

Overview and Certification

Salem 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 Salem 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. Charter Street Tenant Organization letter
 - b. Morency Tenant Organization letter
 - c. Leefort Tenant Organization letter
 - d. Pioneer Terrace Tenant Organization letter
 - e. Public Comments and LHA Responses
 - f. Cover sheet for tenant satisfaction surveys
 - g. Tenant Satisfaction Survey 667 Program
 - h. Tenant Satisfaction Survey 200 and 705 Program
 - i. 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.

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-3A	Elderly	BATES TERRACE 667-3A	2	1963	16
667-1A	Elderly	BERTRAM TERRACE 667-1A	2	1959	20
667-05	Elderly	CHARTER STREET 667-05	1	1973	110
667-02	Elderly	COLONIAL TERRACE 667-02	11	1961	40
667-7B	Elderly	DALTON RESIDENCE 667-7B	1	1988	35
705-03	Family	FARRELL COURT 705-03	3	1988	12
200-01	Family	GARDEN TERRACE 200-01	8	1949	32
667-01	Elderly	LEE FORT TERRACE 667-01	8	1958	50
667-06	Elderly	MORENCY MANOR 667-06	1	1982	54
667-3B	Elderly	NORTON TERRACE 667-3B	3	1963	20
705-05	Family	PHILLIPS 689-01	3	1883	17
667-04	Elderly	PIONEER TERRACE 667-04	13	1966	104
200-02	Family	RAINBOW TERRACE 200-02	35	1952	136
667-7A	Elderly	RUANE BUILDING 667-7A	1	1818	14
	Family	Family units in smaller developments	2		14
Total			94		674

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.

Salem Housing Authority manages 18 MRVP vouchers.

Federally Assisted Developments

Salem Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 1377 households.

LHA Central Office

Salem Housing Authority
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Cathy Hoog, Executive Director
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LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
John A. Boris	Treasurer		02/22/2007	05/24/2027
Kimberley Driscoll		State Appointee	07/27/2018	02/01/2026
Veronica Faustino		State Tenant Rep	04/28/2022	04/28/2027
Charity Lezama	Chair		03/06/2019	09/13/2023
Benjamin Shallop	Vice-Chair	Labor Appointee	04/11/2019	03/28/2024

Local Tenant Organizations

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with LTO</u>
Charter Street Tenants Association	01/05/2018	05/09/2022
Morency Tenants Organization	12/18/2019	05/09/2022
Pioneer Terrace Tenants Organizatio	12/20/2019	05/09/2022
Leefort Terrace Tenants Organizator	05/29/2021	05/09/2022

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.	04/20/2022
B. Advertise the public hearing in public postings.	04/21/2022
C. Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	04/11/2022
D. Post draft AP for tenant and public viewing.	04/21/2022
E. Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	05/09/2022
F. Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	06/08/2022
G. Executive Director presents the Annual Plan to the Board.	07/13/2022
H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	07/13/2022

Certification

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

I, Cathy Hoog, Executive Director of the Salem Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Salem 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 Salem 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, Cathy Hoog, Executive Director of the Salem 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: 07/19/2022

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

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

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

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)**Additional Remarks by Salem Housing Authority**

SHA is looking forward to implementing the continued work toward exploring the feasibility of redeveloping the Leefort Terrace site, thanks to DHCD's Public Housing Innovation grant. DHCD grant opportunities are also affording Salem the opportunity to create a beautiful project for residents of Pioneer Terrace to enjoy the outdoor space along the waterfront of Collins Cove in addition to site upgrades for residents at Rainbow Terrace to enjoy. Through the support of the City of Salem's Community Preservation Committee, Salem is in a position to address urgent water infiltration repair needs at Phillips Manor. We appreciate the partnership with DHCD and the City of Salem as these special opportunities will affect the quality of life for so many and preserve the existing subsidized housing that is so important to those we serve.

Capital Improvement Plan (CIP)

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$3,823,856.40		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$573,578.46		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$3,250,277.94	\$3,409,447.75	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$39,780.07	\$40,000.00	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)	\$3,210,497.87	\$3,369,447.75	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$1,518,900.69	\$1,293,900.69	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	\$171,662.82	\$171,662.82	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	\$2,159,850.00	\$2,159,850.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$7,100,691.45	\$7,034,861.27	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2022	fy2023 Planned	fy2024	fy2025	fy2026	fy2027
258116	FF: Replace lockset and cylinders of unit entry doors	CHARTER STREET 667-05	\$173,817	\$156,698	\$0	\$0	\$0	\$0	\$0	\$0
258117	FF: Selective concrete balcony, landing, and handrail repairs	BATES TERRACE 667-3A	\$284,674	\$284,674	\$0	\$0	\$0	\$0	\$0	\$0
258147	ADA Bath Upgrades - Study	CHARTER STREET 667-05	\$30,500	\$16,609	\$0	\$0	\$0	\$0	\$0	\$0
258149	Soffit and Trim Repairs	COLONIAL TERRACE 667-02	\$64,423	\$51,911	\$0	\$0	\$0	\$0	\$0	\$0
258150	Electrical Upgrades	PIONEER TERRACE 667-04	\$1,298,052	\$10,160	\$0	\$13,725	\$1,121,357	\$152,811	\$0	\$0
258151	DHW Tank Replacements	PIONEER TERRACE 667-04	\$236,836	\$159,207	\$0	\$224,954	\$0	\$0	\$0	\$0
258152	Envelope Investigation & Repairs (Leaks) 667-5 & 689-1	CHARTER STREET 667-05	\$59,717	\$42,230	\$0	\$0	\$0	\$0	\$0	\$0
258153	Retaining wall replacement	BERTRAM TERRACE 667-1A	\$59,479	\$46,491	\$0	\$0	\$0	\$0	\$0	\$0
258154	Elevator Penthouse Repairs (Siding/Roofing)	DALTON RESIDENCE 667-7B	\$9,939	\$9,650	\$0	\$2,682	\$7,258	\$0	\$0	\$0
258155	Asphalt paving - 86 Essex St	PHILLIPS	\$134,397	\$6,500	\$0	\$6,580	\$125,817	\$0	\$0	\$0
258156	Mailbox Replacements	COLONIAL TERRACE 667-02	\$20,625	\$0	\$0	\$5,566	\$15,060	\$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
258162	Gateway Cities - walkways, landscaping, play structure	RAINBOW TERRACE 200-02	\$500,000	\$42,776	\$0	\$0	\$458,910	\$0	\$0	\$0
258164	Creative Placemaking Grant - Pioneer Terrace Site improvements	PIONEER TERRACE 667-04	\$650,001	\$23,638	\$0	\$10,743	\$615,621	\$0	\$0	\$0
258165	COVID-19 office remodel/modifications	CHARTER STREET 667-05	\$11,165	\$11,055	\$0	\$0	\$110	\$0	\$0	\$0
258166	Waterproofing and brick repointing -Phillips Manor	Philips Manor 689-01	\$543,926	\$5,200	\$0	\$54,535	\$317,710	\$0	\$0	\$0
258167	Colonial and Pioneer Terr - site work and concrete stair repair	COLONIAL TERRACE 667-02 AND PIONEER TERRACE 667-04	\$743,400	\$16,420	\$0	\$35,779	\$697,140	\$0	\$0	\$0
258169	Unit Turnover - Charter, Pioneer, Colonial	CHARTER STREET 667-05, COLONIAL TERRACE 667-02, PIONEER TERRACE 667-04	\$207,000	\$22,296	\$0	\$0	\$166,428	\$40,573	\$0	\$0
258172	SUST-R SHMCAP Flood Elevation Surveys	CONGRESS ST. 705-2B	\$15,000	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2022	fy2023 Planned	fy2024	fy2025	fy2026	fy2027
258173	HILAPP: Exterior Upgrades (Water Infiltration) Charter St.	CHARTER STREET 667-05	\$271,963	\$0	\$0	\$0	\$260,635	\$11,329	\$0	\$0
•	Boilers replacement	RAINBOW TERRACE 200-02	\$2,159,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Elevator Upgrades	CHARTER STREET 667-05	\$166,375	\$0	\$0	\$0	\$166,375	\$0	\$0	\$0
•	Elevator Repairs - Morency	MORENCY MANOR 667-06	\$37,813	\$0	\$0	\$0	\$37,813	\$0	\$0	\$0
•	Walk-in Shower (design and sample units)	MORENCY MANOR 667-06	\$145,200	\$0	\$0	\$145,200	\$0	\$0	\$0	\$0
•	Kitchen and bathroom modernization	BERTRAM TERRACE 667-1A	\$899,318	\$0	\$0	\$0	\$0	\$0	\$69,840	\$629,852
•	Elevator Repairs - Ruane	RUANE BUILDING 667-7A	\$90,750	\$0	\$0	\$0	\$90,750	\$0	\$0	\$0
•	Deck/Stair Repairs	RUANE BUILDING 667-7A	\$26,015	\$0	\$0	\$0	\$26,015	\$0	\$0	\$0
•	Vinyl Plank flooring replacement	RUANE BUILDING 667-7A	\$18,846	\$0	\$0	\$0	\$18,846	\$0	\$0	\$0
•	Elevator Repairs - Dalton	DALTON RESIDENCE 667-7B	\$56,719	\$0	\$0	\$0	\$56,719	\$0	\$0	\$0
•	ADA Bath Upgrades	PHILLIPS 689-01	\$194,667	\$0	\$0	\$0	\$0	\$94,474	\$100,194	\$0
•	Boiler/Water Tank Replacements	PHILLIPS 689-01	\$456,813	\$0	\$0	\$0	\$0	\$0	\$217,838	\$238,976

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
258153	Retaining wall replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$8,440	\$0
258162	Gateway Cities - walkways, landscaping, play structure	Gateway cities award	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0
258164	Creative Placemaking Grant - Pioneer Terrace Site improvements	Creative Placemaking	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0
258165	COVID-19 office remodel/modifications	covid-19 office adaptation award	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
258166	Waterproofing and brick repointing -Phillips Manor	for extensive water leaks	\$0	\$0	\$0	\$333,844	\$0	\$171,682	\$0	\$0
258172	SUST-R SHMCAP Flood Elevation Surveys	SHMCAP Flooding Survey	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
•	Boilers replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,159,850

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.

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

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

Projects already in FISH exceed Year 1.

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.

Salem Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

Prior to the COVID-19 pandemic, Salem HA had implemented significant changes with regard to staffing structures in an effort to re-prioritize Maintenance operations, capital planning, property management and resident relations. The changes in staffing included re-organizing the public housing division to include property management staff to work closely with the maintenance team to maintain properties and plan for capital improvements. The newly structured division has played a large role in engaging residents and creating a culture where residents play a large role in the agency. The property management team has made a significant impact on staff availability to residents and has improved capital planning and day to day monitoring of the physical properties. Although the pandemic has stalled some of the overall goals, SHA has made progress since last year's CIP. Work continues with the exploration of redevelopment of the aging Leefort Terrace property.

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:

No significant differences.

5. Requirements of previous CIP approval

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

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 02/14/2022.

7. Capital Planning System (CPS) updates

Salem Housing Authority has not completed CPS updates. Our plan going forward is as follows:

We have an appointment with CyberSense to archive the last year's projects.

8. Project priorities

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

9. High priority deficiencies

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

see attached.

10. Accessibility

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

11. Special needs development

Salem 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.

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
	667-05			200-01
	667-3B			200-02
	667-04			705-2B
	667-02			705-03
	667-3A			705-2A

The high water at 667-04 was a leak that has been resolved. Our family developments have low flow toilets and showerheads. We will continue to encourage water conservation.

The mini-splits that were installed in 667-3A and 667-3B were incorrectly sized, which may account for those developments still showing on this list. In 2016, we installed insulation and air sealing, LED lighting, new energy efficient refrigerators, all in an attempt to decrease the energy usage.

The SHA is looking into the feasibility of solar net- metering. Additionally, we are pursuing converting to a heat pump heating system at our 705-2B development. We are currently underway on a boiler and hw tank replacement at our 200-2 development with a LEAN grant valued at \$2.1 million.

13. Energy or water saving initiatives

Salem Housing Authority is currently pursuing energy or water-saving audits or grants as noted b LEAN for boilers at Rainbow Terrace.

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.)

6% c. 667 (DHCD Goal 2%)

6% c. 200 (DHCD Goal 2%)

7% c. 705 (DHCD Goal 2%)

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

Some of our unit turnovers at 667-05 (Charter Street) include kitchen/bath rehab which does take longer than the usual 30 days for turnover. But most of the vacancy rate is due to filling units CHAMP. It has taken some time to figure out the most efficient way to fill units using CHAMP.

Maintenance and Repair Plan**Maintenance Objective**

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

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

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	978-744-7616	24 hr Maintenance line answering ser
Call LHA at Phone Number	978-744-4432	During business hours, with answerin

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 Salem Housing Authority main office.

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-744-7616	24 hr Maintenance line answering service
Call Housing Authority Office		
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

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

Type of work order system: 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"/>

Maintenance Plan Narrative

Following are Salem 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?

Very good. We are always improving. Structure is the key to success.

Documentation is important. Communication is important.

Meeting with tenants and tenant organizations helps us to navigate issues more easily.

Staff here are really thriving from the way we structure, and we are seeing great results.

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

Maintenance issues are a moving target. We adjust regularly.

We've been making small changes to the structure and daily routines in the maintenance department over the last two years, we have also had to adjust as we've dealt with the pandemic. The main operational change is how work orders are assigned, how they are closed, and the responsibility of each maintenance man to maintain certain properties.

We are also starting to close work orders electronically, which will be a big step forward for us here in Salem.

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

Continued progress, and communication.

Always trying to do better.

We will get through our over housed transfer vacancies that we were able to start and accomplish so much with in 2021.

We will also increase the number of maintenance employees that are closing work orders electronically in 2022.

D. Maintenance Budget Summary

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

	Total Regular Maintenance Budget	Extraordinary Maintenance Budget
Last Fiscal Year Budget	\$1,306,407.00	\$381,637.00
Last Fiscal Year Actual Spending	\$1,204,171.00	\$265,904.00
Current Fiscal Year Budget	\$0.00	\$0.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	60
Average time from date vacated to make Unit "Maintenance Ready"	88 days
Average time from date vacated to lease up of unit	173 days

Attachments

These items have been prepared by the Salem 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.

SHA Preventative Maintenance Summary

Preventative Maintenance is a monthly schedule of work to be completed by the Maintenance Department during each calendar month of the year.

Review the current month of work to be done at the beginning of the month. If there are any changes or additions to be made update the current month. Send copy to Cathy Hoog, put 1 copy behind Director of Maintenance's desk on bulletin board and keep original in Preventative Book.

Check expiration dates:

1. Elevator certificates. If any have expired see Manual – Elevators for further instructions.

2. Vehicle stickers – schedule maintenance

Check Vehicle Sticker Inspection Schedule on bulletin board to see if any are expiring this month. If so, get P.O.'s for each vehicle and give employees notice of Sticker Inspection. Keep 1 copy on bulletin board until completed.

Maintenance – Check Motor Vehicle records to see if it is time for oil changes. If so get P.O. and give paperwork to employee responsible for that truck. Keep copy on bulletin board until completed.

3. Licenses – Check the current list of Licenses/Training prepared by Anne Cameron. If any licenses are expiring soon give the employee a reminder notice and send 1 copy to Anne (see attached).

4. Permits – Check the Flammable/Inflammable permits to see if they are expiring soon. Notify Anne if they are.

The Director of Maintenance will schedule the remainder of the work for each month.

gd prevmaint summary 2021

JANUARY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
 Vehicle stickers – schedule maintenance - Rich
 Licenses
 Permits

Schedule K-9 bed bug inspection at Morency
 Inspect all storage areas (incl. semi-annual)
 Gas meter inspections (RT (1st & 15th of month) Forward report to Maureen.
 Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1st of month) Forward
 Report to Maureen

Oil tank inspections (Congress, Park/Prince, and Hathorne)-Inspect 1st & 15th of month-forward report to
 Maureen.

Charter Office – Treat for Bed Bugs -1st floor Office
 Check first aid kits – Morency Carpentry Shop, Rainbow Shop & Charter office
 RT Shop Boiler-change air filter
 Replace Morency HVAC filters (every 3 years) – **2022**
 Add-Check-Replace Interior Lighting- ALL PROPERTIES.
 Cross connection – Fire System Inspection – Weston & Sampson (City of Salem) – (Zisson, Power,
 Dalton, Ruane, Charter & Phillips).
 Boiler Inspection – Power/YMCA – due February
 Pioneer – Fire Alarm System battery – located in larger box in closet – Replace every 4 years – **2021**
 Update Salem Fire Department White Books
 Replace fire stop canisters in both units at 122.5 Boston and 2 Hathorne February **2025** (every 6 years)
 Bob Cat’s – exercise engines for 30 minutes.

Week 1

Trash
 Groundskeeping

Cleaning

Week 2

Trash
 Groundskeeping

Cleaning

Week 3

Trash
 Groundskeeping
 Check first aid kits

Cleaning

Week 4

Trash
 Groundskeeping

Cleaning

FEBRUARY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits

Inspect all storage areas
Truck oil changes/stickers –
Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, 121.5 Bridge)-Inspect 1st & 15^t
of month-forward report to Maureen.
Oil tank inspections (Congress, Park/Prince, Hathorne)-Inspect 1st & 15th of month-forward report to
Maureen
Clean filters on mini splits heater/ac units – Bates & Norton
Change batteries –Handicap door buttons – Charter, Morency, Dalton, Phillips, Ruane, Power
Zisson
Change batteries – Charter Street – Enmotion air freshener
2022 – Replace all CO detectors-945 last replaced 5/2012 & 6/2012.
Clean vents and fans in all elevator cars.
Check emergency phone in elevators with fire department.
Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash
Groundskeeping
Cleaning

Week 2

Trash
Groundskeeping
Cleaning

Week 3

Trash
Groundskeeping
Cleaning

Week 4

Trash
Groundskeeping
Cleaning

MARCH
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates –
Vehicle stickers – schedule maintenance
Licenses
Permits
Oil Change and stickers for 242 and 243
Schedule K-9 bed bug inspection at Dalton
Inspect all storage areas - Luis
Safety Meeting
Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, and 121.5 Bridge)-Inspect 1st & 15th of month-forward report to Maureen.
Oil tank inspections (Congress, Park/Prince)-Inspect 1st & 15th of month
Adj. outside area lighting timer: Rainbow Shop (outside lights) (daylight saving -2nd Sunday March)
Boiler Inspections - Call Liberty Mutual Insurance (Rick Gillis 978-337-0811) to schedule 200,000+ BTU
Inspect heating systems
Clean Carpets – Charter - Flooring
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson
Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash
Groundskeeping

Week 2

Trash
Groundskeeping

Adj. common area
Lighting-2nd Sunday

Week 3

Trash
Groundskeeping

Week 4

Trash
Groundskeeping

APRIL
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
 Vehicle stickers – schedule maintenance
 Licenses
 Permits

Inspect all storage areas
 Truck Oil changes – Jose, Mike Gary, Cleaning van
 Schedule trucks – wash/wax/cleaning
 Truck Inspection – After Spring Clean Up (Interior/Exterior)
 Plows – to be service at Brake & Clutch
 Bobcats – annual maintenance - In house
 John Deere – annual maintenance – In house
 Schedule graffiti removal
 Inspect Roofs – All properties
 Bertram flat roof maintenance. Refer to ext. common area file for procedure – **next due 2022**
 (every 5 yrs.)

Inspect Rainbow Terrace sump pumps, also GFI & light bulbs for sump pump
 Equipment maintenance, (snow blowers, mowers, etc.)
 Grounds cleaning – RT, GT & Farrell Ct, Congress, Park & Prince
 Carpet cleaning: Pioneer, Bertram, Colonial, Bates, Norton, Morency, Dalton, 73 Boston,
 122.5 Boston, 121.5 Bridge, Zisson, Power, Hathorne
 Flammable license – Morency & RT Shop
 Tighten Roof Racks-all vehicles
 Inspect all fire extinguishers
 Salem DPW to inspect RT sewer lines.
 Charter- re-install parking lot bumper curbs.
 Clean filters on mini splits heater/ac units – Bates & Norton
 Bob Cat's – exercise engines for 30 minutes.
 Send plows for maintenance before putting away.

<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>
Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping
Equipment maintenance		Snow equipment to Morency Lawn equip. to RT shop	
Cleaning	Cleaning	Cleaning	Cleaning

MAY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Inspect all storage areas – **on going Luis**

Mail room cleaning – Charter & Morency– Delivery Services @ 978-744-4671

Charter Street – Plant Flowers (**go with Deb for flowers?**)

Service/install a/c s: Permanent- Norton, Pioneer, Charter (Comm rm), Morency

Window – Ruane (3: dining rm, den, tv rm), Dalton Comm rm.

Service A/C & HVAC: Phillips/Morency-change A/C filter located in Elevator Control Room

Colonial – HVAC system Located in the Community Room.

Turn on roof fans – Morency

Dryer Vent Cleaning- Phillips, Park/Prince, Congress, RT, GT, FC & Ruane (RT dryer vent covers)-
biennial (2 yrs) started 2018

Clean wall and ceiling vents (through out bldg.) - Charter

Install flags – Charter (6’x10’), Pioneer (5’x8’) & Ruane (3’x5’)

Emergency Light Battery replacement-**Order batteries** - (file:emer lt batt) replaced 6/2021-next
replacement 6/2023

Bob Cat’s – exercise engines for 30 minutes.

Week 1

Trash

Groundskeeping

Service/install a/c s

Cleaning

Week 2

Trash

Groundskeeping

Cleaning

Week 3

Trash

Groundskeeping

Cleaning

Week 4

Trash

Groundskeeping

Cleaning

JUNE
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
 Vehicle stickers-schedule maintenance
 Licenses
 Permits

Safety Meeting – Vehicle safety & School’s out

Truck oil changes/Sticker – Bill

Schedule shrub trimming

Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).

(Schedule for August - Excel Fire Protection)

Bertram Terrace – schedule flat roof maintenance per Garland Warranty every 5 years done 2018 **due next in 2023**

Boiler inspections – Mass. Dept. Public Safety

Trash chute cleaning (Power, Zisson, Charter, and Morency) – **Chutemaster 2yr contract started 2021**

Schedule oil burner cleaning for July: (2), Congress (8), Park/Prince (6)

6/15: Turn all heat off & inspect & service systems

Boilers: Leefort, Bertram, Morency, Dalton, Ruane, Garden & Zisson

Electric: Charter (comm.. rm, office, common areas)

Morency-Open roof top vent

Emergency Light Battery replacement - (file:dbemer lt batt) replaced 6/2017-next replacement 6/2020
 (except for Ruane – replace December 2018)

Update Salem Fire Department White Books

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Clean filters on mini splits heater/ac units – Bates & Norton

Power Wash – Bertram, Pioneer, Charter, Morency, Dalton, Ruane, Bridge St., Hathorne, 122.5
 Boston, Farrell & Phillips house 84 – 88.

Dumpsters – add crystal weekly

Bob Cat’s – exercise engines for 30 minutes.

Week 1

Week 2

Week 3

Week 4

Trash

Groundskeeping

Insp heating systems

Charter St. Generator

Semi-annual maintenance

Cleaning

Trash

Groundskeeping

Insp heating systems

Turn heat off

Cleaning

Trash

Groundskeeping

Insp heating systems

Cleaning

Trash

Groundskeeping

Insp heating systems

Cleaning

JULY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule vehicle maintenance
Licenses
Permits

Oil Change and Stickers

Inspect all storage areas.

Charter Office – Treat for Bed Bugs -1st floor Office

City backflow prevention valve test (as scheduled) at: Zisson, Power, Charter, Morency, Dalton,
Ruane (2 valves-1 is semi-annual), Phillips

Inspect first aid kits: Morency Carpentry Shop, Rainbow Shop & Charter office

Dumpsters – add crystal weekly

Shrubbery trimming at Rainbow, Garden & Farrell

Oil burner cleaning: Congress (8) Park/Prince (6) HC (2) - **PO Only, Ynot Oil LLC,**

Insurance Required.

Bob Cat's – exercise engines for 30 minutes.

<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Insp heat systems	Insp heat systems	Insp heat systems	Insp heat systems
Cleaning	Cleaning	Cleaning	Cleaning
Backflow prev. tests			

AUGUST
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule vehicle maintenance
Licenses
Permits

Inspect all storage areas

Truck Oil changes –

Inspect/Repair Exterior Lighting – All properties

Clean dumpsters – deodorizing crystals – Morency, Farrell Court, Charter, Leefort, Colonial, RT

Dumpsters – add crystal weekly

Power wash SHA owned dumpsters: Charter, Morency, Leefort, Farrell, Colonial.

Schedule annual maintenance for generators at Charter, Dalton and Morency for September

Clean filters on mini splits heater/ac units – Bates & Norton

Clean vents and fans in all elevator cars.

Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).

ADT alarms (Charter & 16A Rainbow) replace batteries every 2 years – replaced 4/2021

next replacement 8/2023

Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash
Groundskeeping
Cleaning

Week 2

Trash
Groundskeeping
Cleaning

Week 3

Trash
Groundskeeping
Cleaning

Week 4

Trash
Groundskeeping
Cleaning

SEPTEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Safety Meeting

Schedule tree trimming

Schedule shrub trimming

Inspect all storage areas

F/A testing (all projects), C.O. 2 detector testing & change batteries (where installed),
emergency lighting testing

Rainbow Terrace Gas Meters – Inspect 1st of month – forward report to Maureen.

9/15: Turn all heat on and inspect and service systems:

Boilers: Leefort, Bertram, Morency, Dalton, Zisson, Power, Ruane & Garden

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Electric: Charter (community room, common area, office, etc.)

Service heat filters at Charter St., comm. Room (1), office (3) in ceiling,

Turn off roof fan - Morency

Inspect heating systems

Send No grease letters to RT residents.

Have DPW clear RT main sewer line.

Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash

Groundskeeping

Inspect heating systems

Cleaning

Week 2

Trash

Groundskeeping

Inspect heating systems

Cleaning

Turn heat on-boilers/electric

Service heat filters

Week 3

Trash

Groundskeeping

Inspect hearing systems

Cleaning

Week 4

Trash

Groundskeeping

Inspect heating systems

Cleaning

OCTOBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance- **new insurance i.d. cards from Anne**
Licenses
Permits

Truck oil changes/ Stickers– Peter, Charlie, Ken, John, Luis
Inspect all storage areas
Rainbow Terrace gas meters – Inspect 1st & 15th of month – forward report to Maureen.
Test/service Fire Extinguishers (Boston Fire annual inspection)
Service/remove/cover a/c's: **Permanent:** Pioneer, Charter (comm. Rm & Office), Morency
Clean/replace filters
Window: Ruane (lobby, tv rm & 2 in dining room), Dalton comm. Rm
Truck Inspection (Interior/Exterior)
Inspect roof drains: Charter, Zisson, Power, Morency
Inspect Roofs – All properties
Phillips – Clean dryer vents
RT shop boiler – change filter
Air conditioner removal letter – all projects (except Morency)
Summer furniture, toys, bikes removal letter – RT, GT & FC
Clean Table & Chairs – Charter, Morency, Pioneer & Colonial.
Clean filters on mini splits heater/ac units – Bates & Norton
Check/Replace Stove Top Fire Stop Fire Extinguishers @ Zisson & Power (do @ annual inspection)
(Replace in 2022/every 6 yrs after that)

Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash
Groundskeeping
Cleaning
F/A, CO2 & emer light test
Test/serv fire extinguishers

Week 2

Trash
Groundskeeping
Cleaning
F/A, CO2 & emer light test
Insp roof drains

Week 3

Trash
Groundskeeping
Cleaning
F/A, CO 2 emer light test

Week 4

Trash
Groundskeeping
Cleaning
F/A, CO 2 emer light test

NOVEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits

Schedule K-9 bed bug inspections at Charter
Inspect all storage areas
Gas meter inspections – RT (1st & 15th of month) –send to Maureen
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge, Hathorne (1st of month) send
to Lorri D.

Oil tank inspections – Congress, Park/Prince (1st & 15th of month)
Adj. common area lighting timers: Pioneer Terrace (interior & exterior)
Check exterior lighting at all properties in the evening
Swap lawn equipment/snow removal equipment
MacGray – schedule dryer vent cleaning – vents & rear off washer/dryer owned by MacGray
Clean gutters – Phillips (84 & 88), Bates, Norton, Rainbow & Garden
Close vent-refrigerator/computer room @ Charter
Leaf clean up – RT, GT & FC – 1st week
Pull Station Shower Test
Order eye wash
Change/inspect eye wash stations
Inspect bleach stations
Emergency Light Battery replacement (Morency & Charter (@ reception desk) replaced 12/2022-next
replacement 12/2024
Charter- Remove parking lot bumper curbs.
Notices- Annual Snow – All Properties
Bob Cat’s – exercise engines for 30 minutes.

Week 1

Trash
Groundskeeping
Inspect heating systems
Cleaning

Week 2

Trash
Groundskeeping
Inspect heating systems
Cleaning

Week 3

Trash
Groundskeeping
Inspect heating systems
Cleaning

Week 4

Trash
Groundskeeping
Inspect heating systems
Cleaning

Equipment maintenance

Adj. common area lighting
(1st Sunday in Nov)

DECEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates

Vehicle stickers – schedule maintenance

Licenses

Permits

Inspect all storage areas

Truck Oil changes/ stickers –

Gas meter inspections – RT (1st & 15th of month)

Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1st of month) Forward to
Maureen

Oil tank inspections – Congress, Park/Prince/Hathorne (1st & 15th of month) forward to Maureen.

Safety Meeting

Emergency Light Battery replacement (Ruane) replaced 12/2022-next replacement 12/2024

Clean filters on mini splits heater/ac units – Bates & Norton

Boiler Inspection – Garden Terrace – due January

Boilers - Clean Sensors (inlet and outlet) – Power & Zisson

Bob Cat's – exercise engines for 30 minutes.

Week 1

Trash

Groundskeeping

Inspect heating systems

Cleaning

Week 2

Trash

Groundskeeping

Inspect heating systems

Cleaning

Week 3

Trash

Groundskeeping

Inspect heating systems

Cleaning

Week 4

Trash

Groundskeeping

Inspect heating systems

Cleaning

Salem Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 3/2/2020 to 3/31/2022

Work Order Number	Completed Date/Time	Deferred Note	Deferred Type
59280	4/28/2021 4:00 PM	minimal damage, will put on list for repair	Deferred Maintenance Plan
60261	7/28/2021 11:00 AM	mimimal , will put on list for repair	Deferred Maintenance Plan
60932	9/28/2021 3:00 PM	w	Deferred Maintenance Plan
60934	9/28/2021 3:00 PM	w	Deferred Maintenance Plan
60935	9/28/2021 3:30 PM	w	Deferred Maintenance Plan

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.

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 Salem Housing Authority operating reserve at the end of fiscal year 2021 was \$2,329,076.00, which is 105.6% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.						
REVENUE						
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	\$3,127,141.00	\$3,127,623.00	\$3,212,793.00	2.7%	\$396.05
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$17,500.00	\$10,539.00	\$10,000.00	-5.1%	\$1.23
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$28,152.00	\$39,692.00	\$33,500.00	-15.6%	\$4.13
3691	Other Revenue - Retained	\$133,078.00	\$97,762.00	\$124,577.00	27.4%	\$15.36
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$1,410,011.00	\$1,179,800.00	\$2,556,147.00	116.7%	\$315.11
3802	Operating Subsidy - MRVP Landlords	\$0.00	\$0.00	\$0.00	0%	\$0.00
3803	Restricted Grants Received	\$0.00	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$4,715,882.00	\$4,455,416.00	\$5,937,017.00	33.3%	\$731.88

**Annual Plan 2023
Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.						
EXPENSES						
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	\$572,348.00	\$563,394.00	\$563,348.00	0%	\$69.45
4120	Compensated Absences	\$0.00	\$18,642.00	\$0.00	-100%	\$0.00
4130	Legal	\$92,300.00	\$80,353.00	\$83,000.00	3.3%	\$10.23
4140	Members Compensation	\$17,203.00	\$17,759.00	\$18,511.00	4.2%	\$2.28
4150	Travel & Related Expenses	\$6,030.00	\$644.00	\$6,030.00	836.3%	\$0.74
4170	Accounting Services	\$17,740.00	\$17,400.00	\$18,300.00	5.2%	\$2.26
4171	Audit Costs	\$7,043.00	\$9,480.00	\$11,169.00	17.8%	\$1.38
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$157,004.00	\$170,714.00	\$140,093.00	-17.9%	\$17.27
4191	Tenant Organization	\$69,056.00	\$6,204.00	\$71,656.00	1055%	\$8.83
4100	TOTAL ADMINISTRATION	\$938,724.00	\$884,590.00	\$912,107.00	3.1%	\$112.44
4310	Water	\$540,600.00	\$405,185.00	\$442,800.00	9.3%	\$54.59
4320	Electricity	\$666,000.00	\$582,743.00	\$588,000.00	0.9%	\$72.49
4330	Gas	\$106,380.00	\$99,183.00	\$107,040.00	7.9%	\$13.20
4340	Fuel	\$0.00	\$720.00	\$0.00	-100%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$1,312,980.0	\$1,087,831.0	\$1,137,840.	4.6%	\$140.27

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.						
EXPENSES						
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	\$673,417.00	\$663,447.00	\$739,177.00	11.4%	\$91.12
4420	Materials & Supplies	\$180,000.00	\$168,250.00	\$180,000.00	7%	\$22.19
4430	Contract Costs	\$452,990.00	\$372,474.00	\$412,680.00	10.8%	\$50.87
4400	TOTAL MAINTENANCE	\$1,306,407.00	\$1,204,171.00	\$1,331,857.00	10.6%	\$164.18
4510	Insurance	\$183,717.00	\$161,511.00	\$1,697,860.00	951.2%	\$209.30
4520	Payment in Lieu of Taxes	\$13,500.00	\$12,586.00	\$13,500.00	7.3%	\$1.66
4540	Employee Benefits	\$535,910.00	\$537,449.00	\$533,223.00	-0.8%	\$65.73
4541	Employee Benefits - GASB 45	\$0.00	\$105,690.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$24,615.00	\$32,464.00	\$33,500.00	3.2%	\$4.13
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$66,489.00	\$0.00	-100%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$757,742.00	\$916,189.00	\$2,278,083.00	148.6%	\$280.83
4610	Extraordinary Maintenance	\$381,637.00	\$265,904.00	\$130,000.00	-51.1%	\$16.03
4611	Equipment Purchases - Non Capitalized	\$26,200.00	\$4,194.00	\$30,000.00	615.3%	\$3.70
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$154,065.00	\$0.00	-100%	\$0.00
4801	Depreciation Expense	\$0.00	\$465,862.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$407,837.00	\$890,025.00	\$160,000.00	-82%	\$19.72
4000	TOTAL EXPENSES	\$4,723,690.00	\$4,982,806.00	\$5,819,887.00	16.8%	\$717.44

**Annual Plan 2023
Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.						
SUMMARY						
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	\$4,715,882.00	\$4,455,416.00	\$5,937,017.00	33.3%	\$731.88
4000	TOTAL EXPENSES	\$4,723,690.00	\$4,982,806.00	\$5,819,887.00	16.8%	\$717.44
2700	NET INCOME (DEFICIT)	\$-7,808.00	\$-527,390.00	\$117,130.00	-122.2%	\$14.44
7520	Replacements of Equip. - Capitalized	\$0.00	\$64,884.00	\$147,000.00	126.6%	\$18.12
7540	Betterments & Additions - Capitalized	\$130,000.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$130,000.00	\$64,884.00	\$147,000.00	126.6%	\$18.12
7600	EXCESS REVENUE OVER EXPENSES	\$-137,808.00	\$-592,274.00	\$-29,870.00	-95%	\$-3.68

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 Salem 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: No Findings

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: No Findings

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.

	Number of violations cited	Number of violations corrected
Maintenance related violations	0	0
Tenant related violations	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: No Findings

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

Rating: No Findings

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 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.

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

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

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

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	11/17/2021	
*Personnel Policy	03/23/2022	Attachments include Statement of Drug Free Workplace #2, Code of Ethics
*Capitalization Policy	07/11/2018	
*Procurement Policy	11/28/2018	
*Grievance Policy	11/25/2003	
Affirmative Action Policy	05/15/2019	
Community Room Use	11/23/2004	
Credit/Debit Card Policy	01/13/2016	
Criminal Offender Records Information (CORI) Policy	08/09/2017	
Emergency Response Plan	03/27/2001	
Equal Employment Opportunity Policy and Affirmative Action Plan	05/15/2019	
Investment Policy	09/27/2002	
Language Access Plan	11/13/2013	
Parking	12/09/2020	
Pet Policy	06/10/2009	
Reasonable Accommodations Policy	02/11/2015	
Sexual Harassment Policy	05/15/2019	Attachment #1 to Personnel Policy

Policy	Last Ratified by Board Vote	Notes
Smoking Policy	03/09/2016	
Other – Define in the ‘Notes’ column	07/14/2010	Policy Governing the Collection of Attorney's Fees in Eviction Cases
Other – Define in the ‘Notes’ column	12/15/2017	Bed Bug Policy
Other – Define in the ‘Notes’ column	10/09/2019	Employment Release Policy
Other – Define in the ‘Notes’ column	07/15/2008	Salem Housing Authority Cafeteria Plan
Other – Define in the ‘Notes’ column	03/25/2020	Employee Check Signing Security Agreement
Other – Define in the ‘Notes’ column	05/09/2018	ACH Director Deposit Policy
Other – Define in the ‘Notes’ column	10/23/2007	Confidentiality Policy
Other – Define in the ‘Notes’ column	04/25/2006	Congregate Tenant Selection and Transfer Plan
Other – Define in the ‘Notes’ column	09/08/2010	Cooperation Agreement
Other – Define in the ‘Notes’ column	06/09/2010	Customer Services Principles
Other – Define in the ‘Notes’ column	12/13/2017	Disposition Policy
Other – Define in the ‘Notes’ column	01/23/2007	External Antenna Policy
Other – Define in the ‘Notes’ column	12/14/2016	Integrated Pest Management Policy
Other – Define in the ‘Notes’ column	10/09/2019	Internal Key Management Policy and Acknowledgement
Other – Define in the ‘Notes’ column	12/09/2020	Instructions and Fees for Copies Of Public and Tenant Records

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	06/09/2010	Salem Housing Authority Repayment Agreement Policy
Other – Define in the ‘Notes’ column	12/14/2016	Section 3 Plan
Other – Define in the ‘Notes’ column	12/10/2008	Tracking and Reporting of Crime-Related Problems Policy
Other – Define in the ‘Notes’ column	05/20/2008	Vehicle Safety Policy (Administrative)
Other – Define in the ‘Notes’ column	03/18/2008	Vehicle Safety Policy (Union)
Other – Define in the ‘Notes’ column	09/09/2020	Wage Match Guidelines
Other – Define in the ‘Notes’ column	11/18/2008	Abandoned Unit Policy
Maintenance and Other Charges	12/08/2021	
Other – Define in the ‘Notes’ column	10/14/2020	Work Order Procedure Policy
Other – Define in the ‘Notes’ column	10/14/2020	Emergency Maintenance Policy
Other – Define in the ‘Notes’ column	10/14/2020	Ductless Minisplit Maintenance Policy
Other – Define in the ‘Notes’ column	04/14/2021	Anti-Fraud Policy
Other – Define in the ‘Notes’ column	03/23/2022	Snow Removal Policy
Other – Define in the ‘Notes’ column	02/09/2022	Employee Check Signing Security Agreement
Other – Define in the ‘Notes’ column	12/08/2021	Surveillance Camera Policy
Other – Define in the ‘Notes’ column	11/07/2021	Illegal Dumping Policy

Policy	Last Ratified by Board Vote	Notes
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* Starred policies are required by DHCD. Policies without a "Latest Revision" date are not yet in force.

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

Waivers

AP-2023-Salem Housing Authority-00606 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Attachments

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

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

- Charter Street Tenant Organization letter
- Morency Tenant Organization letter
- Leefort Tenant Organization letter
- Pioneer Terrace Tenant Organization letter
- Public Comments and LHA Responses
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 667 Program
- Tenant Satisfaction Survey 200 and 705 Program
- Performance Management Review

Summary Comments from SHA LTO's for the 2022 Salem Housing Authority Annual Plan/Capital Improvement Plan

The Charter Street Tenant Organization offered the following comments of capital improvement needs at Charter Street based on resident surveys and meetings. They are as follows:

1. New windows – most are difficult to open (especially by elderly/handicapped residents) or will not remain open without physical implements
2. Kitchen Cabinets and Countertops – most have deteriorated over the years and could use replacements
3. Thank you for managing the elevator needs. We see strong improvements.
4. Walk-in showers are needed
5. Interested in a new buzzer system that has closed circuit TV so you can see who is at the front door.
6. New furniture in the lobby would make things more inviting and welcoming
7. Building wide free wifi
8. Evacuation maps for fires/emergencies (SHA provided an evacuation map)

Summary Comments from SHA LTO's for the 2022 Salem Housing Authority Annual Plan/Capital Improvement Plan

The Morency Tenant Organization offered the following comments:

The Morency LTO expressed gratitude to the SHA staff for significant improvements in their building including cleaner community areas, cleaner carpets, freshly painted ceilings in the laundry room and LTO office, installation of security cameras, a new larger toilet in the lobby and an alarm on the side door plus better management of recycling.

The Morency LTO expressed the following recommendations based on a community meeting held on April 23, 2022. The summary of feedback is below:

Windows need yearly washing on the outside

Need for fire/ergency evacuation plan (SHA provided an evacuation map)

Better Pest Control

Security cameras inside the buildings especially in the area where packages are delivered

Replacement of garbage disposals when they break

Venetian blinds in the laundry room and tenant office

Better quality closet doors

Handicap access to the dumpsters

Air filter cleaning in kitchens and baths

The following capital improvement recommendations were made:

Kitchen and bath upgrades not just in vacant units but occupied units

Carpeting in common areas

Free or reduced wifi (SHA provided information on a comcast program)

Replacement of the buzzer system that includes closed circuit TV to see who is at the door

Higher toilets

Painting of common area walls

The Morency LTO also asked about promised project not included in the list above:

Pilot program for design and samples to install walk in tubs or showers.

Concrete repairs to the sidewalk/parking area and a platform for recycling.

Morency LTO also thanked SHA for the monthly LTO meetings that take place and gave feedback that the meetings are working great.

Summary Comments from SHA LTO's for the 2022 Salem Housing Authority Annual Plan/Capital Improvement Plan

The Leefort Tenant Organization

The following comments were shared by the Leefort Terrace LTO:

The Leefort LTO thanked SHA for keeping the tenants and the LTO up to date and included as a participant in the redevelopment of Leefort Terrace

The Leefort LTO also requests reminders for parking rules to current residents so that resident parking and illegal parking can be managed efficiently.

The Leefort LTO raised challenges with non-residents parking in resident parking spots which creates problems for Leefort tenants having to park farther away and in spots flooded with water.

Summary Comments from SHA LTO's for the 2022 Salem Housing Authority Annual Plan/Capital Improvement Plan

Pioneer Terrace Tenants Organization – no tenants from Pioneer Terrace attended the meeting or submitted comments.

**SALEM HOUSING AUTHORITY STATE ANNUAL
PLAN/CAPITAL IMPROVEMENT PLAN PUBLIC HEARING
June 8, 2022 at 6:00 p.m. VIA ZOOM WEBINAR
COMMENTS SUMMARY**

Ami Stockellburg – Hi, thank you. **I am a member of the Morency Manor Tenants Organization** and I have a statement that I would like to read that we have put together and I will read that now for you. Based on a community meeting that we held on April 23, 2022 open to all residents at Morency Manor with interpretation services we compiled this list of maintenance concerns and capital improvements that tenants at Morency would like to see the Salem Housing Authority work on. It was obvious to the Morency Tenant Organization and many of the tenants that there have been significant improvements over the last 2 years in our development in the overall condition and maintenance. Just within the past year we have experienced improvements such as regular cleaning of the trash chutes, freshly painted ceilings in the laundry room and tenant office, The installation of security cameras outside of the building, a new larger toilet in the lobby and an alarm on a side door plus better management of the recycling among other things. Here are some things we would like to recommend for the 2023 Capital Improvement Plan based on our discussions and issues not addressed in 2022.

Challenges in maintenance and repair recommendations: Yearly washing of the outside of windows of the apartments. This is the most popular issue proposed. There is a need for an evacuation plan for emergencies particularly in the case of a fire. It would be helpful to get tips from the Salem Fire Marshall that the Morency Tenant Organization is Planning. However, there needs to be a plan for evacuation. That is created and distributed to all tenants in a way that can make it work. Notices, fire drills and more. Better pest control. We are seeing intermittent sightings of cockroaches. Mice used to be an issue but that seem not to be an issue at this time. Maintenance has regularly treated for bugs and it seems better but it is still a problem. Security cameras inside the building. A camera specifically pointed at the areas where the packages are left near the mailbox and the front door passage way would help. There were several other issues raised by at least a few residents this year and last year including venetian blinds in the laundry room and tenant office. Handicap access to the dumpster, better quality closet doors, the need for cleaning of air filters in the kitchens and bathrooms. Capital Improvement Recommendations: needed upgrades in kitchens and bathrooms when warranted, better carpeting in the common area and this should include occupied apartments not just empty units. The need for free or reduced cost WIFI, Comcast is becoming prohibitively expensive for residents. If the Salem Housing Authority could work with the City of Salem for a free or reduced rate, it would make a huge difference. Replacement of the buzzer system. Other things raised by our tenants at our meeting or left over from last year's list include the need for higher low flow toilets in the apartments and painting of common area walls. In the works, there are several projects that have been promised and are not included in the maintenance concerns or capital improvements listed above. A pilot program for design and samples to install walk in tubs and showers,

concrete repairs to the sidewalks, parking area and platform for recycling. Conclusion: over all the tenants at Morency seem to be pleased with the improvements made this year especially given the pandemic. The monthly communication between the Tenant Organization and Salem Housing Authority Management is working. This annual plan process helps to focus attention on tenant needs and is much appreciated. These comments were drawn up and approved by the Morency Tenants Organization. Thank you.

Don Rivard – 27 Charter Street, 601 and President of the Charter Street Tenants

Organization and I am here with 4 other members of our tenant association. I would echo a lot of the comments from my colleagues at Morency. I just wanted to add to the list that was printed and included in your packet. It doesn't completely reflect what we had reported #1. Is the windows. The windows need replacement. #5. The buzzer system. We are asking that the buzzer system be improved so that we can see who the visitors are who want to get in and may help with making the building more secure. #8 Posting the sign for fires. More direction is needed. Please post them at a height that the tenants are able to read them. Finally, I will not mention the cockroach situation because that doesn't come under the Capital Improvement Plan. I will report to you that I have had 2 cockroaches in my apartment in the last week even though there was a treatment done on Friday. Thank you very much.

Gene Collins – President Pioneer Terrace Tenants Organization. Good evening. Hi to all of you. Thank you for the opportunity to say something. We took due diligence to go through this task. Our concern is that this is the third year we have gone through this procedure. We have had nothing done but we will go through the exercise. The Pioneer Tenants Organization of which there are 1/2 dozen members here today viewing you. We will go through the list. The Pioneer Tenants Organization list the following list of improvements:

The entrance sign for Pioneer Terrace is non-existing. We would like to have one. Ventilation in the bathrooms. There is no ventilation in the bathrooms. We have been complaining about this for years and have gone so far as to call the Board of Health to try and get the issue resolved and it has not been resolved to date. Entrance way step, outside railings front and back. We would like to have the porches pressure washed and cleaned. We are asking for new sidewalks and curbing and new pavement on the street. Inside front stair rail on the left side. We have only got one hand rail going down. That is against ADA rules. Again, these are not new items but things we have been asking to get done over the course of a few years. A new intercom system for the front door and each apartment. This is for safety reasons and for convenience. The wiring system is already there. It is just a matter of putting it in with new stock. The wiring system may have to be replaced because it may be old but no one has really looked so we do not know. The cleaning of the common areas and the light system. This is an ongoing issue. There are certain times of year when the light changes outside but the lights don't change inside and people are walking around in the dark. I did actually notice that someone had an outside vacuum in one of the hallways last week but unsure if it was the cleaners or one of our tenants. Sound proofing for the

second floors. Every one of the first floor can hear people on the second floor. With the floors as bad as they are, they are obviously going to need some attention and with that some sound proofing would be in order. We are also asking for new kitchens. The State has given you millions of dollars for this to happen and we are wondering why it has taken so long for you guys to actually getting around to doing some of these things. We have been asking for some answers but have not received any. We also want new bathrooms and to bring the bathrooms up to code. The reason we are not enthusiastic about these things is that we have been asking for these things and they have been falling on deaf ears for years. We would like to have some consistent pest control. That should not be that hard as you have licensed pest control people on your maintenance staff. The dumpsters are a problem and have been for years. The last time we talked to maintenance about the dumpsters they told us to call ourselves and we have been calling ourselves and we still have no resolution to the problem. Finish replacing the new benches in and around the complex. There are one half dozen benches that are out of compliance. We would like to get some removeable speed bumps like they have on Chestnut Street. I says removeable because during the winter when the snow plows comes around, they can be removed. Remove them when the snow come and then put them back in. There is no traffic control down here. We have people parking all over the place and people speeding up and down the street. We would like a new parking lot. We deserve a new parking lot. There is money out there and you are during re-doing the dog park. I know it is City Property and Housing Property and conservation property. We would also like a stop sign at the front entrance. Please address the issue of putting in a new parking lot. It is a major concern of ours so please help us. We would like to know what Housing Plans on doing to alleviate the situation here at Pioneer Terrace. There should be some significant answers. We would like to know what kind of commitment we are going to get from the Housing Authority.

Shannon Bailey – President of the Leefort Terrace Tenants Organization. I will be very brief. First of all, congratulations Veronica for being our representative on the board. You'll do a wonderful job. I have no doubt. I know it is brought up in the packet about our parking issue that we have here. Now that it is getting warmer out, we have people walking down to the willows and people are starting to park illegally here and unfortunately some people will go as far as to sit in their mini vans smoking something other than cigarettes and unfortunately they are parking in a spot where we have people on oxygen. It is a long way to walk from the parking lot up to our apartment and to have to ask these people to move is getting tedious. I had to do it and I was accosted by another neighbor and I was very, very upset. The person came to my home and yelled at me for asking them politely to move. I also want to point out that we need better signage that it is tenant parking only here. I know that we put out notices but if this man who claims to have lived here for 25 years doesn't know this. We need better signage for the actual people parking. I know that we do have signs on most of the telephone poles except for the one where people are parking which is right in front of where I live and where the fire hydrant is. There is a pole right there that does not have a sign. Exciting news about the grant money going through for the redevelopment project here but in the meantime, this really does need to be addressed. Last but not least, I do ask that...it seems like we are going to be here for one more

winter I have been receiving complaints that when people come in here to plow the parking lot, they are giving people an hour. We are forced to park over there and some people can't dig themselves out. We were unsure if some people can apply for some sort of help to get people to dig them out so that can move their cars because we are elderly and disabled people we can't dig ourselves out and now that we are being forced to move out of the parking lot for people to plow. It is becoming an issue. People are going to get hurt trying to dig themselves out when technically I don't think they should be. Can we come up with some sort of program where people can apply for help in that regard or what we can do alleviate that. I do feel like it is real necessity and I know there wasn't much money given to our Capital Improvement Plan because we are being redeveloped. In the meantime, I really feel like this is a serious issue. I need clarification with the Tow Company

Additional Comments from Resident Board Member at July 13, 2022 Board Meeting

SHA would like to announce a commitment toward seeking any more opportunities to create equity for all residents of the housing authority through economic opportunity program, homeownership programs and transportation equity programs.

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.

SALEM HOUSING AUTHORITY

Chapter 667 Housing Summary 2016 - 2018

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

Fall 2016:

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

Fall 2017:

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

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Salem Housing Authority**, surveys were sent to a total of **456** housing units (Chapter 667); **191** surveys were completed.

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

Communication

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

	Salem Housing Authority	Large LHAs in Northeastern MA*	Entire State
Contacted management about a problem or concern.....	76%	80%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	83%	88%	87%
Saw the Capital Improvement Plan.....	20%	29%	30%
Saw the Operating Budget.....	11%	15%	17%
Knew the Executive Director held a meeting with residents...	45%	55%	53%

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

Services and Programs

55% of the Salem Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Job training programs.....	11%	7%	6%
Money management programs (<i>budgeting, taxes, income building</i>).....	7%	7%	10%
Children’s programs (<i>tutoring, childcare, afterschool programs</i>).....	2%	2%	2%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	33%	34%	35%
Adult Education (<i>GED, ESL, educational counseling</i>)	15%	11%	10%

Maintenance and Repair

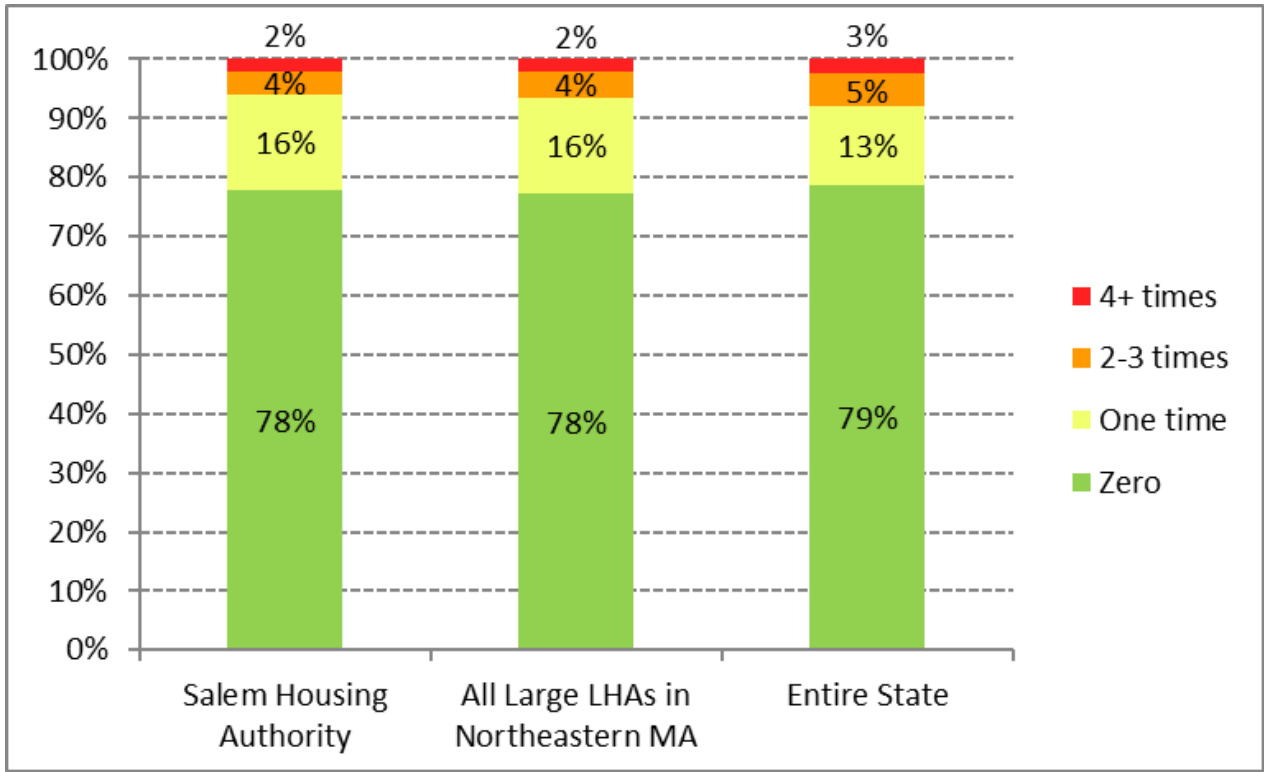
Who had problems? Less than one fourth of respondents had a problem with their heating and over half had a plumbing problem in the last 12 months.

	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Had a heating problem.....	23%	22%	21%
Had a problem with water or plumbing.....	55%	52%	49%

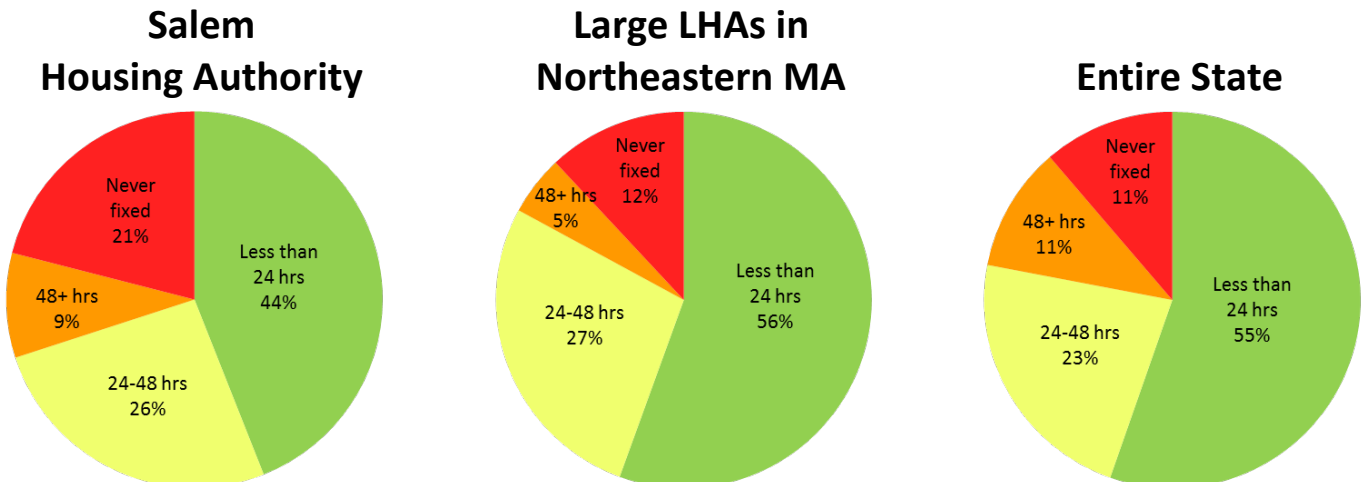
- Heating Problems

How many times did residents have heating problems?

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



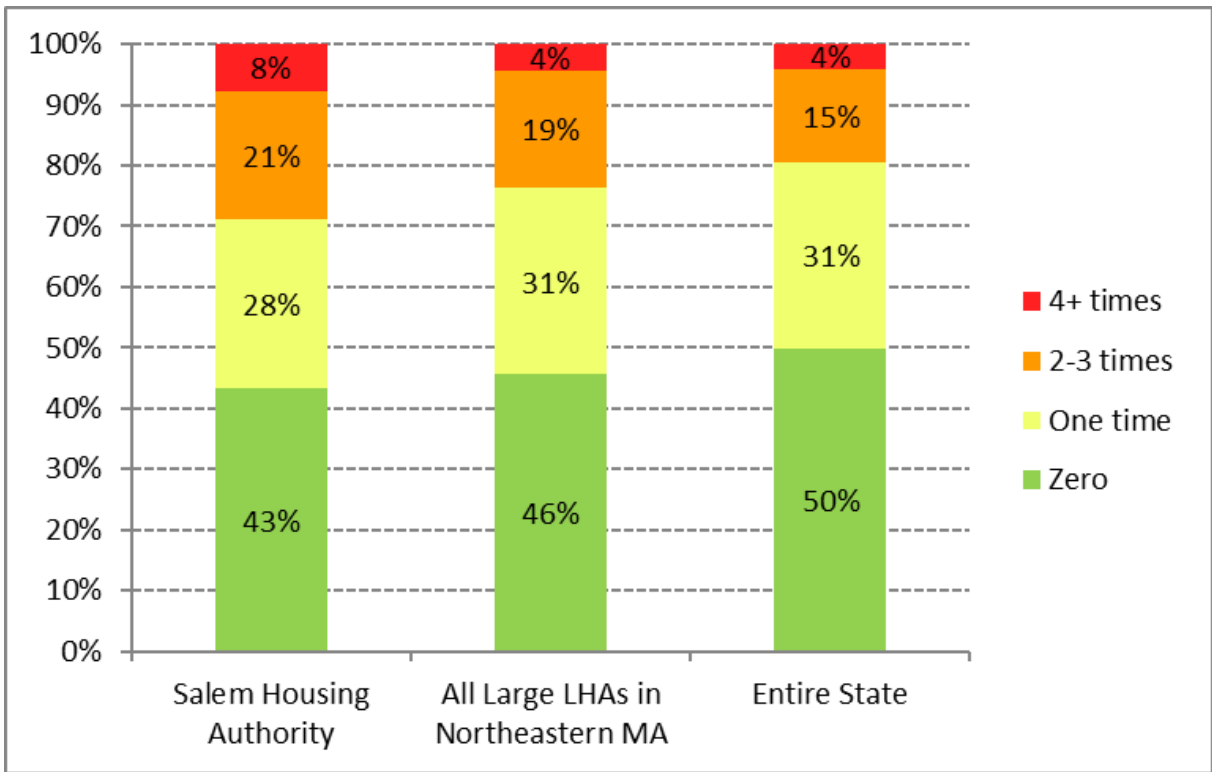
How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



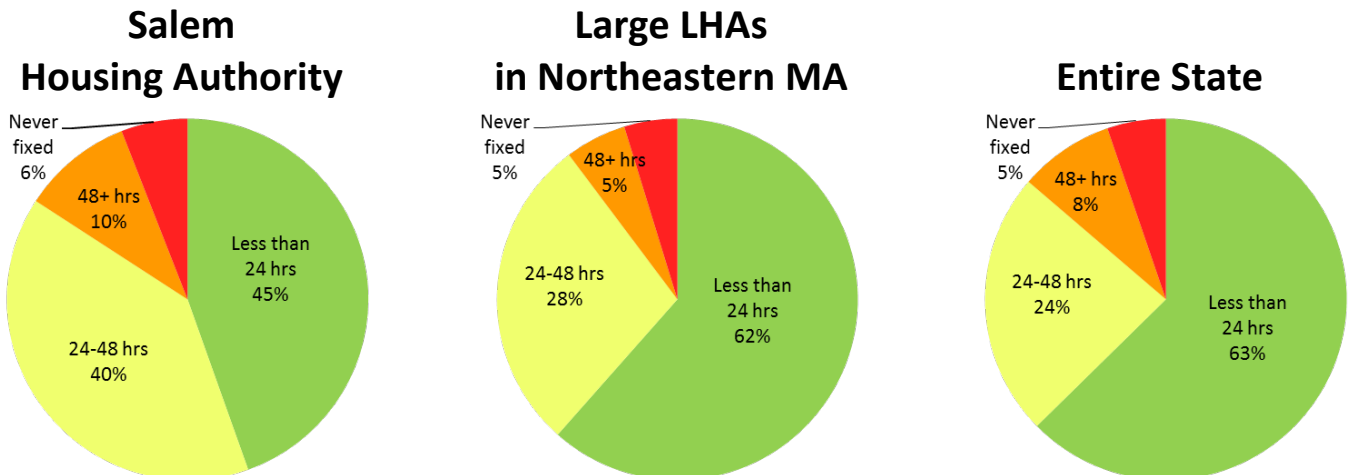
- **Water or Plumbing Problems**

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

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

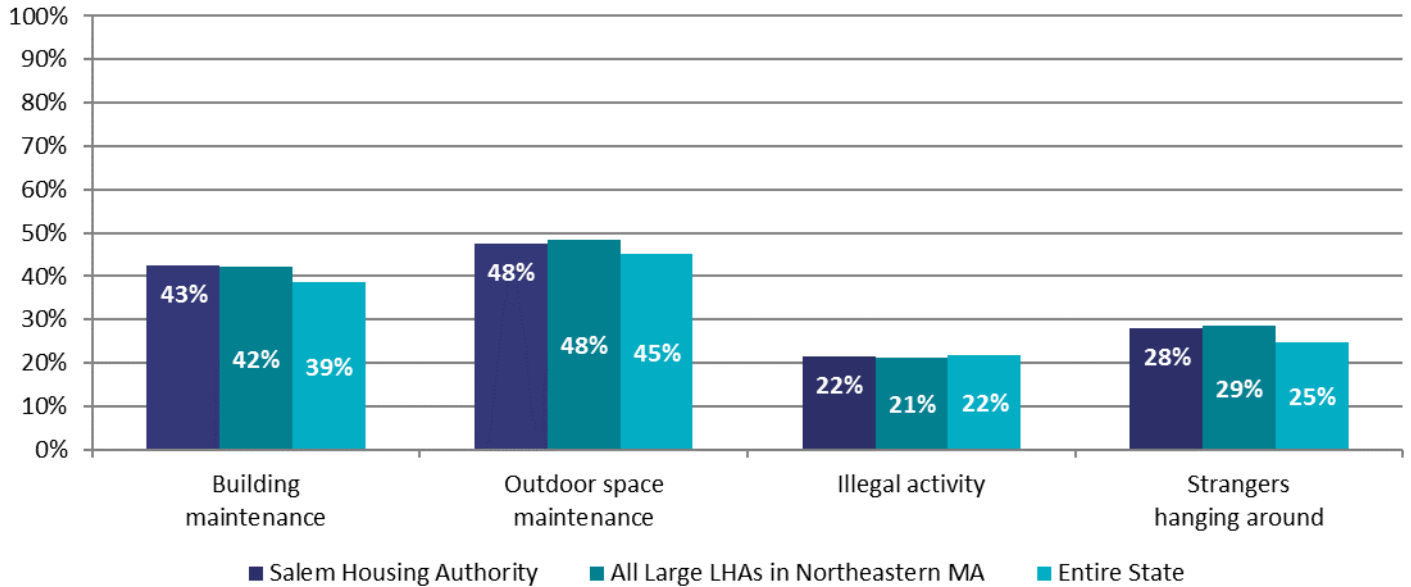


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



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

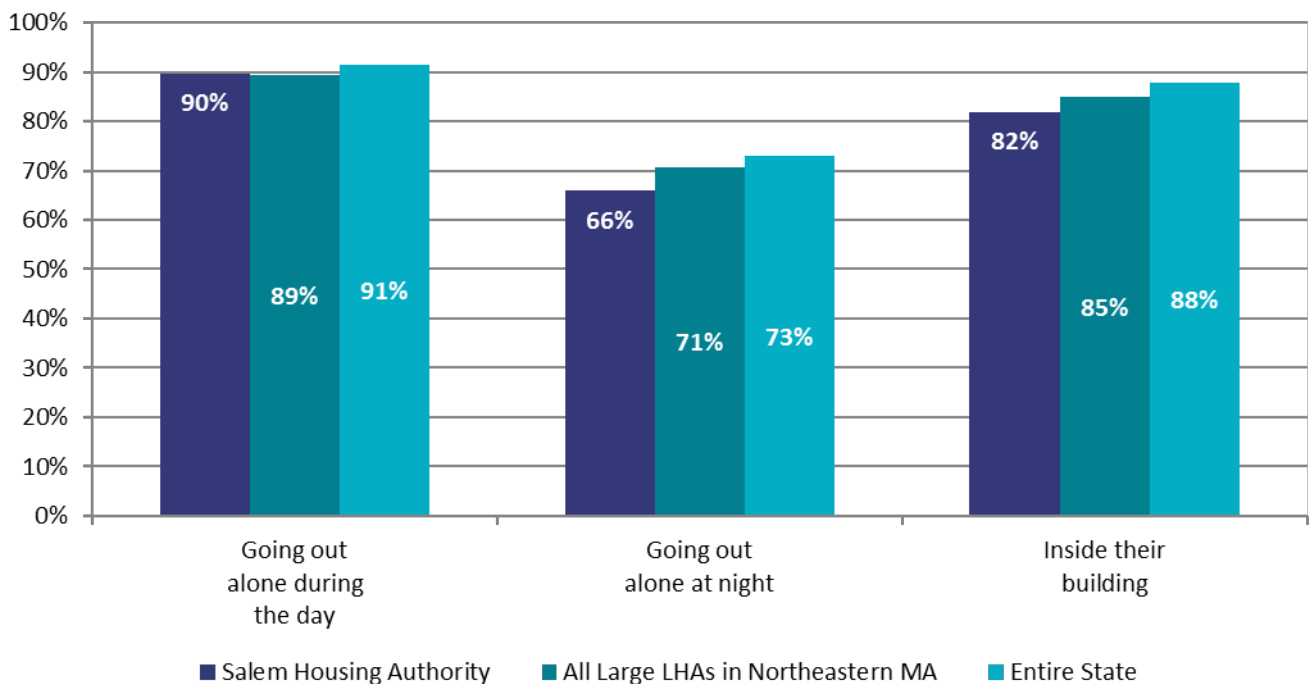
Respondents who “always” or “sometimes” had problems with....



Safety

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

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



Salem Housing Authority

Chapter 200 & Chapter 705 Family Housing

Fall 2020

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

In the Fall of 2020, surveys were sent to 10,163 family housing units (Chapters 200 and 705). 2,124 surveys were filled out and returned.

In the **Salem Housing Authority**, surveys were sent to a total of **194** Salem housing units, **38** surveys were completed.

This report provides some information about how the residents from the **Salem Housing Authority** answered the survey. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeast Massachusetts include: Gloucester, Lawrence, Peabody. (Please note that survey data may not have been received from each one of these nearby LHAs.)

Communication

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

	Salem Housing Authority	Large LHAs in Northeastern MA*	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	63%	72%	71%
Knew the Executive Director held a meeting with residents.....	30%	14%	15%

* Large LHAs in Northeastern MA include: Gloucester, Lawrence, Peabody, Salem. (Please note that survey data may not have been received from each one of these nearby LHAs.)

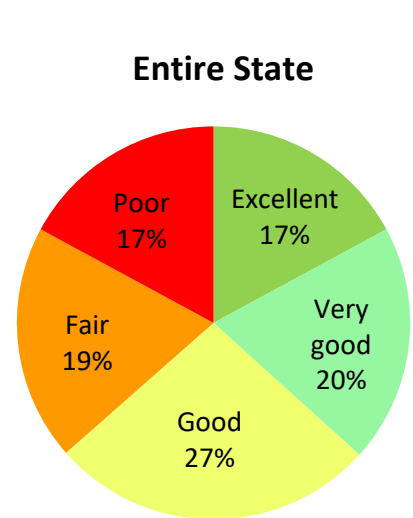
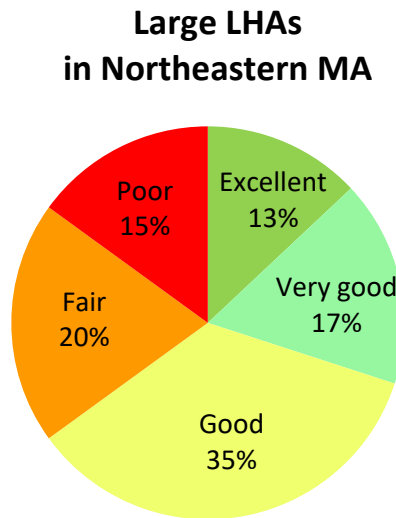
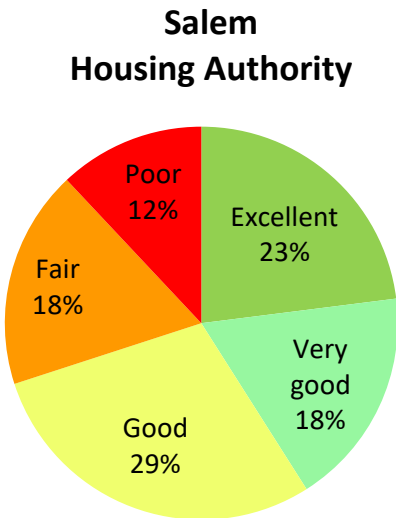
Maintenance and Repair

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

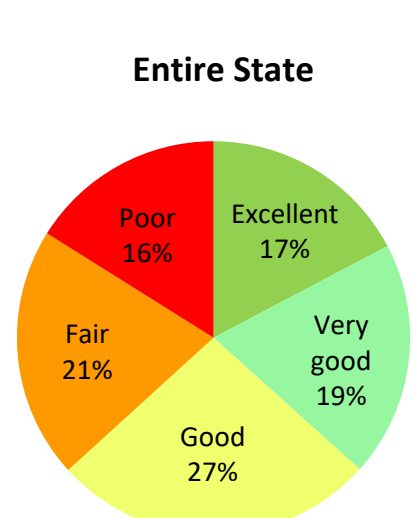
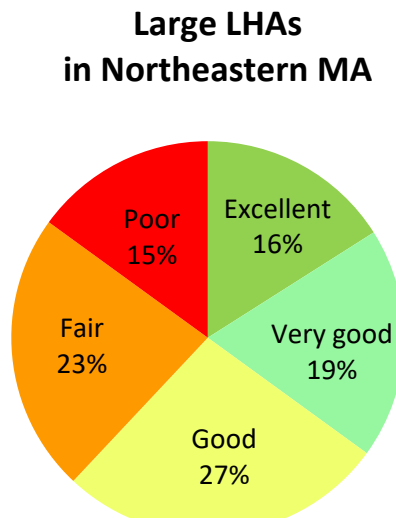
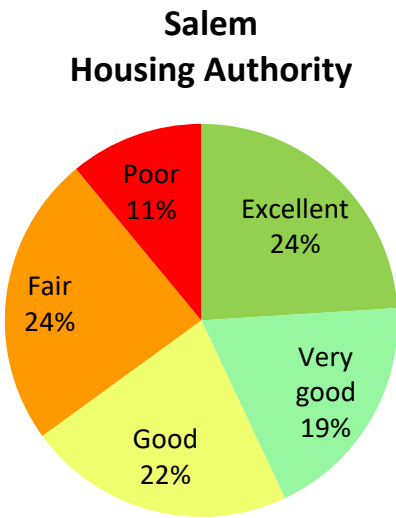
	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted maintenance.....	76%	77%	75%
Were contacted by the Housing Authority before staff entered their apartment.....	92%	88%	86%

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

Building maintenance:



Outdoor maintenance:



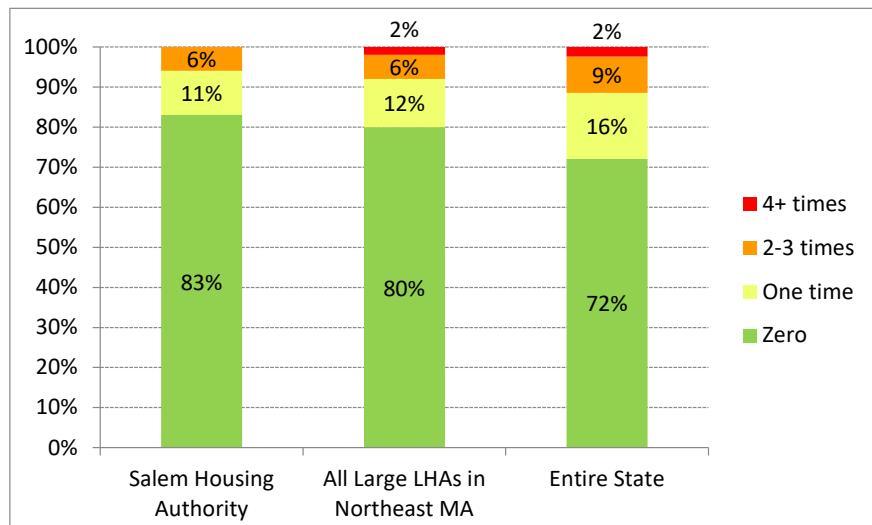
- **Heating and Water Problems:** One half of respondents had a problem with their heating and about four-fifths had a plumbing problem in the last 12 months.

	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Had any heating problem.....	50%	57%	56%
Had any water problem.....	82%	75%	74%

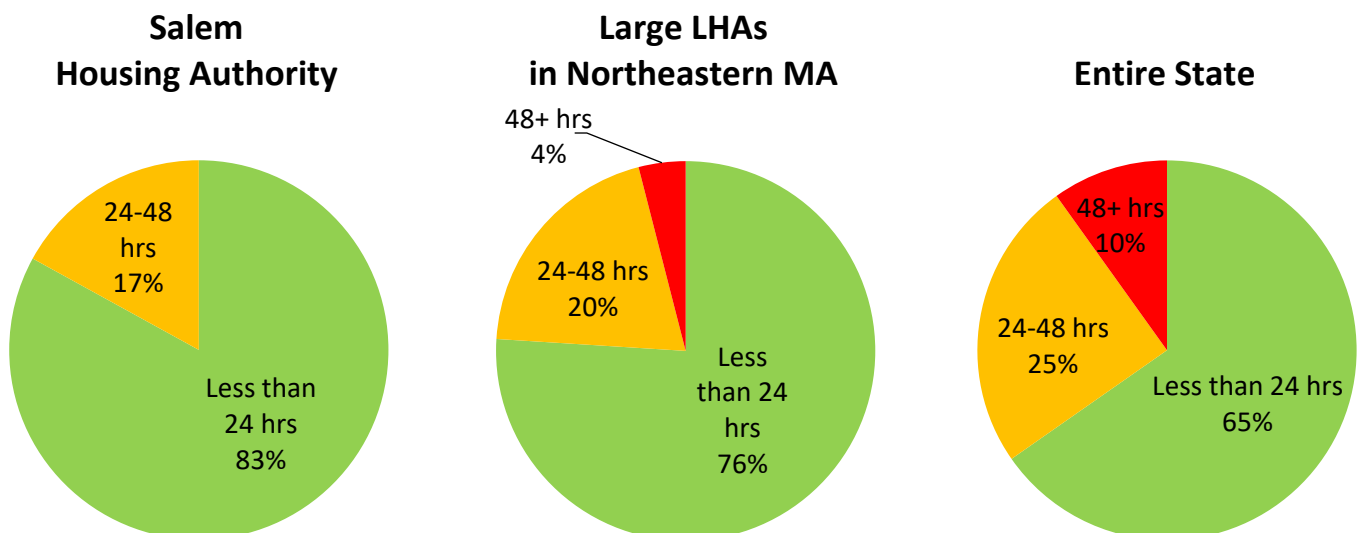
- **Heating Problems**

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 never completely lost heat. The yellow shows who lost heat one time. The orange shows those who lost heat 2-3 times. And the red shows those who lost heat 4 or more times in the last 12 months.



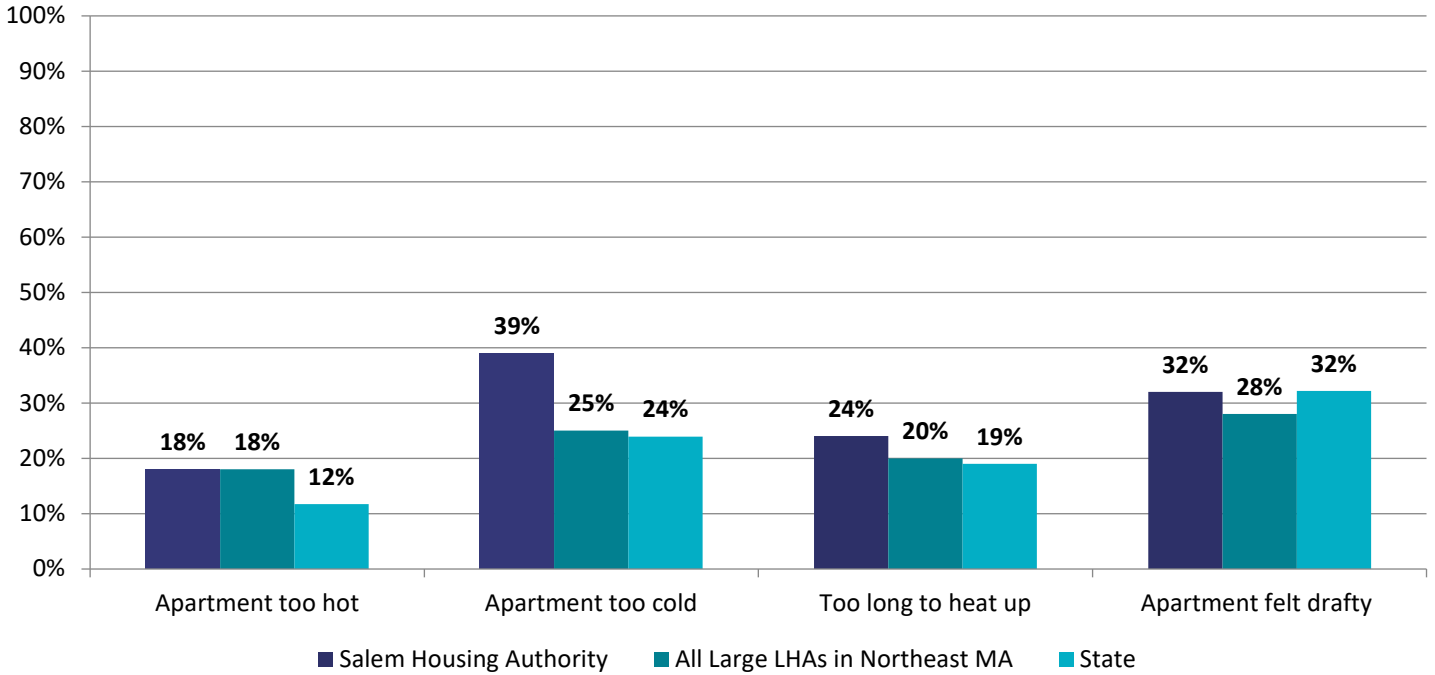
How long did it usually take for heat to come back on? For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- **Other Heating Problems**

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

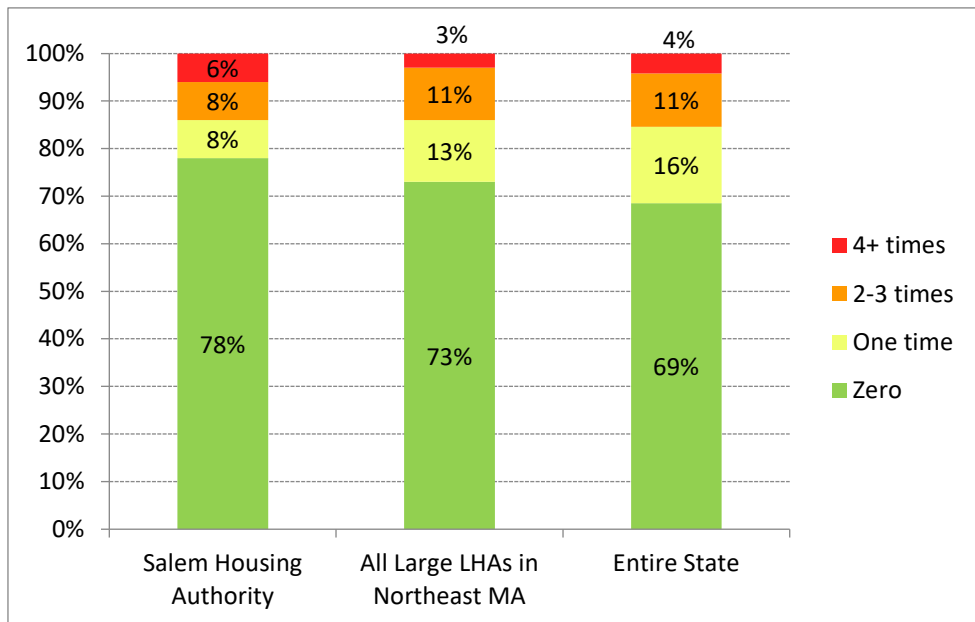
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



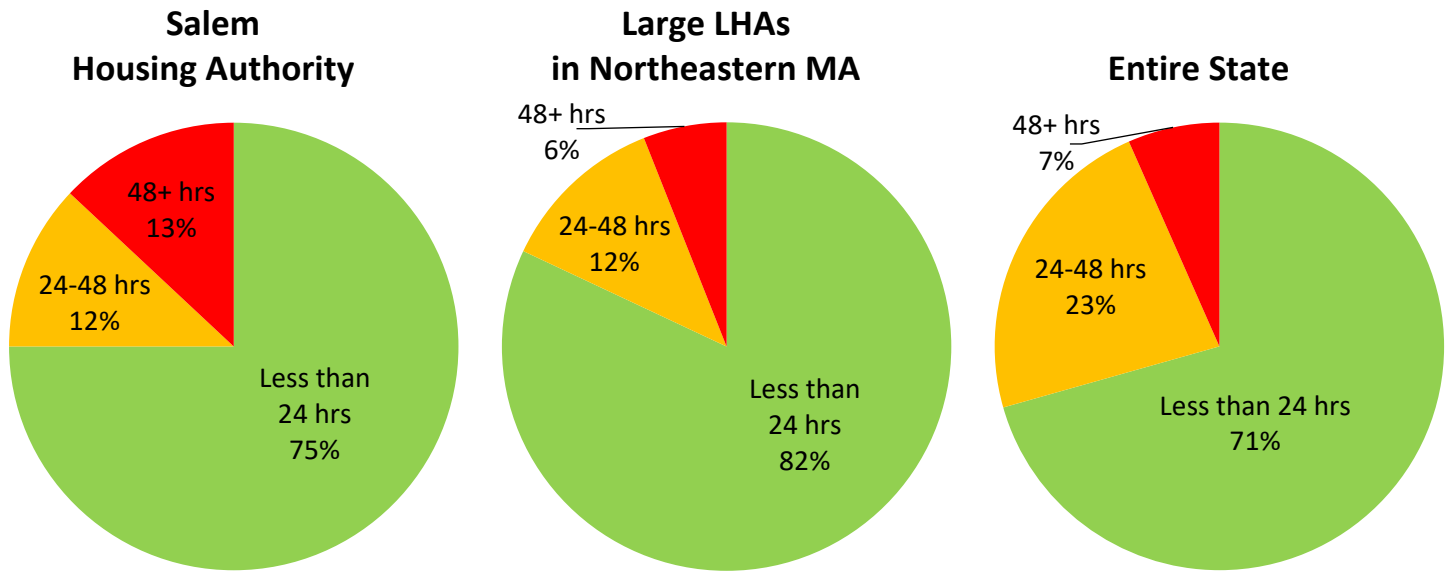
- **Water or Plumbing Problems**

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

The chart below shows how many times respondents did not have hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents never had this problem. The yellow shows who lost hot water one time. The orange shows those who lost hot water 2-3 times. And the red shows those who lost hot water 4 or more times in the last 12 months.



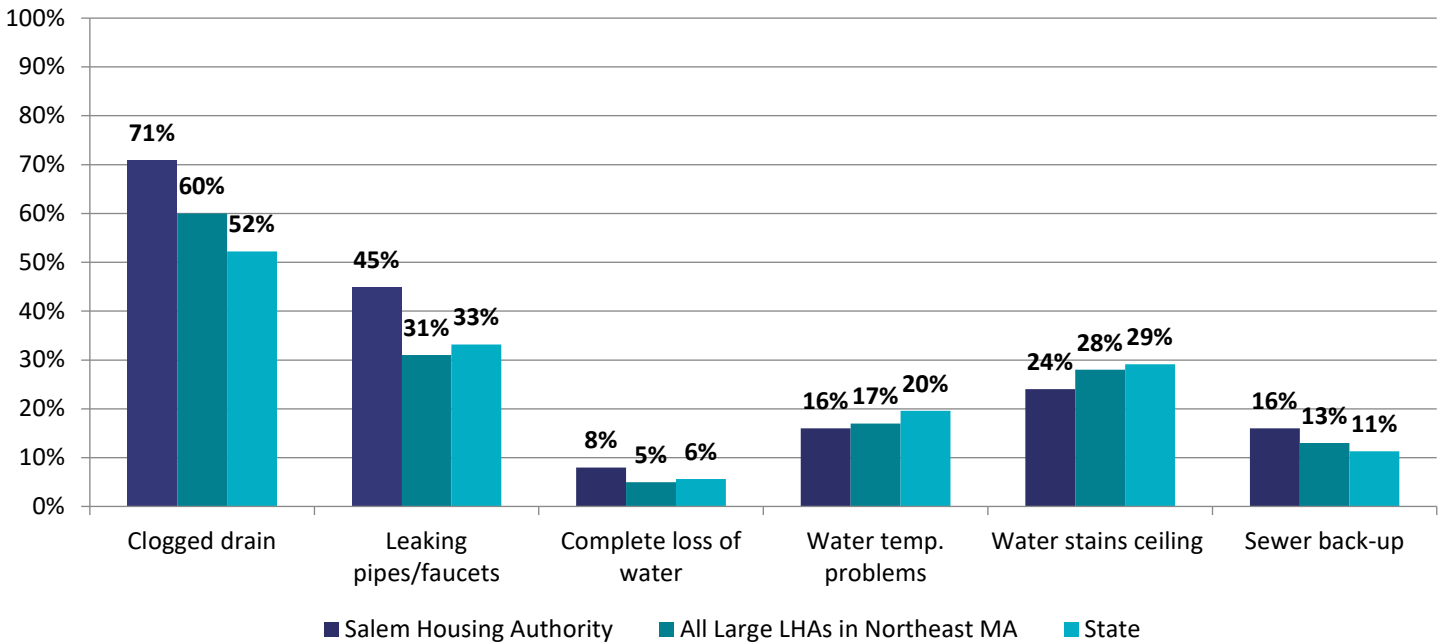
How long did it usually take for hot water to come back on? For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• **Other Water or Plumbing Problems**

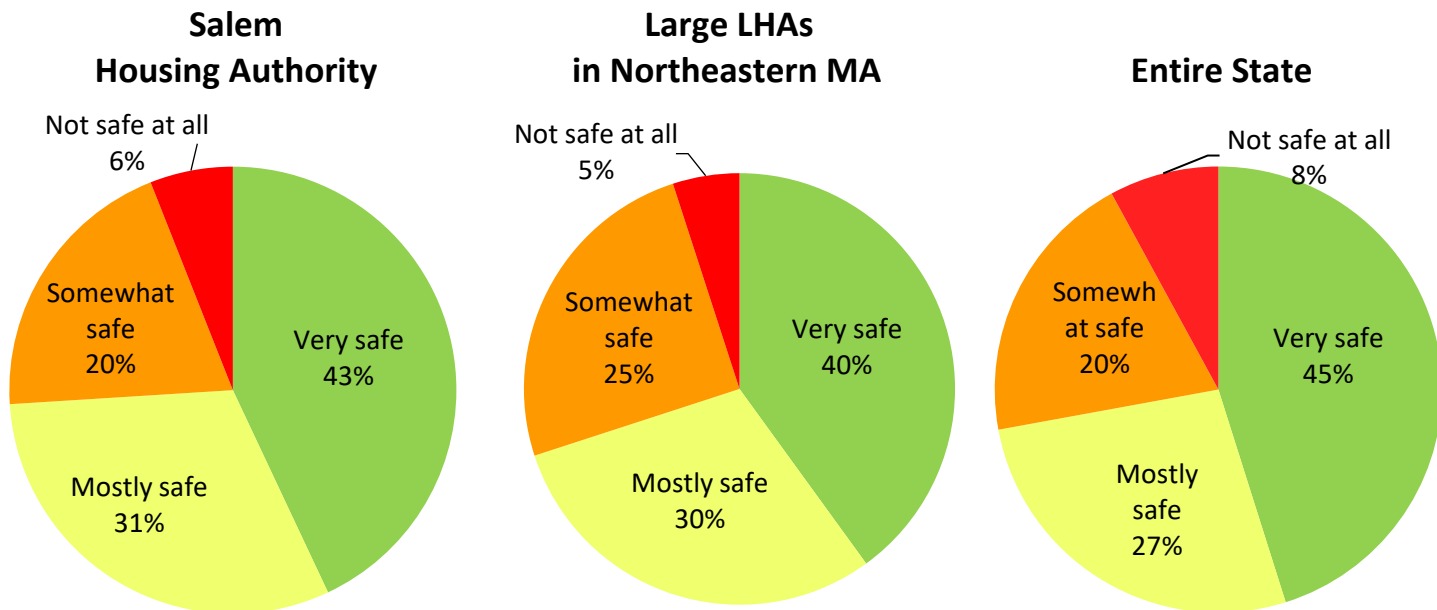
In the last 12 months did residents have other water or plumbing problems?

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

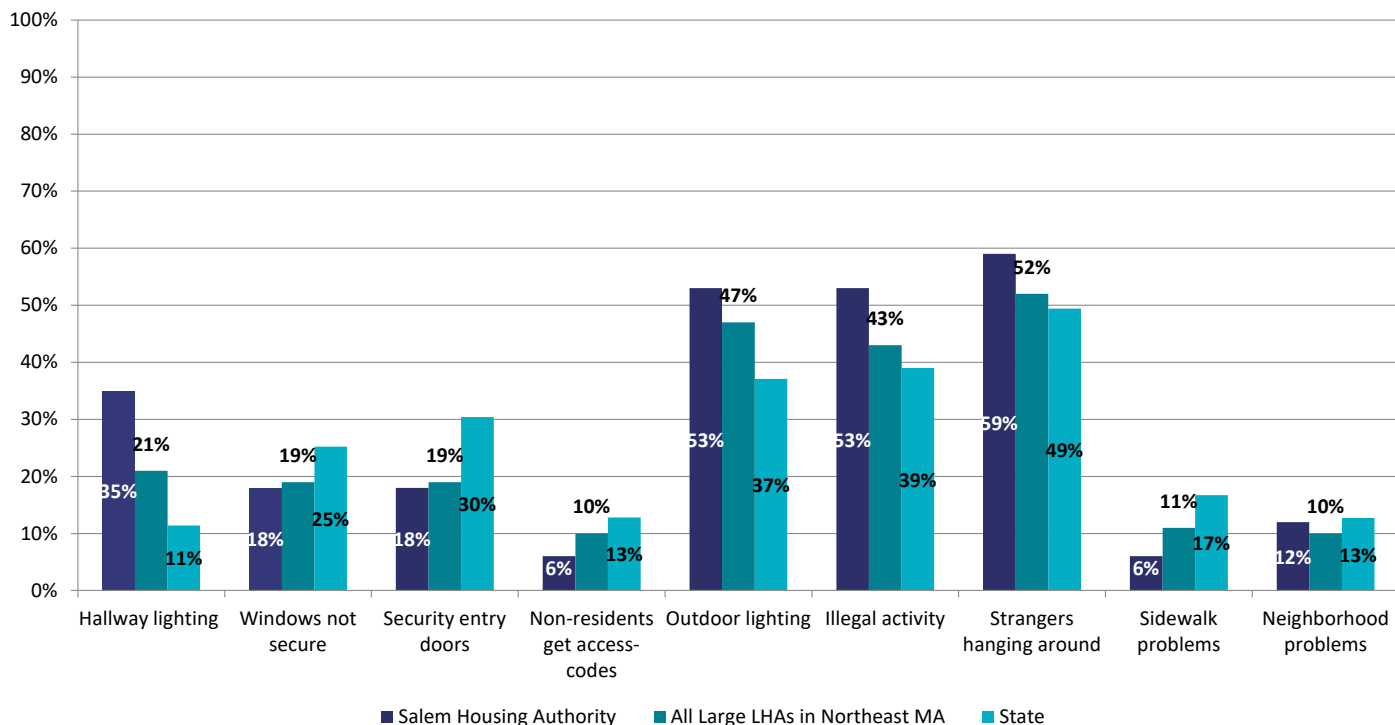


Safety

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.

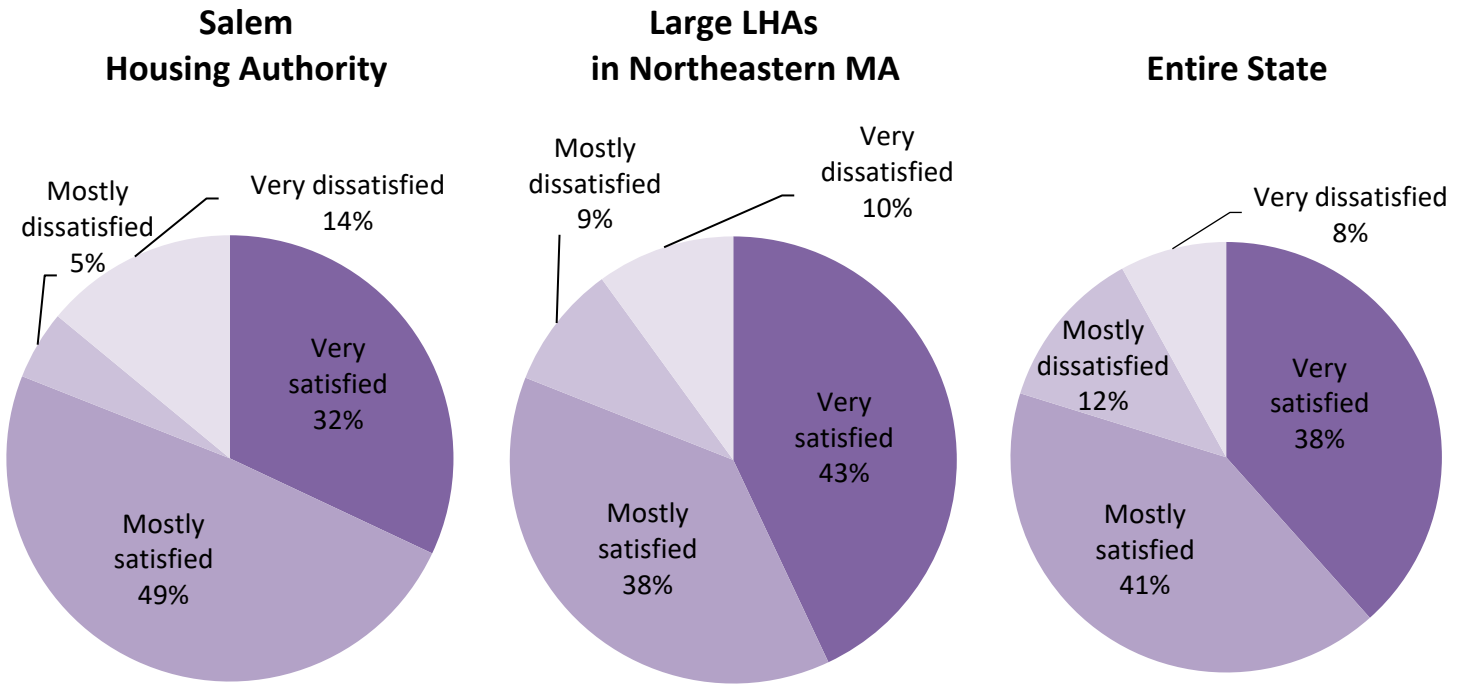


Reasons why respondents felt unsafe in their development: Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



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*.



SALEM 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 Official Published PMR Record For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority				
Housing Authority	Salem Housing Authority			
Fiscal Year Ending	09/30/2021			
Housing Management Specialist	Robert Pelletier			
Facilities Management Specialist	Todd Lawson			
Criteria	Score/Rating			
	Management			
Occupancy Rate	c.667	c.705	c.200	Cumulative
	No Findings	No Findings	No Findings	No Findings
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	No Findings			
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 Salem Housing Authority

Occupancy

Rating All: No Findings

Rating 667: No Findings

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: No Findings

- 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	
Housing Authority	Salem Housing Authority
Fiscal Year Ending	09/30/2021
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Todd Lawson

Inspection and Work Order System Criteria	Rating
Inspections	
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
Work Order System	
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.	No Findings
Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.	No Findings
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

Housing Authority	Salem Housing Authority
Fiscal Year Ending	9/30/2021
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Todd Lawson

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. 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:

Paused due to Covid

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)

Additional Notes:

Paused due to Covid

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:

Paused due to Covid

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

- Criteria D: Inspection - *Paused due to Covid*
- Criteria F: Emergency (defined per PMG) - *No Findings*
- Criteria H: Vacancy - *No Findings*
- 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:

Paused due to covid

Timely Completion of Work Order Types

- Criteria E: Inspection - *Paused due to Covid*
- Criteria G: Emergency - *No Findings*
- Criteria I: Vacancy - *No Findings*
- Criteria M: Requested - *No Findings*

- 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:

Meets DHCD criteria

Vacancy Work Order:

Meets DHCD criteria

Timeliness Requested Work Order:

Meets DHCD criteria

Timeliness of Inspection Work Order:

Paused due to Covid

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: