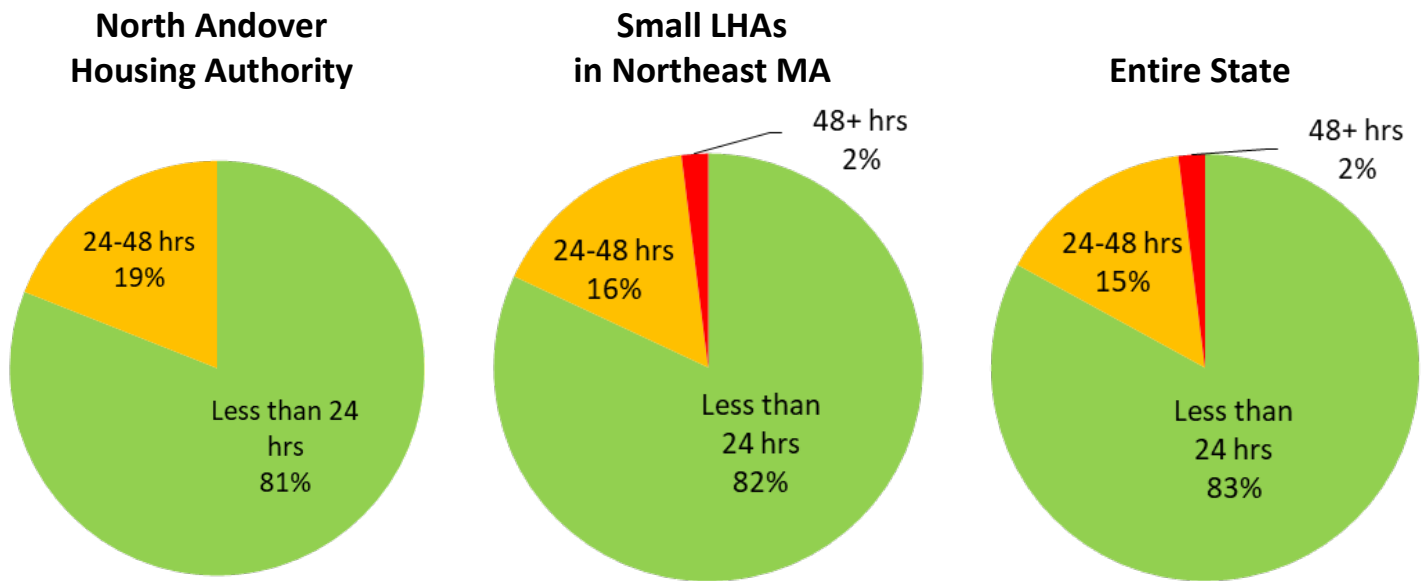
- **Water or Plumbing Problems**

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

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



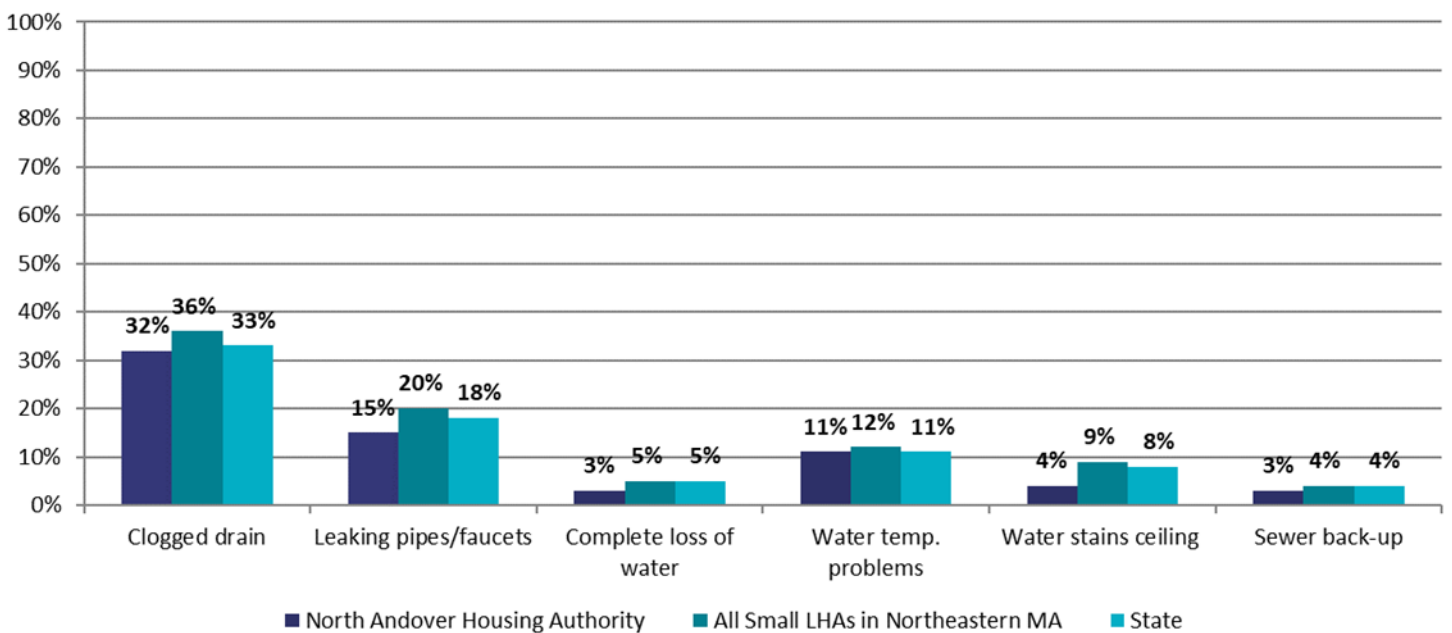
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• **Other Water or Plumbing Problems**

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

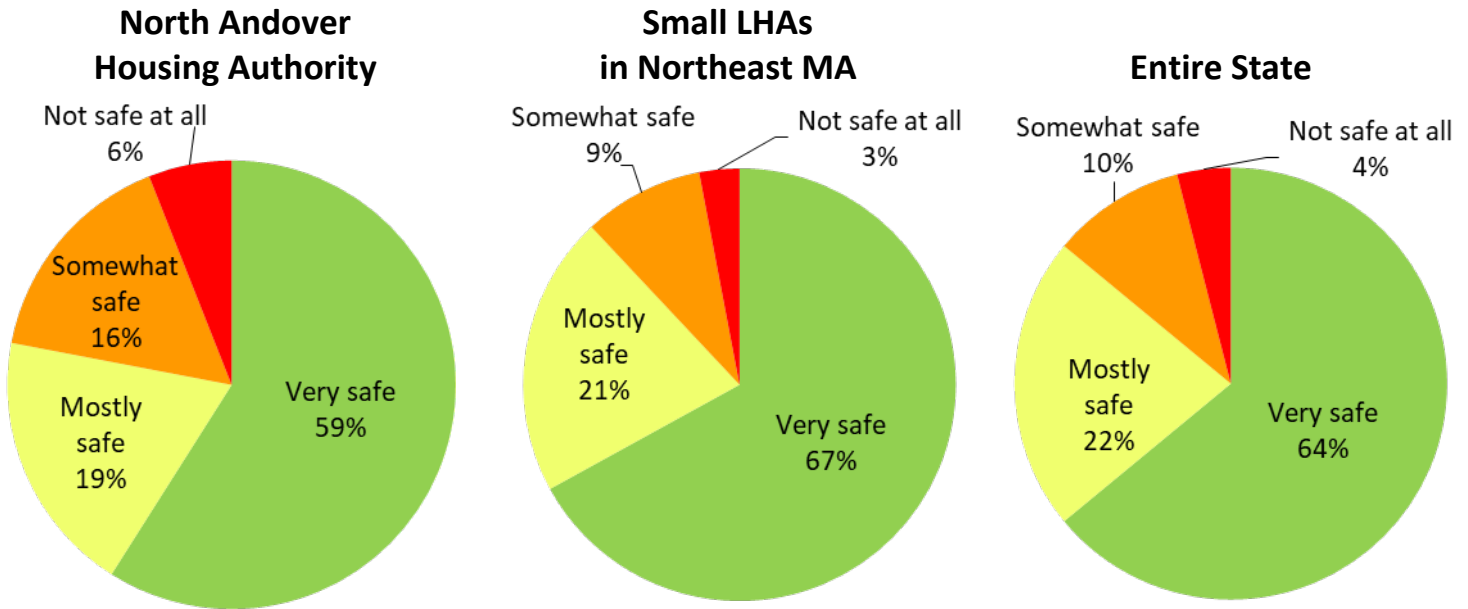
The chart below shows how many times respondents had other water or plumbing problems in the last 12 months.



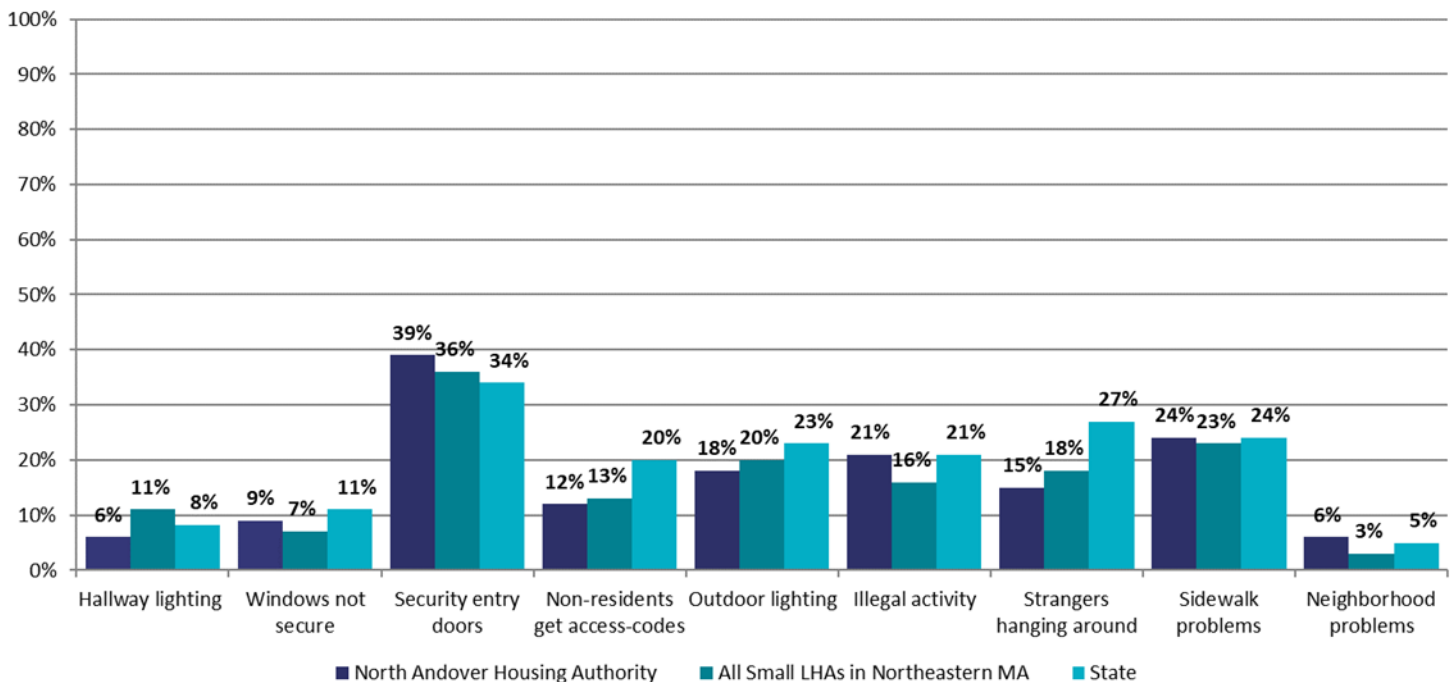


# Safety

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

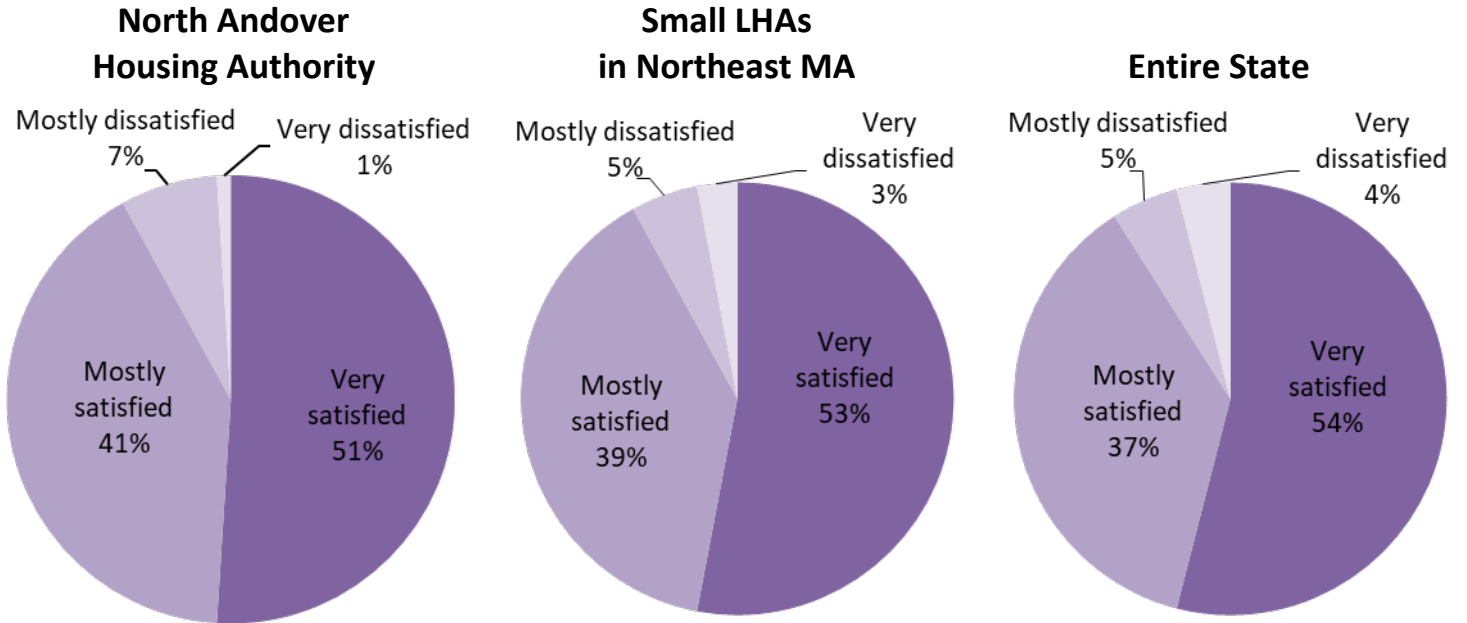


**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



# Overall Satisfaction

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



# NORTH ANDOVER HOUSING AUTHORITY

## Performance Management Review (PMR) Report

Fiscal Year End 9/30/2021

\*For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

# Performance Management Review

| DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)   |                                 |                        |                        |                        |
|--|---------------------------------|------------------------|------------------------|------------------------|
| PMR Desk Audit Ratings Summary <b>Official Published PMR Record</b>  |                                 |                        |                        |                        |
| For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority |                                 |                        |                        |                        |
| Housing Authority  | North Andover Housing Authority |                        |                        |                        |
| Fiscal Year Ending   | 09/30/2021                      |                        |                        |                        |
| Housing Management Specialist  | Robert Pelletier                |                        |                        |                        |
| Facilities Management Specialist   | Bob Arsenault                   |                        |                        |                        |
| Criteria   | Score/Rating                    |                        |                        |                        |
|  | Management                      |                        |                        |                        |
| Occupancy Rate   | c.667                           | c.705                  | c.200                  | Cumulative             |
|  | Operational Guidance            | No Findings            | No Findings            | Operational Guidance   |
| Tenant Accounts Receivable (TAR)   | c.667                           | c.705                  | c.200                  | Cumulative             |
|  | Paused due to COVID-19          | Paused due to COVID-19 | Paused due to COVID-19 | Paused due to COVID-19 |
| Board Member Training  | No Findings                     |                        |                        |                        |
| Certifications and Reporting Submissions   | Operational Guidance            |                        |                        |                        |
| Annual Plan  | No Findings                     |                        |                        |                        |
|  | Financial                       |                        |                        |                        |
| Adjusted Net Income  | Paused due to COVID-19          |                        |                        |                        |
| Operating Reserves   | No Findings                     |                        |                        |                        |
|  | Capital                         |                        |                        |                        |
| Capital Spending   | Paused due to COVID-19          |                        |                        |                        |

# LHA North Andover Housing Authority

## Occupancy

Rating All: Operational Guidance

Rating 667: Operational Guidance

Rating 200: No Findings

Rating 705: No Findings

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

## Certifications and Reporting Submissions

Rating: Operational Guidance

- Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
- Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
- Submit all four quarterly operating statements within 60 days of the quarter end.
- Schedule board meetings well in advance. Consider scheduling a backup date to ensure you are able to have your board vote/approval in time to meet reporting deadlines.
- Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.
- Other:

## Operating Reserve

Rating: No Findings

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

## Board Member Training

Rating: No Findings

- Ensure you update the board attendance application with the most recent board members, and their term dates.
- Ensure each board member has a unique email for the board member training.
- Provide computer guidance as needed to help board members complete the training.
- Other:**

## Annual Plan Submission

Rating: No Findings

- Ensure you submit the Annual Plan on time.
- Other:**

# Performance Management Review



## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Physical Condition Ratings

|   |  |
|---|--|
| <b>Housing Authority</b>                | <b>North Andover Housing Authority</b> |
| <b>Fiscal Year Ending</b>               | <b>09/30/2021</b>                      |
| <b>Housing Management Specialist</b>    | <b>Thomas Lee</b>                      |
| <b>Facilities Management Specialist</b> | <b>Bob Arsenault</b>                   |

| Inspection and Work Order System Criteria  | Rating                 |
|--|------------------------|
| <b>Inspections</b>   |                        |
| LHA conducted 100% of the unit inspections.  | Paused due to COVID-19 |
| Inspections report noted 100% of the necessary repairs in each unit.   | Paused due to COVID-19 |
| 100% of inspection-related work orders were generated.   | Paused due to COVID-19 |
| Work order system identifies, tracks, and can produce reports for inspection work orders.  | Paused due to COVID-19 |
| 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). | Paused due to COVID-19 |
| <b>Work Order System</b>   |                        |
| Emergency work orders defined per PMG, identified, tracked, reportable.  | No Findings            |
| Emergency work orders initiated within 24 to 48 hours.   | No Findings            |
| Vacancy work orders identified, tracked and reportable.  | Corrective Action      |
| Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.  | Corrective Action      |
| Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.  | No Findings            |
| Routine work orders identified, tracked, reportable and completed regularly.   | No Findings            |
| Requested work orders are identified, tracked and reportable.  | No Findings            |
| Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.                            | Paused due to COVID-19 |
| LHAs have a 24 hour system for responding to emergencies and have distributed definition of emergency to residents, staff and answering service (if applicable).   | No Findings            |

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)  
PMR Physical Condition Report**

For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

|   |  |
|---|--|
| <b>Housing Authority</b>                | <b>North Andover Housing Authority</b> |
| <b>Fiscal Year Ending</b>               | <b>9/30/2021</b>                       |
| <b>Housing Management Specialist</b>    | <b>Thomas Lee</b>                      |
| <b>Facilities Management Specialist</b> | <b>Bob Arsenault</b>                   |

**Health and Safety Violations. Must be initiated within 24 to 48 hours. If the box below is not checked, you did not have any health and safety violations.**

DHCD will provide a list of health and safety violations found. Inspection reports will be provided by your HMS. The health and safety items have an 'X' in the HS column of the inspection report. Actions to correct these violations must be initiated within 24 to 48 hours. When you have completed work orders for these items send documentation to [dhcd-phinspectionviolations@massmail.state.ma.us](mailto:dhcd-phinspectionviolations@massmail.state.ma.us). In the subject line please indicate the LHAName and the PMR Year. If health and safety violations are not resolved within 60 days, DHCD will follow-up with a second site visit.



**Criteria A: LHA conducted 100% of the unit inspections - *Paused due to Covid***

- Look to a nearby LHA for help with inspections (formulate a management agreement)
- Attend a Regional DHCD-led Inspection Training (in person)
- Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- Consider Organization of Staff (see Chapter 4 of PMG) See Handout B
- Develop/Improve internal organizational processes and procedures to ensure you are properly scheduling, tracking, and documenting inspections throughout the year.
- Consider software (web-based applications) or Excel/Access to help you conduct/track/document inspections See Handout H
- Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- Hire a qualified contractor (contact the DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information)

**Additional Notes:**

**Criteria B: Inspection report noted 100% of the necessary repairs in each unit - *Paused due to Covid***

- Unable to make recommendations as did not notify tenants of possible inspections
- Attend a Regional DHCD-led Inspection Training (in person)
- Look into maintenance trainings offered by MAHAMS See Handout L
- Include tenant violations in inspection reports
- Review state sanitary code ([https://www.mass.gov/files/documents/2016/07/pv/105cmr410\\_0.pdf](https://www.mass.gov/files/documents/2016/07/pv/105cmr410_0.pdf))

**Additional Notes:**

**Criteria C: 100% of inspection-related work orders were generated - *Paused due to Covid***

- Attend a Regional DHCD-led Inspection Training (in person)
- Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- Ensure all tenant violations are included in the inspection report and that these violations are followed-up on by administrative staff with the tenant.
- Develop internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- Improve internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- Consider software (web-based applications) or Excel/Access to help you conduct/generate/track inspections See Handout H

**Additional Notes:**

## Work Order System Identifies, Tracks, and Can Produce Reports for the Following

Criteria D: Inspection - *Paused*

Criteria F: Emergency (defined per PMG) - *No Findings*

Criteria H: Vacancy - *Corrective Action* \_\_\_\_\_

Criteria K: Routine - *No Findings* \_\_\_\_\_

Criteria L: Requested - *No Findings* \_\_\_\_\_

- Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- LHA should align work order types, their priorities and a definition of what is considered an emergency with the Property Maintenance Guide (Pages I-5 to I-10) See Handout B + K
- Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance
- Definition of Emergency Work Orders Should Be Conditions (no matter the time of day) which are immediately threatening to the life or safety of your residents, staff, or structures. LHA should create emergency list and distribute to staff and tenants. Produce emergency work orders for any work that is on list and initiate work within 24 to 48 hours. See Handout J
- LHA should establish a system of move out inspections for all vacant units. Produce work orders from those move out inspection reports, and list on work order time spent working on turnover, date turnover was started and date finished, list of work done, and material used.

### Additional Notes:

This housing authority does a good job in creating and processing the work orders. For some reason they did not make vacancy w/o's this FY, this is an admitted mistake and I do not believe it will happen in the future.

## Timely Completion of Work Order Types

Criteria E: Inspection - *Paused*

Criteria G: Emergency - *No Findings*

Criteria I: Vacancy - *Corrective Action*

Criteria M: Requested - *Paused* \_\_\_\_\_

- Consult DHCD's list of work order types, their priorities and a definition of what is considered an emergency See Handout J + K
- Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- Refer to PHNs 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C + D
- Vacancy turnovers should be completed within 30 calendar days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist for a waiver. Use Online Vacancy System to Apply for Waivers (see PHN 2013 - 07) for Waiver Types (if waiver-eligible) See Handout G
- Consider Use of Capital Improvement Plan (CIP) for Capital Projects (see PHN 2012-22 for Capital vs. Operating funds; Contact Your Project Manager or RCAT for More Information) See Handout I
- Hire a qualified contractor (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information
- Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N or O) If Applicable
- Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- Consider Use of a Deferred Maintenance Plan/Operating Funds (Talk to Facilities Management Specialist and/or Housing Management Specialist)
- Look into Maintenance trainings offered by MAHAMS See Handout L
- Look into Dwelling Unit Inspection trainings offered by DHCD
- Look to other LHAs with strong work order systems/processes around work orders and ask for their assistance (possibly formulate a management agreement)
- Request Vacant Unit Funds (see PHN 2016-34 for more information) See Handout F
- Look for other external funding sources
- Build a broader vendor network (to ensure timely delivery of parts/materials)
- Consider Organization of Staff (see Chapter 4 of PMG) See Handout B

### Additional Notes:

#### Emergency Work Order:

This LHA will work with their FMS to correct all work order issues

#### Vacancy Work Order:

This LHA will work with their FMS to correct all work order issues

#### Timeliness Requested Work Order:

This LHA will work with their FMS to correct all work order issues

#### Timeliness of Inspection Work Order:

This LHA will work with their FMS to correct all work order issues

**Criteria J: Comprehensive Preventive Maintenance Program Exists + Preventive Work Orders Identified, Tracked, Reportable - *No Findings***

- ☐ Refer to the Property Maintenance Guide (Pages I-23 to I-32 and Pages 8-7 to 8-26) See Handout B
- ☐ Refer to Annual PHNs on this topic, latest of which was PHN 2016-18 "Preventive Maintenance Monthly Reminders" See Handout E
- ☐ Process to schedule, generate, prioritize, and track work orders as a part of the Preventive Maintenance Program (consider using software to automate processes where possible) See Handout H
- ☐ Designate one person with the responsibility of reviewing/updating the Preventive Maintenance Program on a regular basis, as well as in real-time as new equipment is purchased
- ☐ Create a Preventive Maintenance Program/Plan that helps in the upkeep of all buildings and equipment. Work orders should be created and closed for all items on Preventive Maintenance Plan; Consult the Property Maintenance Guide (Pages I-23 to I-32) and Public Housing Notices 2016 - 18 "Preventive Maintenance Reminders" for how to develop a Preventive Maintenance Program See Handout B
- ☐ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☐ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☐ Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- ☐ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- ☐ Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance

**Additional Notes:**

**Criteria N: 24 Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable) - *No Findings***

- ☐ Create an Emergency System that Is Available 24 Hours a Day (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us))
- ☐ Refer to Property Maintenance Guide (Pages I-5 to I-10) on Emergencies and System Setup See Handout B
- ☐ LHA should create a list of emergency items and distribute to all staff, tenants and answering service if have one. Produce emergency work orders for any work that is on your emergency list and initiate work within 24 to 48 hours. See Handout J

**Additional Notes:**