

Overview and Certification

Brockton 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 Brockton 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. Local Tenants Organization (LTO) Letter
 - b. Public Comments and LHA Responses
 - c. Cover sheet for tenant satisfaction surveys
 - d. Tenant Satisfaction Survey 667 Program
 - e. 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
667-04	Elderly	CROSBY GARDENS 667-04	1	1982	74
705-2A	Family	GOLDEN CIRCLE 705-2A	8	1956	19
667-02	Elderly	KENNEDY DRIVE 667-02	17	1962	120
667-1A	Elderly	RAINBOW TERRACE 667-1A	10	1957	64
705-01	Family	WALNUT-CROWELL 705-01	9	1982	18
200-02	Family	WASHBURN HEIGHTS 200-02	11	1951	50
	Elderly	Elderly units in smaller developments	1		6
	Other	Special Occupancy units	2		18
Total			59		369

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.

Brockton Housing Authority manages 308 MRVP vouchers.

Federally Assisted Developments

Brockton Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 3846 households.

LHA Central Office

Brockton Housing Authority

45 Goddard Road, P.O. Box 7070, Brockton, MA, 02303-7070

Thomas Thibeault, Executive Director

Phone: 508-588-6880

Email: tom.thibeault@brocktonhousingauthority.com

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Ernest Pettiford	Vice-Chair		04/30/2022	04/30/2027
Carol Roberts		Federal Tenant Rep	02/08/2019	02/08/2024
Timothy Sullivan	Chair	Labor Appointee	06/30/2022	06/30/2027
Janet Trask	Member	State Appointee	12/23/2021	01/12/2025

Local Tenant Organizations

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with LTO</u>
Kennedy Drive Tenant Association	01/29/2020	09/07/2022
Crosby Garden Tenant Association	12/31/2018	09/07/2022

Resident Advisory Board

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with RAB</u>
Brockton RAB	01/01/1999	09/07/2022

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.	08/03/2022
B.	Advertise the public hearing in public postings.	08/03/2022
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	08/03/2022
D.	Post draft AP for tenant and public viewing.	08/08/2022
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	09/07/2022
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	09/22/2022
G.	Executive Director presents the Annual Plan to the Board.	09/22/2022
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	09/22/2022

Certification

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

I, Thomas Thibeault, Executive Director of the Brockton Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Brockton 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 Brockton 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, Thomas Thibeault, Executive Director of the Brockton Housing Authority, certify on behalf of the Housing Authority that: a) the above actions all took place on the dates listed above; b) all facts and information contained in this Annual Plan are true, correct and complete to the best of my knowledge and belief and c) that the Annual Plan was prepared in accordance with and meets the requirements of the regulations at 760 CMR 4.16 and 6.09.

Date of certification: 10/25/2022

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Thomas Thibeault, Executive Director of the Brockton 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: 10/25/2022

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)**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)	\$2,537,464.82		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$380,619.72		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$2,156,845.10	\$1,749,965.33	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$29,626.10	\$29,500.00	Accessibility projects
DMH Set-aside	\$4,990.08	\$5,000.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$2,122,228.92	\$1,715,465.33	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$483,227.44	\$483,227.44	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$99,972.30	\$99,972.30	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$42,948.55	\$42,948.55	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$2,782,993.39	\$2,376,113.62	Total of all anticipated funding available for planned projects and the total of planned spending.

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

We received \$500,000 for the Kennedy Drive Community Center Creative Placemaking award. We envision the rebirth of the community center and are excited to involve our tenants, members of the arts community, and the city of Brockton as we re-imagine the scope of the new Community Center. The finished project will be fully ADA compliant, offer health care services, and connections to other supportive human service agencies.

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
044087	H&S FY20: Replace dumpster area fencing & gates		\$39,865	\$39,865	\$0	\$0	\$0	\$0	\$0	\$0
044088	2nd Flr Balcony Repairs-667-1A	RAINBOW TERRACE 667-1A & KENNEDY DRIVE 667-2	\$665,869	\$55,196	\$0	\$195,068	\$372,606	\$0	\$0	\$0
044090	667-4 Crosby Gardens Comprehensive Window Replacement	CROSBY GARDENS 667-04	\$406,325	\$403,722	\$0	\$1,703	\$0	\$0	\$0	\$0
044092	Window replacement 667-5	ANN L. WARD HOUSE CONGREGATE 667-05	\$125,026	\$15,274	\$0	\$68,043	\$0	\$0	\$0	\$0
044095	Common area plate glass Window replcmt 667-2 & 667-1A	Rainbow 667-1A & Kennedy 667-2	\$486,989	\$4,950	\$0	\$325,891	\$156,149	\$0	\$0	\$0
044096	667-2 Kennedy Drive CC Creative Placemaking	KENNEDY DRIVE 667-02	\$809,493	\$23,800	\$0	\$44,794	\$640,899	\$0	\$0	\$0
044098	667-1A Rainbow Terrace Roof & Drain RPLMT	RAINBOW TERRACE 667-1A	\$754,800	\$363,830	\$0	\$1,144	\$0	\$0	\$0	\$0
044099	ARPA Targeted Award: Brockton Fire Alarm Replacement	667-04, 667-05, 689-01, 705-2a	\$462,397	\$0	\$0	\$23,574	\$438,824	\$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
•	Kitchen and bath upgrade, Building 1	KENNEDY DRIVE 667-02	\$302,500	\$0	\$0	\$0	\$0	\$0	\$144,251	\$158,250
•	Kitchen and bath upgrade, Building 2	KENNEDY DRIVE 667-02	\$302,500	\$0	\$0	\$0	\$0	\$0	\$73,727	\$228,774
•	Kitchen and bath upgrade, Building 3	KENNEDY DRIVE 667-02	\$325,542	\$0	\$0	\$0	\$0	\$0	\$0	\$30,070
•	Paving (Rainbow)	RAINBOW TERRACE 667-1A	\$176,661	\$0	\$0	\$0	\$0	\$176,661	\$0	\$0
•	Exterior Door Replacement	EDWINA MARTIN 689-01	\$16,789	\$0	\$0	\$0	\$0	\$16,789	\$0	\$0
•	Asphalt Pavement Replacement	GOLDEN CIRCLE 705-2A	\$114,744	\$0	\$0	\$0	\$0	\$0	\$114,744	\$0
•	Window Replacement	GOLDEN CIRCLE 705-2A	\$489,551	\$0	\$0	\$0	\$0	\$233,449	\$256,103	\$0

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
044087	H&S FY20: Replace dumpster area fencing & gates	H&S FY20: Replace dumpster area fencing & gates	\$0	\$0	\$0	\$39,865	\$0	\$0	\$0	\$0
044088	2nd Flr Balcony Repairs-667-1A		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
044096	667-2 Kennedy Drive CC Creative Placemaking	creative placemaking	\$0	\$0	\$0	\$500,000	\$100,000	\$0	\$0	\$0

Capital Improvement Plan (CIP) Narrative

Including Requests to DHCD & Supporting Statements

1. Request for increased spending flexibility.

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

Brockton 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.

The CAP Share of year 1 is 50% of year 2, and year 3 is \$0. The projects underway have been scheduled in CapHub in such a way that more money is programmed to be spent in year 1 than in year 2.

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.

Brockton Housing Authority has requested \$462,397.00 in DHCD Emergency Reserve funding for project #044-667-04-0-22-1104\ 044-705-2A-0-07-1081\ 044-667-05-0-22-1663\ 044-689-01-0-22-1666, ARPA Targeted Award: Brockton Fire Alarm Replacement. Reason: ARPA funding is DHCD ER

3. Overall goals of the Housing Authority's CIP

The bulk of our CAP Share will be spent on projects for Roofs (Rainbow Terrace) and Windows (Crosby Gardens, Ann Ward, Rainbow/Kennedy, Golden Circle), with one large project for structural balcony repair (Rainbow Terrace). We have two paving projects planned (Rainbow Terrace and Golden Circle). And we have the ever-hopeful projects for Kitchen and Bath upgrades at Kennedy Drive.

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:

Nothing has changed from the previous CIP.

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 05/09/2022.

7. Capital Planning System (CPS) updates

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 09/15/2022.

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

Brockton Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 06/27/2022.

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 5/2021 to 4/2022.

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			705-2A
				667-02
				705-01
				200-02
				667-1A

All water mitigation options (low flow toilets, showerheads, leak repair) have been installed. We will continue to encourage water conservation.

13. Energy or water saving initiatives

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

14. Vacancy rate

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

2% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

8% c. 705 (DHCD Goal 2%)

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

The vacancy rate is not due to capital projects.

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	508-588-6880	All Times
Call LHA at Phone Number	508-588-6880	All Times

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 Brockton Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (Call 911)
Gas leaks/ Gas odor (Call 911)
No electric power in unit
Electrical hazards, sparking outlets
Broken water pipes, flood
No water/ unsafe water
Sewer or toilet blockage
Roof leak
Lock outs
Door or window lock failure
No heat
No hot water
Snow or ice hazard condition
Dangerous structural defects
Inoperable smoke/CO detectors, beeping or chirping
Elevator stoppage or entrapment
Inoperable refrigerator
Assist Public Safety Agencies (Fire Dept, Police, Board of Health) with h
Any Health and Safety issues related to severe weather events

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	508-588-6880	All
Call Housing Authority Office	508-588-6880	All
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: HAB

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.	☒
2	Maintenance Requests logged into the work system	☒
3	Work Orders generated	☒
4	Work Orders assigned	☒
5	Work Orders tracked	☒
6	Work Orders completed/closed out	☒
7	Maintenance Reports or Lists generated	☒

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

We use HAB for work orders, all types.

Maintenance Plan Narrative

Following are Brockton 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?

The Brockton Housing Authority has a diverse and highly skilled maintenance team. They continuously strive to provide decent, safe and sanitary housing that is greatly appreciated by the residents.

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

Retirements within the maintenance department allowed for the promotion of two (2) new working foreman and an additional mechanic's aide. Several maintenance personnel attended OSHA training and Certified Apartment Maintenance Technician courses.

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

Continue to provide training for the maintenance team with the goal of increasing skill levels and reducing the need for outside contractors. Expand the use of technology to improve communications and assist in streamlining operations.

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	\$779,619.00	\$0.00
Last Fiscal Year Actual Spending	\$829,811.00	\$0.00
Current Fiscal Year Budget	\$819,827.00	\$125,000.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	44
Average time from date vacated to make Unit "Maintenance Ready"	48 days
Average time from date vacated to lease up of unit	72 days

Attachments

These items have been prepared by the Brockton 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.

Brockton Housing Authority

Maintenance Plan 2021

Brockton Housing Authority

Maintenance Plan

Table of Contents

MAINTENANCE PLAN DOCUMENT - DESCRIPTION, INSTRUCTIONS.....	1
SECTION 1 - MAINTENANCE PLAN SUMMARY.....	2
Housing Authority General Maintenance & Repair Statement of Priorities.....	3
Emergency Response System-Standard Operating Procedure (SOP) (2 pages).....	4
Normal Maintenance Response System-Standard Operating Procedure (SOP).....	6
Maintenance Plan Narrative.....	7
Work Order Management.....	8
SECTION 2 - MAINTENANCE SCHEDULES AND CHECKLISTS	
Preventive Maintenance Schedule and Checklist.....	9
Routine Maintenance Schedule and Checklist.....	17
Unit Inspection Schedule - Buildings, Grounds and Units.....	20

Housing Authority General Maintenance & Repair Statement of Priorities

- 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 constraint. Programmed maintenance is grouped and scheduled to make their completion as efficient as possible. Sources of programmed maintenance include:
 - i. 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.)
 - ii. Inspections are the other source of programmed maintenance.
 - Inspections are visual and operational examinations of parts of our property to determine their condition.
 - All dwelling units, buildings and properties must be inspected at least annually.
 - Goal: Inspection work orders are completed within 30 calendar days from the date of inspection. There may be exceptions to this goal where emergencies such as Excessive snow removal or a large number of vacant units become available that will cause the inspection work orders to delay. If it is determined by the Authority that the inspection work order cannot be completed in the regular operations of the Authority they will be 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 will be addressed in a professional and efficient manner. If the request cannot be completed due to budget constraints the resident will be informed and the Authority will determine if it should become part of the Capital plan discussion with the residents.
 - 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 may be added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.

Emergency Response System - Standard Operating Procedure (SOP) - (2pages)

Emergency Response System - Two Key Parts:

- 1) System for responding to Emergencies: There exists an after-hours on call system to respond to emergency maintenance requests 24 hours a day and the system documents the results of that response.
- 2) Distributed Definition of What an Emergency is: LHA maintains a list (see list below) of items that are considered an emergency. Residents, staff and call service should have a clear definition of what an emergency is.

System for Responding to Emergencies:

- Does your LHA have a 24-hour system for responding to emergencies?

YES	NO
X	

- List of Emergencies.

The following is a list of matters that DHCD and the State Sanitary Code the Brockton Housing Authority deems an Emergency. If you have any questions regarding this list or other matters that may constitute an Emergency, please contact the Brockton Housing Authority main office.

EMERGENCY
Fires of any kind
Gas leaks
Fire Alarm trouble in building and or inoperable smoke/CO in unit
Electric power failures ONLY if the whole unit or building is affected
Elevator stoppage
Broken water pipes
Sewer blockage
Toilet clogs
Roof drain blockage
Roof leak
Security lock failure
Lock outs
No heat
Inoperative refrigerator only if following day is NOT a regular business day
Snow or ice storm
Structural Deficiencies
Assist Public Safety Agencies (Fire Dept. Police Board of Health) with health and safety issues
Any Health and Safety issues related to severe weather events

Maintenance Plan Summary

NOT CONSIDERED EMERGENCIES	
Faucet Dripping	A Hole in the Wall
Closet Door off Track	The Door Squeaks
Screen Hs Hole in it	There are Cob Webs in the Corner
Stove Burner Is not Working	The Paint is Peeling

3. How can tenants get in contact with the LHA if they have an Emergency anytime of day or night?

(Complete all that apply and fill in the accompanying details)

METHOD	CONTACT INFO	TIMES
Can Call (Answering Service) at Phone Number	508-583-5645	Weekdays 4:30pm-8:00am Weekend & Holidays 24 Hours

4. Has LHA distributed this Emergency Contact procedure to:

	YES	NO
Tenants	X	
Staff	X	
Answering Service (if applicable)	X	

Normal Maintenance Response System - Standard Operating Procedure (SOP)

Non-Emergency Response System:

- 1) System for Responding to Non-Emergencies: There exists a contact system to respond to Non-Emergency maintenance requests the system documents the results of that response.

System for Responding to Non-Emergencies:

1. Does your LHA have a system for responding to normal maintenance (Non-emergencies)?

YFS	NO
X	

2. How can tenants get in contact with the LHA if they have a ~~Emergency~~ ^{Emergency} anytime of day or night?
(check all that apply and fill in the accompanying details)

METHOD	CONTACT INFO.	TIMES
Can Call (Answering Service) at Phone Number	508-583-5645	4:30pm-8:00am M-F 24 hours on weekends and holidays
Can Call LHA at Phone Number	508-583-5645	8:00am to 4:30pm PM Monday-Friday

3. Has LHA distributed this Contact procedure to:

	YES	NO
Tenants	X	
Staff	X	
Answering Service (if applicable)	X	

Maintenance Plan Summary

Maintenance Plan Narrative

Narrative Question # 1	How would you assess your Maintenance Operations based on feedback your received from staff, tenants, DHCP (PMR & AUP), and any other sources?
Work orders are done in a timely manner, We respond to emergencies immediately, Maintenance & vacancy turnaround times are completed within time frames allotted.	

Narrative Question # 2	What changes have you made to maintenance operations since your last Annual Plan submission?

Narrative Question # 3	What are your maintenance goals for this coming year?
To improve on dispatching work orders and closing completed work orders more efficiently using technology that is available.	

y Maintenance Budget Summary			
	Overall Budget	Extraordinary Maintenance	Date
Current Fiscal Year Budget	\$5,119,231		6/30/2021
Current Fiscal Year Spent to date	\$3,245,831		6/30/2021

A Unit Summary	
//Turnovers last Fiscal year	45
Average time to make Unit "Maintenance Ready"	22
Average time to Lease -up unit	

Additional LN A Comments

Maintenance Plan Summary

Work Order Management

LHA Uses the following type of Work Order System to record and track all work completed.		
Type of Work Order System	Check One	Comments
Computer Software System-Web Based (e.g. PH A Network, HAB, PHA-Web, etc.)	X	
Computer Software System-Non-Web based (e.g. SHARP (MS Access), MS Excel, MS Word, etc.)		
Manual System—Please specify in Comments section		
Other-Please Specify in Comments section		

Work orders are created using the following types/categories: (check all that apply)	
Emergency	X
Vacancy	x
Preventive Maintenance	X
Inspections	X
Routine	X
Tenant Requests	X
Other-Please specify BHA Requests	X

Work Order Process:

Step	Step Description	YES/NO
1	Maintenance Request taken/submitted per the Standard Operating procedures above	Yes
2	Maintenance Requests logged into a computerized system or manual log	Yes
3	Maintenance Report(s) or List(s) generated	Yes
4	Work Orders Generated	Yes
5	Work Orders Assigned	Yes
6	Work Orders Tracked	Yes
7	Work Orders Completed/Closed Out	yes

If the above process differs for any of the categories of Work Orders please describe how the process differs:

Preventive Maintenance Schedule and Checklist

Preventive Maintenance Schedule and Checklist

LHA NAME: BROCKTON

Year: 2020

Buildings & Grounds Preventive Maintenance
--

Building Envelope

[illegible]

Maintenance Schedules and Checklists

Trash / Recycling Room														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Clean, mop floor, wash out containers	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Cans (Trash/Recycle) - Regular pickup	Bi-Weekly/ Weekly	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Landscaping														
Aerate lawn/overseed/top dress with compost	N/A													
Mulch landscape beds	Annually	Staff/ Vendor				X								
Shrubs, Trees (remove broken, dead, deformed branches)	Weekly / Seasonal	Staff/ Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Remove weeds (don't let weeds go to seed)	As Needed	Staff/ Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Protect Shrubs (winter)	N/A													
Pest / Disease - Monitor, Integrated Pest Mgmt. & Natural Gardening. DON'T / use products harmful to environment	As Needed	Vendor				X	X	X	X	X	X	X		
Watering/Irrigation - soak (dryout before watering again)	N/A													
Irrigation System														
Spring (Start) / Fall (Shutdown) - blow out lines	N/A													
Grounds														
Signage - inspect, clean, repair as needed	Monthly	Staff/ Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Walks, Paving, Curbs - monitor, clean, repair as needed	Monthly	Staff/ Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Parking Lot - Monitor condition, clean and reseal as needed	Annually	Staff/ Vendor									X			
Fence - monitor condition, clean and repaint as needed	Annually	Staff/ Vendor				X								

Maintenance Schedules and Checklists

Mechanical, Electrical Systems Preventive Maintenance															
HVAC (Heating, Ventilation, Air Conditioning)															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
FURNACE, AHU-Filter Changing / Cleaning, Service	Annually	Staff/ Vendor									X				
FCU, Window AC Filters, Duct Cleaning - Clean. Replace as needed	Annually	Vendor					X						X		
Air Source Heat Pumps - Check Oil	N/A														
Co-Gen System	Bi-Annually	Vendor					X						X		
Water system															
Test/Check Water Temperatures	Bi-Annually / Annually	Staff					X					X			
Lubricate valves and pumps	Bi-Annually	Vendor					X					X			
Clean, Test integrity, Change Washers	As Needed	Staff													
Test pressure	As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	X
Plumbing															
Toilets - check for leaks, running water	Annually	Staff													
Faucets and shut-offs - check for leaks, drips	Annually	Staff						X							
Boilers/HW Tanks - Inspect, service	Quarterly	Staff/ Vendor			X			X			X			X	
Pumps-sump pump in basement, confirm operational	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Fire Sprinklers															
Inspect, Test Backflow	Annually	Vendor						X							
Sanitary system															
Clean, Lubricate valves and pumps	Bi-Annually	Vendor					X					X			
Replace toilet mechanism	Every 5yrs	Vendor									X				
Test system integrity	Annually	Vendor									X				

Maintenance Schedules and Checklists

Storm drain system														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Clean, Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Test system integrity	Annually	Staff/ Vendor									X			
Electrical system														
Tighten connections to electrical panels	As Needed	Vendor	Recommended by DHCD's Handbook. However, if this was never performed, then it should be performed by licensed EC after an infrared test by a Testing Company											
Clean, Test	As Needed	Vendor												
Fire Alarms														
System (Hardwired) - Clean, Test	Annually	Vendor							X					
Fire Extinguishers - Test, Recharge, Replace (if necessary)	Annually	Vendor							X					
Generator														
Test	Weekly	Automatic	X	X	X	X	X	X	X	X	X	X	X	X
Lubricate	Every 10hrs use	Vendor												
Small Generators	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Emergency Lighting (Not on Generator)														
Recharge batteries	Annually	Staff							X					
Test	Quarterly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
ALL Light Fixtures														
Lighting - clean fixtures, replace lamps as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Security systems														
Test system	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Elevator system														
Test lights	Monthly	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Mechanical - professional service contract	Quarterly / Annually	Vendor			X			X			X			X
Solid waste disposal system														
Clean compactors, Lubricate machinery	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Lubricate trash chute doors	Bi-Annually	Vendor				X						X		

Maintenance Schedules and Checklists

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

Maintenance Schedules and Checklists

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

Routine Maintenance Schedule and Checklist

Maintenance Schedules and Checklists

Building Routine Maintenance														
Building Interior														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Hallways, Stairs, Lobbies, Community Rm - Vacuum carpet, mop floors, sweep and Vacuum public spaces	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Wash windows in public areas	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Toilets - Clean public toilets/restrooms	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Clean Staff toilets/restrooms	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Offices- Sweep & Vacuum offices	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Light Bulbs - Replace if burnt out in common areas and offices	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Elevators- Clean cab walls and doors	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Sweep / Mop/Vacuum elevator floors	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Trash Chutes, Dumpsters- Clean trash chutes	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Clean dumpster areas	Daily	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Other Routine Maintenance														
Inventory, Equipment & Vehicles			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TASK	Frequency	By												
Service & Repair Snowblowers	Annually	Staff									X			
Service & Repair Plows	Annually	Staff									X			
Routine Service on Vehicles	As Needed	Staff												
Clean and sharpen tools	As Needed	Staff												
NOTE: Routine (and Emergency) Work Orders will be created due to results from Inspections Maintenance Tasks.														

Unit Inspections Schedule

Dwelling Unit Inspections Schedule and Checklist															
LHA NAME: Brockton			Year:2020												
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Rainbow Terrace-667-1 A															
Buildings 1 &2	Annually	Managers	X												
Buildings 3 & 4	Annually	Managers		X											
Buildings 5 & 6	Annually	Managers			X										
Buildings 7 & 8	Annually	Managers				X									
Kennedy Drive-667-2															
Buildings 1 & 2 & 3 & 4	Annually	Managers					X								
Buildings 5 & 6 & 7 & 8	Annually	Managers						X							
Buildings 9 & 10 & 11 &12	Annually	Managers							X						
Buildings 13 & 14 & 15	Annually	Managers								X					
Crosby Gardens-667-4															
MI 74 Units	Annually	Managers									X				
Washburn Heights-200-2															
MI 50 Units	Annually	Managers										X			
Golden Circle-705-2A															
MI 19 Units	Annually	Managers											X		
Walnut/Crowell- 705-1															
MI 18 Units	Annually	Managers											X		
25-27 Turner 15-17 Essex															
33-35 West Chestnut 705-3													X		
MI 6 Units	Annually	Managers											X		
Heat and smoke detectors															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Battery Heat / Smoke Detectors - Inspect Condition	Annually	Managers				X						X			
Inspect System Heat detectors (in Units)	Annually	Vendor				X						X			
Pest control	Monthly / Quarterly	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	
Floors, Ceilings, Walls	Annually					X					X				
Floors (Wood, Vinyl, Tile)															
Kitchen fixtures	Annually	Managers				X					X				
KITCHEN-Inspect Appliances															

Main tenants schedules and Checklists

GAS STOVE - Inspect	Bi-Annually/ Annually	Vendor									X			
Kitchen, Bath - Cabinets, fixtures	Bi-Annually/ Annually	Managers				X					X			
HVAC fixtures														
Bath Fans	Annually	Vendor										X		
Fans, Baseboard, Vents - Inspect (dust, debris)	Annually	Managers				X					X			

Submitted By:

BHA Executive Director

Date

Thomas G. Thibeault

Print Name

Brockton Deferred Work Orders

[illegible]

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 12/31/2021. 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 Brockton Housing Authority operating reserve at the end of fiscal year 2021 was \$354,731.00, which is 27.8% of the full reserve amount defined above.

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 Brockton 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	\$1,384,488.00	\$1,403,678.00	\$1,520,840.00	8.3%	\$338.87
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$5,623.00	\$0.00	-100%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$1,245.00	\$1,202.00	\$1,200.00	-0.2%	\$0.27
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$16,250.00	\$93,214.00	\$15,600.00	-83.3%	\$3.48
3691	Other Revenue - Retained	\$63,377.00	\$68,465.00	\$3,250.00	-95.3%	\$0.72
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$377.00	\$2,635.00	\$3,250.00	23.3%	\$0.72
3801	Operating Subsidy - DHCD (4001)	\$1,037,654.00	\$931,172.00	\$1,022,817.00	9.8%	\$227.90
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	\$2,503,391.00	\$2,505,989.00	\$2,566,957.00	2.4%	\$571.96

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 Brockton 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	\$316,620.00	\$253,607.00	\$330,180.00	30.2%	\$73.57
4120	Compensated Absences	\$0.00	\$173,196.00	\$0.00	-100%	\$0.00
4130	Legal	\$20,000.00	\$17,978.00	\$23,000.00	27.9%	\$5.12
4140	Members Compensation	\$4,800.00	\$4,817.00	\$4,800.00	-0.4%	\$1.07
4150	Travel & Related Expenses	\$1,092.00	\$649.00	\$1,329.00	104.8%	\$0.30
4170	Accounting Services	\$18,000.00	\$18,000.00	\$18,000.00	0%	\$4.01
4171	Audit Costs	\$6,410.00	\$5,491.00	\$10,910.00	98.7%	\$2.43
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$132,476.00	\$117,286.00	\$145,869.00	24.4%	\$32.50
4191	Tenant Organization	\$1,760.00	\$360.00	\$1,760.00	388.9%	\$0.39
4100	TOTAL ADMINISTRATION	\$501,158.00	\$591,384.00	\$535,848.00	-9.4%	\$119.40
4310	Water	\$295,024.00	\$312,410.00	\$318,954.00	2.1%	\$71.07
4320	Electricity	\$268,144.00	\$262,007.00	\$286,298.00	9.3%	\$63.79
4330	Gas	\$121,132.00	\$112,484.00	\$117,327.00	4.3%	\$26.14
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$5,271.00	\$0.00	-100%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$1,756.00	\$7,285.00	\$7,000.00	-3.9%	\$1.56
4392	Net Meter Utility Credit (Negative Amount)	\$-1,756.00	\$-12,556.00	\$-7,000.00	-44.2%	\$-1.56
4300	TOTAL UTILITIES	\$684,300.00	\$686,901.00	\$722,579.00	5.2%	\$161.00

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Brockton 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	\$320,253.00	\$235,170.00	\$324,709.00	38.1%	\$72.35
4420	Materials & Supplies	\$128,166.00	\$126,586.00	\$145,118.00	14.6%	\$32.33
4430	Contract Costs	\$331,200.00	\$468,055.00	\$350,000.00	-25.2%	\$77.99
4400	TOTAL MAINTENANCE	\$779,619.00	\$829,811.00	\$819,827.00	-1.2%	\$182.67
4510	Insurance	\$95,729.00	\$94,696.00	\$105,970.00	11.9%	\$23.61
4520	Payment in Lieu of Taxes	\$15,000.00	\$13,435.00	\$15,000.00	11.6%	\$3.34
4540	Employee Benefits	\$313,340.00	\$303,321.00	\$364,483.00	20.2%	\$81.21
4541	Employee Benefits - GASB 45	\$0.00	\$-155,006.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$18,845.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$21,500.00	\$796.00	\$21,500.00	2601%	\$4.79
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$5,623.00	\$0.00	-100%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$445,569.00	\$281,710.00	\$506,953.00	80%	\$112.96
4610	Extraordinary Maintenance	\$0.00	\$0.00	\$125,000.00	100%	\$27.85
4611	Equipment Purchases - Non Capitalized	\$35,000.00	\$26,913.00	\$32,000.00	18.9%	\$7.13
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$559,911.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$35,000.00	\$586,824.00	\$157,000.00	-73.2%	\$34.98
4000	TOTAL EXPENSES	\$2,445,646.00	\$2,976,630.00	\$2,742,207.00	-7.9%	\$611.01

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Brockton 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	\$2,503,391.00	\$2,505,989.00	\$2,566,957.00	2.4%	\$571.96
4000	TOTAL EXPENSES	\$2,445,646.00	\$2,976,630.00	\$2,742,207.00	-7.9%	\$611.01
2700	NET INCOME (DEFICIT)	\$57,745.00	\$-470,641.00	\$-175,250.00	-62.8%	\$-39.05
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$0.00	0%	\$0.00
7600	EXCESS REVENUE OVER EXPENSES	\$57,745.00	\$-470,641.00	\$-175,250.00	-62.8%	\$-39.05

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 Brockton 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.

Due to the COVID-19 emergency, on-site assessments by the Facilities Management Specialists were cancelled for the December fiscal year end housing authorities. Therefore, there are no ratings for the Facility Management categories.

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: Operational Guidance

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	2	2
Tenant related violations	2	2

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: Corrective Action

Reason: Preventative work is being completed but is listed as routine or not being created in work order system.

Response: We have reclassified the preventative work orders from Routine to Preventative and have trained the staff on the need to classify work orders correctly.

Criterion: Routine work orders should be identified, tracked, reportable and completed 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	The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report) • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement) • “No Findings” : At or below 2% • “Operational Guidance”: More than 2% , but less than 5% • “Corrective Action”: 5% or more
Certifications and Reporting Submissions	Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end. • “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	Percentage of board members that have completed the mandatory online board member training. • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training
Annual Plan (AP) Submitted	Housing authorities are required to submit an annual plan every year. • “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	The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending. Underspending Rating: • “No Findings” : 0 to 9.9% • “Operational Guidance”: 10 to 14.9% • “Corrective Action”: 15% or higher Overspending Rating: • “No Findings” : 0 to -4.9% • “Operational Guidance”: -5% to -9.9% • “Corrective Action”: -10% or below
Operating Reserves	Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures. • “No Findings” :35%+ of maximum operating reserve • “Operational Guidance”: 20% to 34.9% of maximum operating reserve • “Corrective Action”: <20% of maximum operating reserve
Capital Planning	
Capital Spending	Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period • “No Findings” = at least 80% • “Operational Guidance” = At least 50% • “Corrective Action” = Less than 50%

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

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	01/24/2019	
*Personnel Policy	06/24/2021	Reviewed each year
*Capitalization Policy	12/31/2003	
*Procurement Policy	09/24/2020	
*Grievance Policy	01/22/2004	
Smoking Policy	08/01/2018	
Reasonable Accommodations Policy		In process
Language Access Plan		In process
Fair Housing Marketing Plan		In process
Other – Define in the ‘Notes’ column	01/27/2022	Telework Policy

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

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

Waivers

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

Description	Reason	Date Waiver Approved by DHCD	Date Expired
Waiver to leave RCAT	Staff Capacity	05/16/2021	05/15/2024

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

Attachments

Attachments

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

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

- Local Tenants Organization (LTO) Letter
- Public Comments and LHA Responses
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 667 Program
- Performance Management Review

September 28, 2022

To Whom It May Concern:

Dennis Sheedy, Director of Asset Management met with Brockton Housing Authority RAB on September 7, 2022 at Campello "A" building and presented the draft of the 2023 State Annual Plan for the Brockton Housing Authority.

Thank You,

A handwritten signature in cursive script, appearing to read "Carol Roberts", followed by a horizontal line extending to the right.

Carol Roberts

Vice Chairperson
RAB

**Brockton
Housing
Authority**

Dennis Sheedy
Director of Asset Management
53 Plymouth Street
Brockton, MA 02302
(508) 427-9010

Timothy J. Sullivan, Chairman
Ernest Pettiford, Vice Chairman
Carol Roberts, Assistant Treasurer
Janet Trask, Member

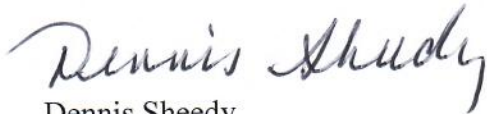
Thomas Thibeault, Executive Director

**Importante! Por favor haga traducir este aviso inmediatamente.
Saa se infomasyon impotan! Fe yon moun tradui li pou wou tout suite.
Importante! Mande traduzir este aviso immediatam**

September 28, 2022

The draft annual plan for the Brockton Housing Authority was made available to the residents on August 2, 2022. The public hearing was held on September 22, 2022 and there were no comments made or submitted. The Brockton Housing Authorities Board of Commissioners subsequently approved the Plan at the close of the comment period.

BROCKTON HOUSING AUTHORITY



Dennis Sheedy
Director of Asset Management
Brockton Housing Authority
Abington Housing Authority

Brockton Housing Authority

45 Goddard Road
P.O. Box 7070
Brockton, MA 02303-7070

(508) 588-6880 / Fax (508) 588-8271

#2022-10
Regular Meeting of September 22, 2022
Extract

Chairman Timothy Sullivan called the meeting to order at 9:34 AM. Upon a roll call, those present and absent were as follows:

PRESENT

Janet Trask
Carol Roberts
Timothy Sullivan

ABSENT

Ernest Pettiford

Mr. Sheedy explained the Approval of 2023 State Annual Plan and Five Year Capital Plan. The Annual Plan is a requirement as part of the Housing Reform Act of 2013. The Plan is compiled of policies, budgets and plans that have been approved by the Board in the past, it provides public insight into the operations of the Authority. The Plan has been posted on the Authority's website and copies were provided to the Resident Advisory Board. Commissioner Trask made a motion, seconded by Commissioner Roberts to approve the Brockton Housing Authority 2023 Annual Plan and Five Year Capital Plan as presented. Upon a roll call vote, the Ayes and Nays were as follows:

Ayes

Carol Roberts
Janet Trask
Timothy Sullivan

Nays

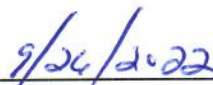
None

The Chairman thereupon declared the motion carried.

I do hereby attest that the above is a true and correct extract for the minutes of the Regular Meeting of September 22, 2022.



Thomas G. Thibeault, Secretary



Date

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.

Brockton Housing Authority

Chapter 667 Housing Summary 2019 – 2021

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

Fall 2019:

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

Fall 2021:

- Surveys were sent to 8350 housing units (Chapter 667). 3787 surveys were filled out and returned.
- In the **Brockton Housing Authority**, surveys were sent to a total of **200** Brockton housing units (Chapter 667); **66** surveys were completed.

This report provides some information about how the residents from the **Brockton Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from medium LHAs in Metro Boston. These medium LHAs in Metro Boston include: Belmont, Brockton, Brookline, Canton, Milford, Norwood, Randolph and Weymouth.

Communication

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

	Brockton Housing Authority	Medium LHAs in Metro Boston*	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	76%	78%	84%
Knew the Executive Director held a meeting with residents.....	38%	38%	43%

\

* Medium LHAs in Metro Boston: Belmont, Brockton, Brookline, Canton, Milford, Norwood, Randolph and Weymouth.

Maintenance and Repair

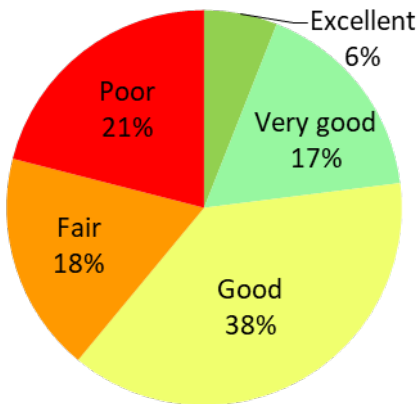
- **Communication with maintenance staff:** Residents were asked about their interactions with the Brockton Housing Authority maintenance staff in the last 12 months.

	Brockton Housing Authority	Medium LHAs in Metro Boston	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	85%	83%	88%
Were contacted by the Housing Authority before entering their apartment.....	85%	89%	91%

- **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:

Brockton Housing Authority



Medium LHAs in Metro Boston

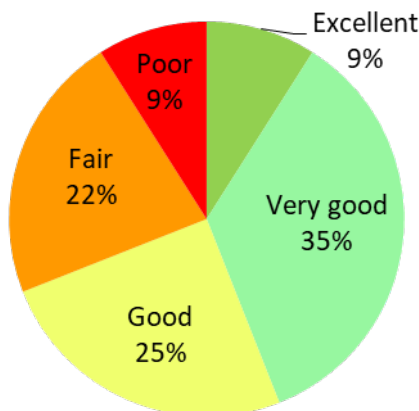


Entire State



Outdoor maintenance:

Brockton Housing Authority



Medium LHAs in Metro Boston



Entire State



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

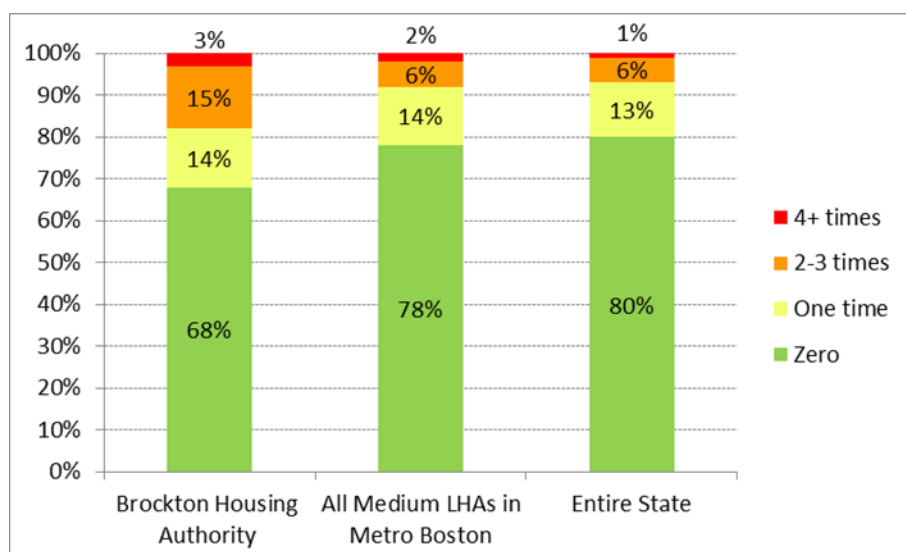
	Brockton Housing Authority	Medium LHAs in Metro Boston	Entire State
Had any heating problem.....	55%	41%	36%
Had any water problem.....	62%	61%	57%

- **Heating Problems**

How many times did residents completely lose heat?

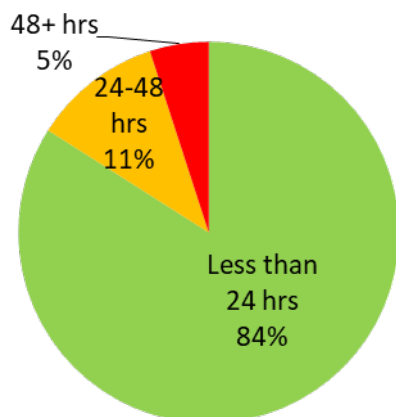
The chart below shows how many times respondents had completely lost heat in the last 12 months.

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

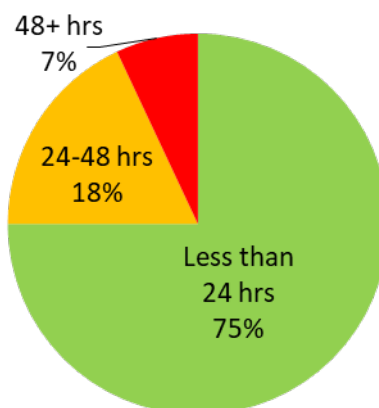


How long did it usually take for heat to come back on? For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

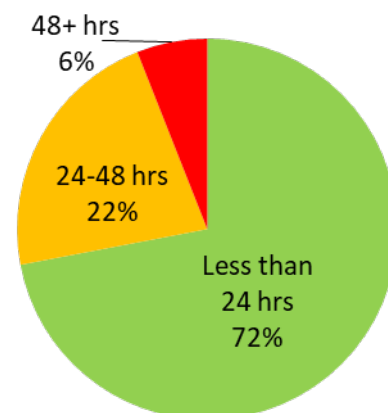
Brockton Housing Authority



Medium LHAs in Metro Boston



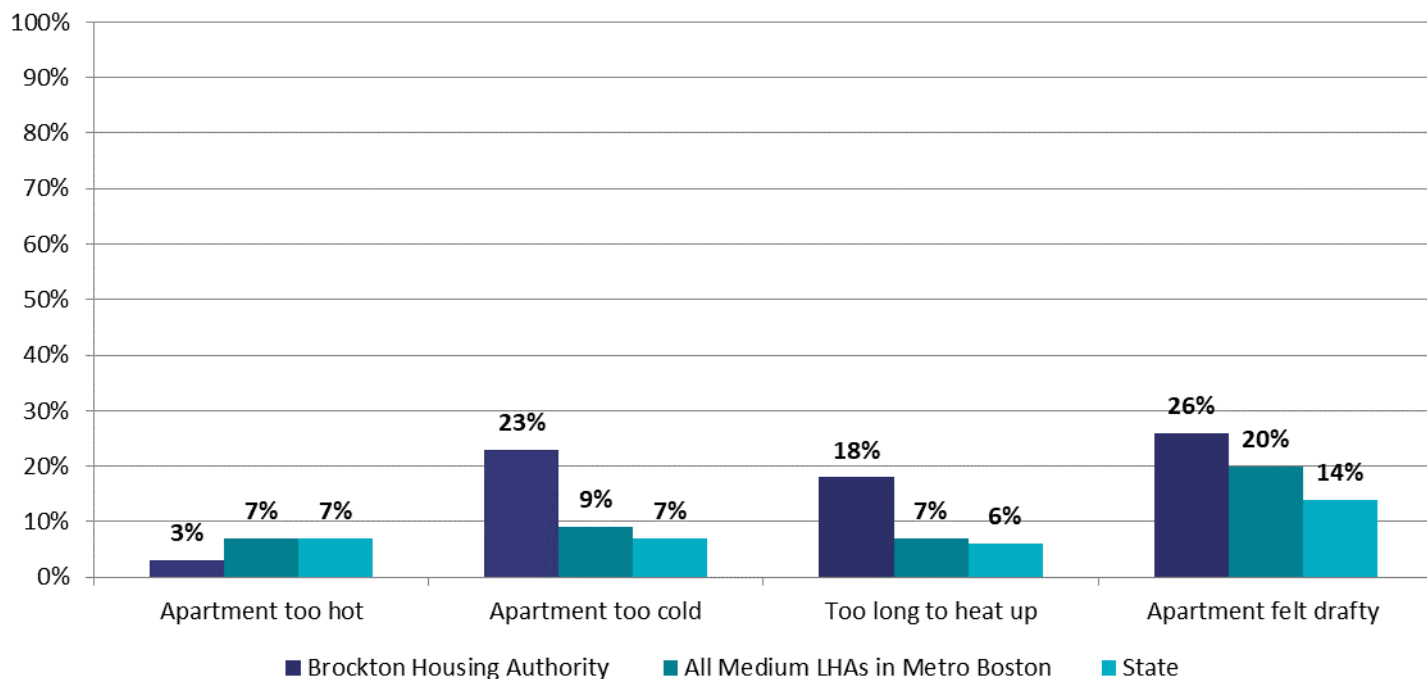
Entire State



- Other Heating Problems

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

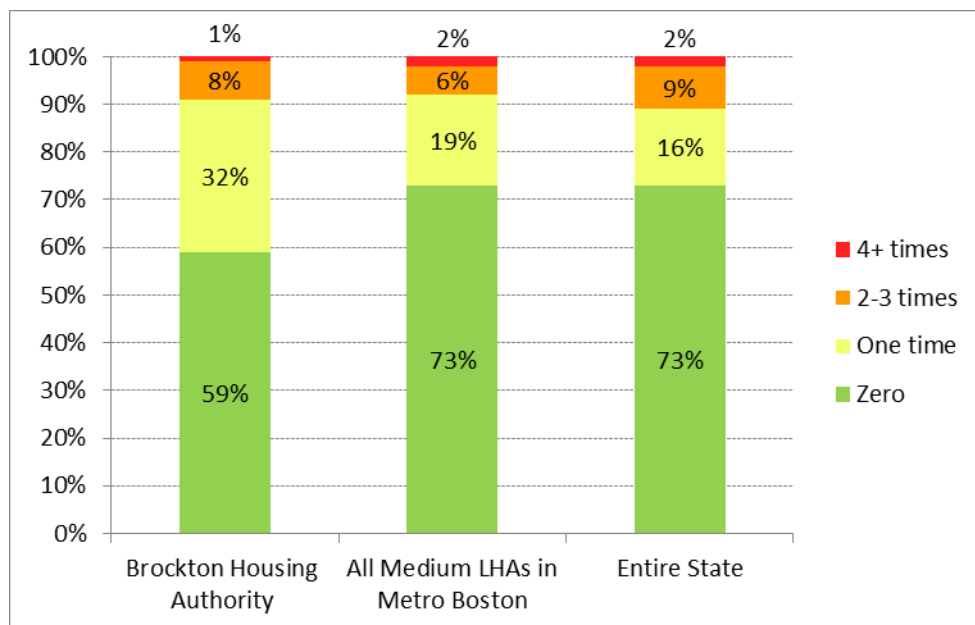
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



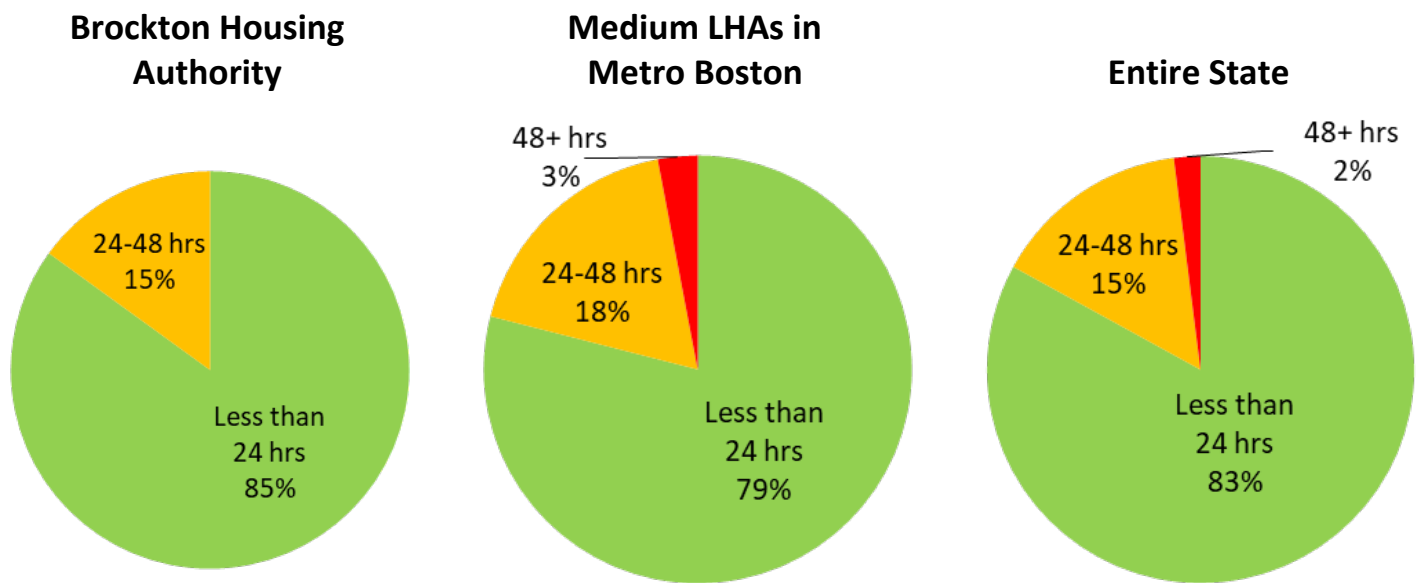
- Water or Plumbing Problems

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

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



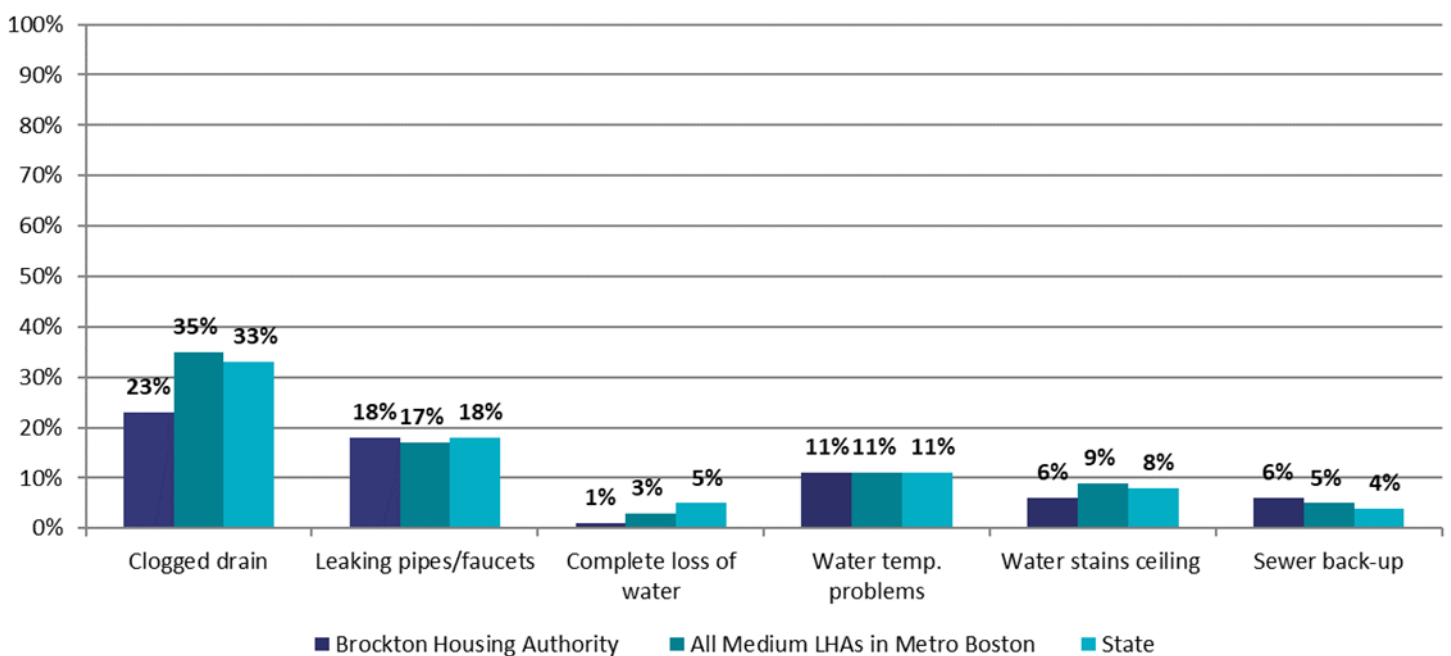
How long did it usually take for hot water to come back on? For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• Other Water or Plumbing Problems

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

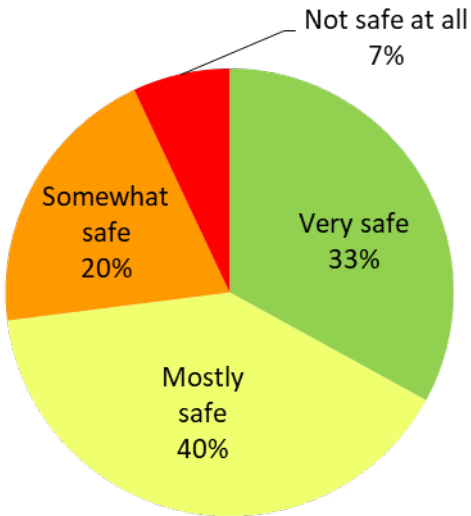
The chart below shows how many times respondents had other water or plumbing problems in the last 12 months.



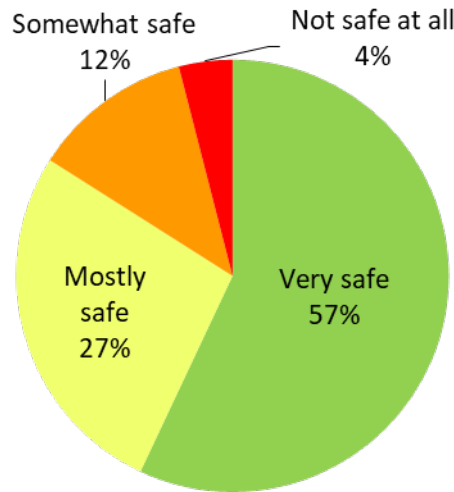
Safety

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

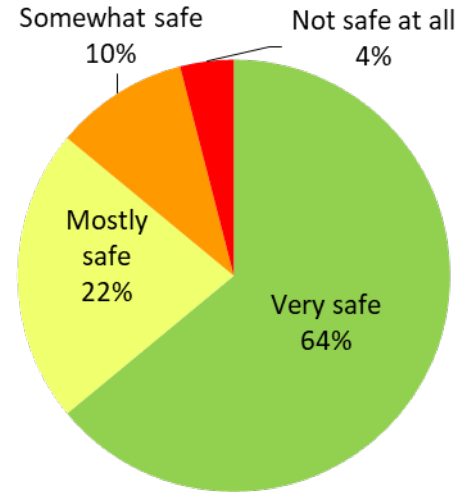
Brockton Housing Authority



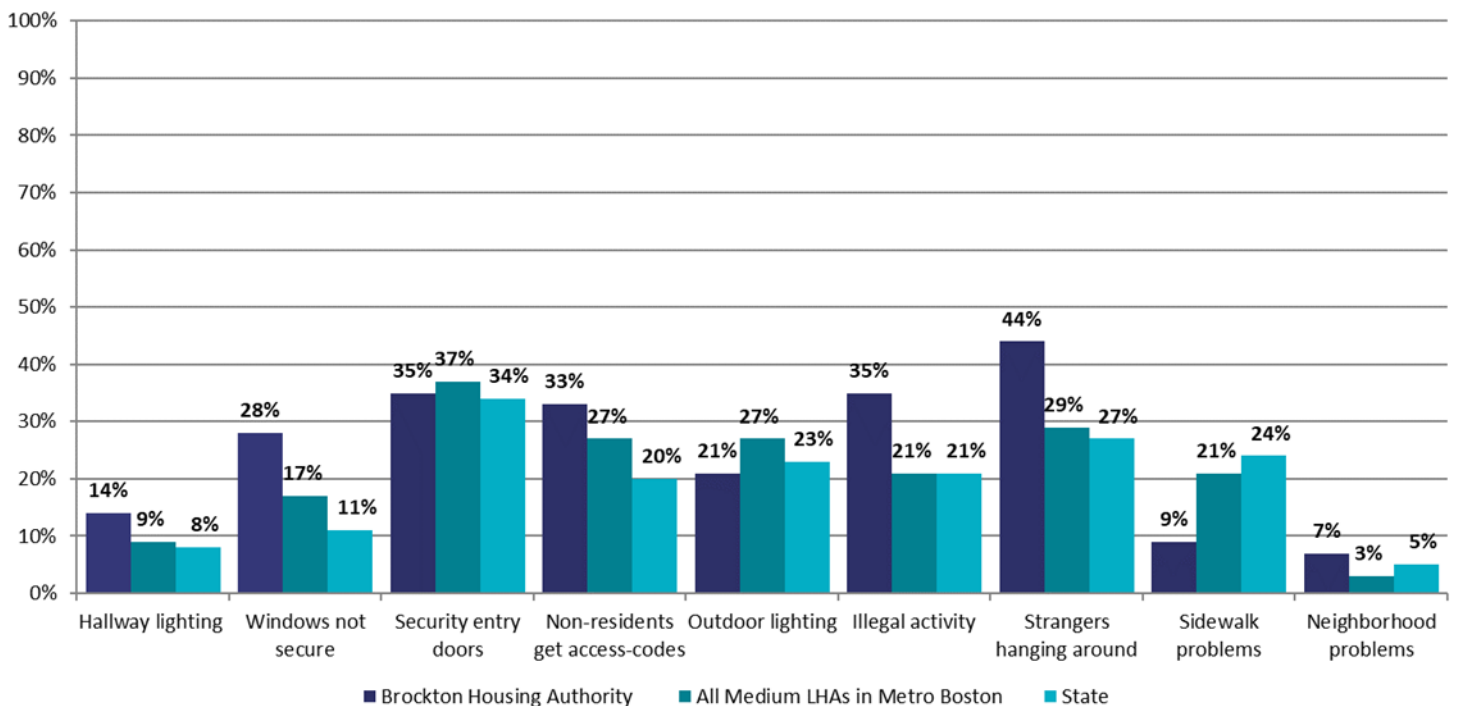
Medium LHAs in Metro Boston



Entire State



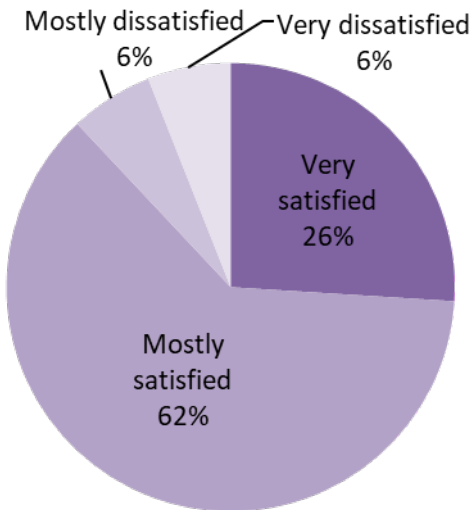
Reasons why respondents felt unsafe in their development: Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



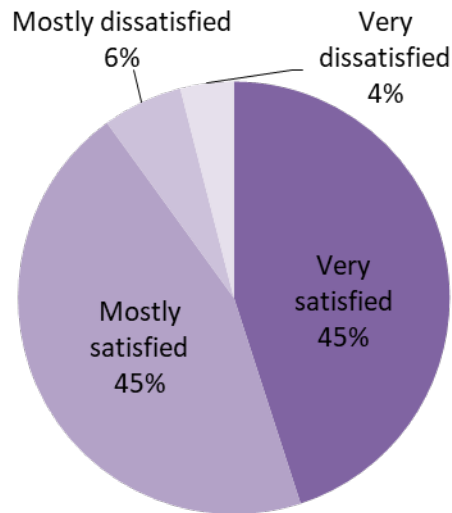
Overall Satisfaction

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”.

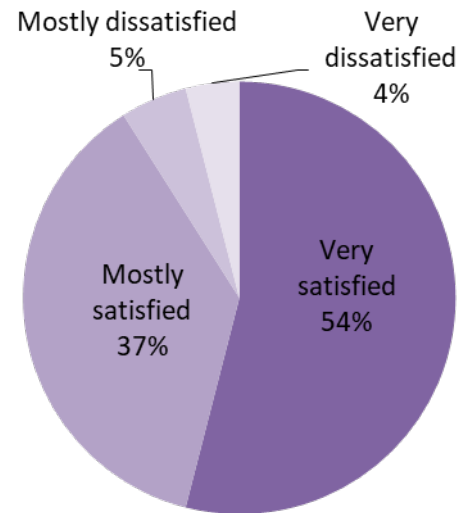
Brockton Housing Authority



Medium LHAs in Metro Boston



Entire State



BROCKTON HOUSING AUTHORITY

Performance Management Review (PMR) Report

Fiscal Year End 12/31/2021

*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	Brockton Housing Authority
Fiscal Year Ending	12/31/2021
Housing Management Specialist	Kim Gomez
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	Operational Guidance			
	Capital			
Capital Spending	Paused due to COVID-19			

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: Operational Guidance

- ☒ 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	Brockton Housing Authority
Fiscal Year Ending	12/31/2021
Housing Management Specialist	Kim Gomez
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.	Corrective Action
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	Brockton Housing Authority
Fiscal Year Ending	12/31/2021
Housing Management Specialist	Kim Gomez
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:

Make sure all work orders are labeled correctly according to the PMR standards

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 - Corrective Action

- ☐ 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:

Preventive work is being completed but is listed as routine or not being created in work order system

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: