

Marblehead 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 Marblehead Housing Authority's Annual Plan for their 2023 fiscal year includes the following components:

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

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
200-01	Family	BARNARD HAWKES 200-01	2	1949	22
200-02	Family	BROUGHTON ROAD 200-02	28	1951	54
667-02	Elderly	GREEN STREET COURT 667-02	4	1962	32
667-04	Elderly	NEW FARRELL COURT 667-04	6	1974	48
667-03	Elderly	OLD FARRELL COURT 667-03	1	1967	63
667-01	Elderly	POWDER HOUSE 667-01	9	1959	38
667-05	Elderly	ROADS SCHOOL 667-05	1	1902	41
	Family	Family units in smaller developments	4		8
Total			55		306

LHA Central Office

Marblehead Housing Authority
26 Rowland Street, Marblehead, MA, 01945
Cathy Hoog, Management Agent
Phone: 781-631-2580
Email: choog@salemha.org

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Joan Cutler	Chair		05/13/2015	05/13/2025
Jean Eldridge	Treasurer		05/11/2016	05/11/2026
Pamela Foye	Member		05/14/2019	05/14/2025
Jennifer Schaeffner		State Appointee	12/01/2021	12/01/2026

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.	N/A
D.	Post draft AP for tenant and public viewing.	08/03/2022
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	09/20/2022
G.	Executive Director presents the Annual Plan to the Board.	09/20/2022
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	09/20/2022

Certification

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

I, Cathy Hoog, Executive Director of the Marblehead Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Marblehead 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 Marblehead Housing Authority users.

This certification applies to the following applications:

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

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Cathy Hoog, Executive Director of the Marblehead 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: 10/13/2022

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Cathy Hoog, Executive Director of the Marblehead 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: 10/13/2022

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on November 30, 2022. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$2,714,432.29		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$407,164.84		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$2,307,267.45	\$2,021,373.22	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$20,224.17	\$20,224.17	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$2,287,043.28	\$2,001,149.05	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$51,597.46	\$51,597.46	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$852,356.70	\$852,356.70	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$3,211,221.61	\$2,925,327.39	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.

- o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.

- o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2022	fy2023 Planned	fy2024	fy2025	fy2026	fy2027
168037	2008 Master CFA	POWDER HOUSE 667-01	\$4,900	\$4,900	\$0	\$0	\$0	\$0	\$0	\$0
168080	FF: Bathroom tile replacement - Phase 3	FARRELL COURT 705-03	\$23,214	\$23,214	\$0	\$0	\$0	\$0	\$0	\$0
168086	FF: Brick Repointing	POWDER HOUSE 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
168091	FF: Verizon project to convert copper wires to fiber optics	BROUGHTON ROAD 200-02	\$59,605	\$35,715	\$0	\$52,601	\$0	\$0	\$0	\$0
168092	FF: Window Replacement (with tuckpointing) at the 200-1 and 200-2 Developments.	BROUGHTON ROAD 200-02	\$1,752,780	\$91,298	\$0	\$1,094,105	\$75,200	\$0	\$0	\$0
168093	FF: Window replacement 200-1	BARNARD HAWKES 200-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
168098	FF: Emergency Heat Pipe Replacement	FARRELL COURT 705-03	\$11,860	\$11,860	\$0	\$0	\$0	\$0	\$0	\$0
168099	FF: Emergency Heat Pipe-excavation	FARRELL COURT 705-03	\$16,891	\$16,891	\$0	\$0	\$0	\$0	\$0	\$0
168103	H&S FY20: Electrical upgrades	BROUGHTON ROAD 200-02	\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2022	fy2023 Planned	fy2024	fy2025	fy2026	fy2027
168104	H&S FY20: Parking lot patching	POWDER HOUSE 667-01	\$9,000	\$2,425	\$0	\$6,575	\$0	\$0	\$0	\$0
168105	*REV-Vacant Unit Rehab #70	FARRELL COURT 705-03	\$84,723	\$84,023	\$0	\$700	\$0	\$0	\$0	\$0
168108	*Reasonable Accommodation* Door Openers	NEW FARRELL COURT 667-04	\$9,600	\$4,826	\$0	\$4,775	\$0	\$0	\$0	\$0
168109	*SUS Low Flow Toilets	BARNARD HAWKES 200-01	\$34,420	\$34,420	\$0	\$0	\$0	\$0	\$0	\$0
168110	Flooring Replacement Dev-Wide	NEW FARRELL COURT 667-04	\$250,817	\$0	\$0	\$274,102	\$0	\$0	\$0	\$0
168111	Heat Pipe Replacement-DEV Wide	NEW FARRELL COURT 667-04	\$574,519	\$158,274	\$0	\$433,088	\$0	\$0	\$0	\$0
168112	Unit 307 Reasonable Accommodation	ROADS SCHOOL 667-05	\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
168113	*Reasonable Accommodation 101 Farrell Ct-Shower	NEW FARRELL COURT 667-04	\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
168115	*EMG* Emergency Boiler Repairs	ROADS SCHOOL 667-05	\$33,500	\$26,623	\$0	\$2,858	\$0	\$0	\$0	\$0
168116	*Reasonable Accommodation* Unit 204-ADA Shower	ROADS SCHOOL 667-05	\$9,900	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2022	fy2023 Planned	fy2024	fy2025	fy2026	fy2027
168117	Sump Pump Discharge Basins (Drywell)	NEW FARRELL COURT 667-04	\$9,963	\$9,963	\$0	\$0	\$0	\$0	\$0	\$0
168118	EMG Elevator Work/ Study	ROADS SCHOOL 667-05	\$63,250	\$19,660	\$0	\$33,443	\$0	\$0	\$0	\$0
168119	**EMG** Plumbing Repair w/ tenant displacement	BROUGHTON ROAD 200-02	\$12,988	\$0	\$0	\$12,988	\$0	\$0	\$0	\$0
168120	ARPA Targeted Award: Marblehead Fed Panels	667-01, 667-05	\$300,231	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Roof replacement	BROUGHTON ROAD 200-02	\$724,986	\$0	\$0	\$0	\$0	\$67,026	\$634,504	\$23,458
•	Farrell Court Asphalt Paving	667-3, 667-4	\$668,833	\$0	\$0	\$0	\$0	\$0	\$26,621	\$179,080

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
168091	FF: Verizon project to convert copper wires to fiber optics	verizon fiber optics conversion - asbestos removal	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
168092	FF: Window Replacement (with tuckpointing) at the 200-1 and 200-2 Developments.		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$552,278
168103	H&S FY20: Electrical upgrades	H&S FY20: Electrical upgrades	\$0	\$0	\$0	\$9,900	\$0	\$0	\$0	\$0
168104	H&S FY20: Parking lot patching	H&S FY20: Door, ramp and parking lot patching	\$0	\$0	\$0	\$9,000	\$0	\$0	\$0	\$0
168105	*REV-Vacant Unit Rehab #70	asbestos removal unit 70 vacant unit rehab	\$0	\$49,656	\$0	\$0	\$0	\$0	\$0	\$0
168108	*Reasonable Accommodation* Door Openers	automatic door openers	\$0	\$9,600	\$0	\$0	\$0	\$0	\$0	\$0
168109	*SUS Low Flow Toilets	Toilet Replacement	\$0	\$0	\$34,420	\$0	\$0	\$0	\$0	\$0
168112	Unit 307 Reasonable Accommodation	reasonable accommodation	\$0	\$9,900	\$0	\$0	\$0	\$0	\$0	\$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	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
168120	ARPA Targeted Award: Marblehead Fed Panels		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,231

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.

Marblehead 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 TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it
- We have urgent projects that require excess spending in year 1 or 2.

Current DHCD projects through bidding and in construction exceed our capshare.

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.

Marblehead Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

The first year of the new management team is trying to address long standing maintenance issues while planning for improved preventative maintenance.

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:

Unfortunately we had to remove multiple projects due to cost increases of ongoing projects. We have added in a large asphalt paving project in year 5 to address the deteriorating roadways at New and Old Ferrell Ct.

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 04/19/2022.

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 06/23/2022.

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:

As funds become available

10. Accessibility

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

11. Special needs development

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

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 4/2021 to 3/2022.

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

667-04
200-01
200-02
705-01
667-01

There was several underground pipe bursts under our 667-4. We have a large capital project that will address this.

We also just completed a low flow toilet project at out 200's and 705.

13. Energy or water saving initiatives

Marblehead 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.)

- 9% c. 667 (DHCD Goal 2%)
- 11% c. 200 (DHCD Goal 2%)
- 0% c. 705 (DHCD Goal 2%)

Marblehead Housing Authority will address the excess vacancies in the following manner: There's an unusual amount of vacancies currently. We are currently working our way through them with limited staffing and consideration of out sourcing work where appropriate.

CIP Approval For Marblehead Housing Authority for FY 2023

Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

11/30/2022

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

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

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

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

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

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

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

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

This document was created on 11/30/2022 by Tiffany Yu, Project Manager

Maintenance and Repair Plan

Maintenance Objective

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

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

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	781-631-2580	24 / 7
Call LHA at Phone Number	781-631-2580	M,W,Th 8:30am-4pm, Tues. 8am-5pm
Other	In person visit to MHA office	M,W,Th 8:30am-4pm, Tues. 8am-5pm,

Tenants must call 911 for police, fire & ambulance response.

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 Marblehead 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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	781-631-2580	24 / 7
Call Housing Authority Office	781-631-2580	M,W,Th 8:30am-4pm, Tues. 8am-5pm,
Submit Online at Website		
Email to Following Email		
Other	in person visit to office	M,W,Th 8:30am-4pm, Tues. 8am-5pm,

Work Order Management

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

Type of work order system: PHAWeb

Work order classification used:

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

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

C. Our work order process includes the following steps:

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

Maintenance Plan Narrative

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

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

Very good. The housing authority is always striving to improve upon existing success. Having solid structure in the day-to-day Maintenance operations is the key to a successful agency.

We find that documentation and communication are key components to our program.

Meeting with tenants and the informal tenant organization helps us to navigate issues expeditiously and stay current with priorities.

The staff at MHA are really thriving from the new Management Services agreement and the newly organized structure, and we are seeing great results in our first year.

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

Maintenance issues are a moving target that need regular adjustment.

We've been making small changes to the structure and daily routines in the maintenance department over the year, we have also had to adjust as we've dealt with the continuous changes related to the challenges of the pandemic. The main operational changes are in the way we conduct the annual inspections and how work orders are assigned, how they are closed, and the responsibility of each maintenance man to maintain certain properties.

We also hope to start to close work orders electronically at MHA over the course of the next year, which will be a big step forward for the Marblehead team.

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

Continued improved communication with our residents.

Catching up with a lot of the preventative and necessary work that was left dormant by the prior administration, and due to COVID.

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	\$525,748.00	\$83,370.00
Last Fiscal Year Actual Spending	\$639,044.00	\$92,163.00
Current Fiscal Year Budget	\$553,225.00	\$77,500.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	20
Average time from date vacated to make Unit "Maintenance Ready"	136 days
Average time from date vacated to lease up of unit	302 days

Attachments

These items have been prepared by the Marblehead 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.

Marblehead Housing Authority

Roads School Elderly Housing
26 Rowland Street
Marblehead, MA 01945

(781) 631-2580
Fax (781) 639-2340



January Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. Hot air furnace /Boiler winter PM.
3. Oil circulator pumps.
4. Clean dryer vents.
5. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
6. Check smoke detectors and carbon monoxide detectors during annual inspections.
7. Inventory tools, equipment, refrigerators and stoves in stock.
8. Inventory of supplies and small parts.
9. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
10. Lease enforcement: Residents are responsible for snow removal from front and rear egress of their unit only if they have instances where a dwelling has an independent means of egress, not shared with other occupants, and a written letting agreement so states, the occupant is responsible for maintaining free of snow and ice, the means of egress under his or her exclusive use and control.
11. Inspection Sticker – Trucks (3)
12. Oil Changes

13. Manually run generators all sites
14. Check exhaust fans.
15. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
16. Service lawn equipment.

February Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. A/C, heat and air handler filter change.
3. Strip, wax and buff vinyl composite tile (VCT) and linoleum flooring.
4. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
5. Check smoke detectors and carbon monoxide detectors during annual inspections.
6. Inventory of supplies and small parts.
7. Unit inspections - schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
8. Lease enforcement: Clear common hallways and stairs free from all obstructions. (PHN 2012-12) According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
9. Manually run generators at all sites.
10. Check exhaust fans.
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

March Preventive Maintenance Tasks

1. Second Sunday, reset light timers and clocks for daylight saving time.
2. Monitor and issue on-going snow removal work orders.
3. Clean storage rooms and maintenance areas.
4. Touch up all common area paint.
5. Clean heater vents in all common areas.
6. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Check underbody for corrosion and hose off.
7. Check smoke detectors and carbon monoxide detectors during annual inspections.
8. Unit inspections – schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
9. Lease enforcement: Furniture, trash and debris free from exteriors.
10. Inventory of supplies and small parts.
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
12. Manually run all generators at all sites.
13. Inspection Sticker & Oil Change – Trucks (3).
14. Check exhaust fans.

April Preventive Maintenance Tasks

1. Inspect all entry doors.
2. Clean dryer vents, exhaust vents and roof vent motors.
3. Inspect roofs and siding.
4. Clean common area flooring and carpeting.
5. Clean/disinfect dumpsters.
6. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
7. Inspect trees and trim as needed (maintain 10ft distance from buildings).
9. Vehicle Inspection:
 - Check all fluid levels:crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Change engine oil in all vehicles (2nd quarter)
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Inventory of supplies and small parts.
12. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
13. Lease enforcement: Check for proper AC installation
14. Manually run generators at all sites.
15. Check exhaust fans.

May Preventive Maintenance Tasks

1. Clean all manholes if applicable.
2. Emergency generator PM.
3. Clean A/C condensers.
4. Sidewalk and parking lot crack and crevice sealing and repair.
5. Weed treatment at all sites.
6. Edge and mulch all planting beds.
NOTE: Please note that in accordance with 527 CMR 17, which took effect September 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited. (See Addendum B: 527 CMR: Board of Fire Prevention Regulations & Preventing Mulch fires)
7. Prune/trim all shrubs and bushes away from buildings (maintain 2ft clearance from all structures)
8. Fertilize lawns.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Inventory of supplies and small parts.
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Unit inspections - schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
12. Fire extinguisher annual inspection.
13. Manually run generators at all sites.
14. Check exhaust fans.

15. Lease enforcement: Cooking grills and fire pits (according to policy)

- DHCD recommends the ban of fire pits on all public housing property. There is extreme risk to life and safety with the unsupervised use of fire pits.
- All cooking grills should be used a minimum of 10 feet from all structures.

June Preventive Maintenance Tasks

1. Summer boiler shut-down and PM Service. (Non-heating season June 15th to September 15th)
2. Change A/C, heat and air handler filters.
3. Check interior emergency lighting.
4. Weed and edge all planting beds every 2 weeks (June 1st to Oct 1st)
5. Inspect site railings, walkways and stairs for potential hazards. Identify and repair, as needed .
6. Edge and mulch all planting beds.
NOTE: Please note that in accordance with 527 CMR 17, which took effect September 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited. (Sec Addendum B: 527 CMR: Board of Fire Prevention Regulations & Preventing Mulch Fires)
7. Check flags and replace as needed.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Check smoke detectors and carbon monoxide detectors during annual inspections.
10. Inventory of supplies and small parts.
11. Unit inspections – schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
12. Manually run generators at all sites.
13. Check exhaust fans.

14. Lease enforcement:

- Pools, trampolines and swing-sets
- Furniture, trash and debris free from exterior.

July Preventive Maintenance Tasks

1. Clean dryer vents, exhaust vents and roof vent motors.
2. Inspect gutters, downspouts and splash blocks – repair as needed.
3. Inspect common area windows (glass, seals, balances and locks).
4. Inspect and repair site fencing.
5. Clean/disinfect dumpsters.
6. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor, and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
 - Change engine oil in all vehicles (3rd quarter)
7. Inventory of supplies and small parts.
8. Check smoke detectors and carbon monoxide detectors during annual inspections.
9. Unit inspections --- schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
10. Lease enforcement: Pet Policy (according LHA Approved Pet Policy).
11. Manually run generators at all sites.
12. Check exhaust fans.
13. Service snow blowers.

August Preventive Maintenance Tasks

1. Make up air units PM.
2. Strip, wax and buff VCT and linoleum flooring.
3. Clean/disinfect dumpster.
4. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 1. Check wiper blades for wear.
5. Inventory of supplies and small parts.
6. Check smoke detectors and carbon monoxide detectors during annual inspections.
7. Lease enforcement: Common hallways and stairs free from all obstructions. (PHN 2012-12)
 - According to the State Sanitary code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit or rooming unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
8. Unit inspections -schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.

September Preventive Maintenance Tasks

1. Check electrical panels in boiler rooms and all common areas.
2. Domestic hot water systems PM.
3. Boiler tune-up. (Heating season is September 16th through June 16th)
4. Clean storage rooms and maintenance areas.
5. Touch up all common area paint.
6. Clean heater vents in all common areas.
7. Clean/disinfect dumpsters and compactor.
8. Vehicle Inspection:
 - Check all fluid levels: crank case, transmission, etc.
 - Check antifreeze, radiator rust inhibitor and thermostat.
 - Check windshield washer fluid.
 - Check belts and hoses.
 - Check plugs, wiring, battery, clean and grease terminals.
 - Clean out air cleaner.
 - Check wheel alignment and tire balance (signs of uneven wear).
 - Check heater and defroster.
 - Check wiper blades for wear.
9. Inventory of supplies and small parts.
10. Check smoke detectors and carbon monoxide detectors during annual inspections.
11. Unit inspections -- schedule so as to complete 100% each year.
 - It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
 - It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.
12. Lease enforcement: Removal of all AC's (according to policy)
13. Manually run generators at all sites
14. Check exhaust fans.

October Preventive Maintenance Tasks

1. October 7th through the 13th – Fire Prevention Month – Perform PM and check all fire systems, sprinklers, fire pumps, fire extinguishers, common area egress, etc.
2. Boiler tune-up. (Heating season is September 16th through June 16th)
3. Change A/C, heat and air handler filters.
4. Annual cleaning of all gutters.
5. Leaf removal.
6. Prune and trim all shrubs and bushes. (maintain 2ft clearance from all structures)
7. Fertilize lawns.
8. Buy and stock ice melt for winter.
9. Clean dryer vents, exhaust vents and roof vent motors.
10. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
12. Clean, service and store lawn equipment.
13. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Change engine oil in all vehicles. (4th quarter)
14. Inventory of supplies and small parts.
15. Check smoke detectors and carbon monoxide detectors during annual inspections.
16. Manually run generators at all sites.
17. Check exhaust fans.

18. Unit inspections – schedule so as to complete 100% each year.

- It is recommended that inspections be completed by an administrative staff member or the Executive Director and a maintenance staff employee. This will ensure that the Executive Director and administrative staff become aware of the property conditions and any lease enforcement issues.
- It is recommended that you inspect a manageable number of units each month which allows for all maintenance deficiencies to be completed within the timeframe stated in the DHCD Property Maintenance Guide (PMG), two weeks.

19. Lease enforcement: Decorations (Halloween) cords running through doors and windows

- a. Inspect all basements for proper clearance from heating systems (5ft).
- b. Fire prevention notices to tenants.

November Preventive Maintenance Tasks

1. First Saturday in November reset light timers and clocks back 1 hour for daylight saving time.
2. Monitor and issue on-going snow removal work orders.
3. Inspect trees and trim as needed (maintain 10 ft clearance from all structures).
4. Clean common area carpets and flooring.
5. Vehicle Inspection:
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses.
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Check underbody for corrosion and hose off.
6. Inventory of supplies and small parts.
7. Lease enforcement: Blocked egresses.
8. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
9. Manually run generators at all sites
10. Check exhaust fans.

December Preventive Maintenance Tasks

1. Monitor and issue on-going snow removal work orders.
2. Check and replace flags as needed.
3. Vehicle Inspection :
 - a. Check all fluid levels: crank case, transmission, etc.
 - b. Check antifreeze, radiator rust inhibitor, and thermostat.
 - c. Check windshield washer fluid.
 - d. Check belts and hoses
 - e. Check plugs, wiring, battery, clean and grease terminals.
 - f. Clean out air cleaner.
 - g. Check wheel alignment and tire balance (signs of uneven wear).
 - h. Check heater and defroster.
 - i. Check wiper blades for wear.
 - j. Check underbody for corrosion and hose off
4. Inventory of supplies and small parts.
5. Lease enforcement: Decorations (Christmas) Cords running through doors and windows.
6. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
 - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.
7. Manually run generators at all sites.
8. Inspection sticker and oil change for trucks (3).
9. Check exhaust fans.

Marblehead Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Project: All Projects, 2) Deferred Type: All Types, 3) Deferred Note: N/A, 4) Completed: 8/1/2021 to 8/2/2022

Work Order Number	Completed Date/Time	Deferred Note	Deferred Type
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No information for selected criteria.

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 Marblehead Housing Authority operating reserve at the end of fiscal year 2021 was \$627,032.00, which is 66.3% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead 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	\$1,378,444.00	\$1,481,102.00	\$1,459,356.00	-1.5%	\$396.13
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$4,915.00	\$924.00	\$990.00	7.1%	\$0.27
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$9,506.00	\$8,100.00	\$9,000.00	11.1%	\$2.44
3691	Other Revenue - Retained	\$0.00	\$8,019.00	\$0.00	-100%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$384,801.00	\$374,888.00	\$377,480.00	0.7%	\$102.46
3802	Operating Subsidy - MRVP Landlords	\$0.00	\$0.00	\$0.00	0%	\$0.00
3803	Restricted Grants Received	\$0.00	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$1,777,666.00	\$1,873,033.00	\$1,846,826.00	-1.4%	\$501.31

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead 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	\$309,189.00	\$243,634.00	\$229,714.00	-5.7%	\$62.35
4120	Compensated Absences	\$0.00	\$1,871.00	\$0.00	-100%	\$0.00
4130	Legal	\$10,000.00	\$9,667.00	\$8,000.00	-17.2%	\$2.17
4140	Members Compensation	\$9,500.00	\$8,780.00	\$7,500.00	-14.6%	\$2.04
4150	Travel & Related Expenses	\$4,250.00	\$162.00	\$3,500.00	2060.5%	\$0.95
4170	Accounting Services	\$14,060.00	\$13,910.00	\$14,318.00	2.9%	\$3.89
4171	Audit Costs	\$4,410.00	\$4,410.00	\$4,410.00	0%	\$1.20
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$67,405.00	\$99,675.00	\$181,064.00	81.7%	\$49.15
4191	Tenant Organization	\$1,842.00	\$0.00	\$1,842.00	100%	\$0.50
4100	TOTAL ADMINISTRATION	\$420,656.00	\$382,109.00	\$450,348.00	17.9%	\$122.24
4310	Water	\$215,000.00	\$205,356.00	\$218,179.00	6.2%	\$59.22
4320	Electricity	\$122,000.00	\$118,554.00	\$131,403.00	10.8%	\$35.67
4330	Gas	\$99,000.00	\$102,404.00	\$96,511.00	-5.8%	\$26.20
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$436,000.00	\$426,314.00	\$446,093.00	4.6%	\$121.09

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead 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	\$350,649.00	\$357,907.00	\$382,208.00	6.8%	\$103.75
4420	Materials & Supplies	\$32,000.00	\$61,064.00	\$40,192.00	-34.2%	\$10.91
4430	Contract Costs	\$143,099.00	\$220,073.00	\$130,825.00	-40.6%	\$35.51
4400	TOTAL MAINTENANCE	\$525,748.00	\$639,044.00	\$553,225.00	-13.4%	\$150.17
4510	Insurance	\$95,473.00	\$92,520.00	\$93,683.00	1.3%	\$25.43
4520	Payment in Lieu of Taxes	\$2,500.00	\$4,847.00	\$3,006.00	-38%	\$0.82
4540	Employee Benefits	\$254,789.00	\$234,159.00	\$246,577.00	5.3%	\$66.93
4541	Employee Benefits - GASB 45	\$0.00	\$0.00	\$0.00	0%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$2,500.00	\$7,396.00	\$6,000.00	-18.9%	\$1.63
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$355,262.00	\$338,922.00	\$349,266.00	3.1%	\$94.81
4610	Extraordinary Maintenance	\$83,370.00	\$92,163.00	\$77,500.00	-15.9%	\$21.04
4611	Equipment Purchases - Non Capitalized	\$18,000.00	\$13,678.00	\$37,900.00	177.1%	\$10.29
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	\$478,921.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$101,370.00	\$584,762.00	\$115,400.00	-80.3%	\$31.32
4000	TOTAL EXPENSES	\$1,839,036.00	\$2,371,151.00	\$1,914,332.00	-19.3%	\$519.63

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Marblehead 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	\$1,777,666.00	\$1,873,033.00	\$1,846,826.00	-1.4%	\$501.31
4000	TOTAL EXPENSES	\$1,839,036.00	\$2,371,151.00	\$1,914,332.00	-19.3%	\$519.63
2700	NET INCOME (DEFICIT)	\$-61,370.00	\$-498,118.00	\$-67,506.00	-86.4%	\$-18.32
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$44,000.00	100%	\$11.94
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$44,000.00	100%	\$11.94
7600	EXCESS REVENUE OVER EXPENSES	\$-61,370.00	\$-498,118.00	\$-111,506.00	-77.6%	\$-30.27

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 Marblehead 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: Operational Guidance

Criterion: Completion of mandatory online board member training

Rating: No Findings

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

Rating: No Findings

Category: Financial

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

Rating: Paused due to COVID-19

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

Rating: No Findings

Category: Capital Planning

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

Rating: Paused due to COVID-19

Category: Facility Management - Health & Safety

Criterion: Health and Safety Violations

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

	Number of violations cited	Number of violations corrected
Maintenance related violations	0	0
Tenant related violations	5	5

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: Marblehead was not logging Preventative Maintenance items into the work order system.

Response: The new management team has added the preventative maintenance items into the work order system, categorized as Preventative.

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

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: Paused due to COVID-19

Category: Facility Management - Emergency Response System:

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

Rating: No Findings

Explanation of PMR Criteria Ratings

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

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

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

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	02/15/2022	
*Personnel Policy	12/18/2018	
*Capitalization Policy	12/18/2018	
*Procurement Policy	10/10/2018	
*Grievance Policy	09/19/2000	
Pet Policy	02/15/2022	
Other – Define in the ‘Notes’ column	10/22/1996	Progressive Discipline Policy
Sexual Harassment Policy	01/28/1997	
Other – Define in the ‘Notes’ column	04/15/1997	Disposition Policy
Reasonable Accommodations Policy	01/18/2022	
Travel Policy	09/17/1996	
Maintenance and Other Charges	06/23/2009	
Community Room Use	01/11/2007	
Criminal Offender Records Information (CORI) Policy	05/05/2008	
Emergency Response Plan	09/17/1986	
Investment Policy	09/17/1996	
Other – Define in the ‘Notes’ column	04/24/2001	Air Conditioner Policy

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	10/01/2009	On-call Maintenance Policy
Parking	12/15/2021	
Fair Housing Marketing Plan		In process
Language Access Plan		In process
Other – Define in the ‘Notes’ column	06/29/2022	Work Order Procedure Policy
Other – Define in the ‘Notes’ column	05/19/2022	Outdoor and Garden Policy
Smoking Policy	12/17/2021	

* 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.

DHCD comment regarding the list of policies:

Marblehead HA has adopted a grievance procedure in 2000. Given the age of the adopted policy, the MHA should compare the policy to the current DHCD guidelines. 6.08: Grievance Procedures

(1) Existing Procedures to Remain in Effect until Amended or Replaced..... After April 21, 2017 each LHA shall compare the provisions of its grievance procedure(s) with the provisions of 760 CMR 6.08(4) and shall initiate measures in order to achieve material compliance with those provisions.

Waivers

AP-2023-Marblehead Housing Author-00647 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Glossary

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

AHVP: Alternative Housing Voucher Program

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

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

ANUEL: Allowable Non-Utility Expense Level

AP: Annual Plan

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

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

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

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

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

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

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

CNA: Capital Needs Assessment

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

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

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

DHCD: Massachusetts Department of Housing & Community Development

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

FF: Formula Funding

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

FYE: Fiscal Year End

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

HHA: Host Housing Authority for the RCAT program.

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

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

LHA: Local Housing Authority

LTO: Local Tenants Organization

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

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

MOR: Management and Occupancy Report

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

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

Performance Management Review (PMR):

PMR: Performance Management Review

RCAT: Regional Capital Assistance Team

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

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

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

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

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

Attachments

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

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

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

Summary of Comments and Questions about the MHA Annual Plan FY2023

Submitted by the Informal Tenant Organization on 8/18/22
During a Meeting with the Executive Director

MHA Responses are Italicized in Red

1. Is it possible to do double-sided copies for cost savings and environmental reasons?
MHA will consider that for next year when disseminating the plan. The plan is also available on our website as well as in the main office.
2. Is it possible for the office to paginate from beginning to end on 1 master copy so that everyone: tenants, staff, Bd members, can find pages easily? *MHA will consider that for next year for ease of finding pages. Copies have already been distributed this year.*
3. Pp. 16 & 43 There are no **energy or water saving initiatives/proposals** listed (item 13), despite the fact that some developments appear to exceed PUM thresholds, and despite the big ticket item for energy in the MHA budget. You stated that you are interested in pursuing energy savings, and noted upgrades on boilers and hot water heaters at the MHA, solar initiatives in Salem, plus the recent receipt of a \$1.4MM grant. You also suggested the formation of a committee with tenants to explore possibilities

for savings, which we hope will reach out to all tenants. *Yes, MHA is committed to finding any and all ways to conserve energy through avenues such as solar credits, solar panels, energy contracts, high efficiency equipment and any other methods or initiatives that become available. A committee of residents formed to review sustainable and environmental possibilities would be fantastic. We have also arranged for an energy audit to take place this year for all the properties.*

4. Pp. 19-20 **Omission of Fridays** re: times for emergency requests and normal maintenance requests and **of some contact info.** *This was a typographical error. Work orders can be requested 24 hours a day 7 days a week.*
5. P. 23 references an **attachment for Deferred Maintenance Schedule**, for items deferred due to lack of resources, but I don't see it. Where does it appear? *DHCD requires all LHA's to submit an empty spreadsheet if there are no deferred maintenance items. When the PMR was done, there were no deferred work orders, so there is a spreadsheet with no deferred work orders identified.*
6. Pp. 24-39 lists Preventive Maintenance Tasks by month. Tenants have pointed out that many of these don't seem to be done. Is there any tracking of what

on these lists is done and isn't? And how can the MHA improve communication to tenants when it does items that affect tenants, e.g., via robocall for big items, or a website listing of what the MHA has done?

Prior to this year, Preventative Maintenance work orders were not consistently tracked. This is why MHA received a suggestion of corrective action on the last Performance Management Review. Preventative Work Orders are now entered into the system monthly, they are generated monthly and completed monthly. MHA can post the preventative work orders or send out a list of these work orders to all residents, not a problem. The work is tracked via work orders.

7. P.40 About the **Deferred Work Order Report**, which is blank, my understanding from the August 18 discussion is that DHCD requires this format, showing nothing; that there is an "Open" category for orders which are intended to be completed; and that all Preventive Maintenance W.O.'s are in the system now – does this mean all the tasks listed by month are in the system, or just the ones where someone has generated a W.O.? *Deferred work orders are work orders that have been generated but remain open to be completed at a later date. These work orders generally occur for financial reasons or lack of man power. For example, if we need to replace a counter*

top but don't have the staffing to do it, we may defer this work order for a later date. The empty spreadsheet shared with DHCD at the time of the PMR, showed no deferred work orders, because there were no deferred work orders. We are required to show a blank spreadsheet if there are no deferred work orders at the time of the PMR. Preventative Work Orders are a different category of work orders. They are entered into the system monthly until completed, then they are closed out.

8. P. 41 Could some **deferred maintenance be covered by the healthy 66% Operating Reserve**, which is well above the required minimum 35%, especially given the impact of inflation, which is increasing those costs? You indicated that this is a possibility. *If the Executive Director determines a need to spend reserves for day to day operations, emergency repairs, deferred maintenance or for any other reason, this will occur as part of the responsibility of the position. Managing the budget is a balancing act of saving and spending.*

9. P. 43 With the high cost of **utilities**, which is a big ticket item in the budget (\$446,093. for the 2022 approved budget), and the lack of energy saving proposals, what can the MHA and the ITO do to jumpstart energy conservation education and good

practices for the MHA and tenants, e.g., Mass Save audits, energy-saving tips for tenants, good practices for staff on exterior/interior lighting and other easy, low-cost or grant-funded measures? *As mentioned in the August 18th meeting with the ITO, MHA will strive to increase efforts for energy saving. MHA will undergo an energy audit this year and continue to replace/upgrade equipment to higher efficiency. We will strive to apply for specialized funding when available and work toward educating residents on how to conserve regardless if they pay or do not pay for utilities. As mentioned, low-flow toilets were recently installed as a measure for saving water and the authority was recently awarded funds for replacing heating equipment with more efficient equipment. Conservation and resiliency is a huge priority in the coming months/years for MHA.*

10. P. 43 **Acct #4190 for Administrative Other** has increased 81.7% in one year to \$181,064. – what is driving this increase? *Admin Other increased by the \$113,000 due to the management fees paid to Salem Housing Authority. This is the line item where the management fee expense is listed. The MHA didn't have the fee in prior years, they paid for one Executive Director staff position instead of a Management Fee. Admin other was \$67,405 in 2021 and \$67,693*

in 2022 excluding the management fee. The entire increase is due to the first year of the management agreement.

11. P. 44 Acct #4600 Total Other Expenses, which have fluctuated significantly from approved to actual amounts, is not included in the following Standard Account Explanations. What are these? *Account 4600 includes the non-routine/extraordinary maintenance and has a tendency to fluctuate year-to-year and from budget-to-actual because it is not always possible to plan every unexpected capital expense nor is the timing of these expenditures confined to a single budget year. Ultimately, we do our best to budget an amount that is reasonable, but does not wipe out the authority's reserves. In general, the budget tries to reflect a reasonable estimate for apartment turnover, improvements, appliances, tools, vehicles, etc. and we monitor it throughout the year to ensure the expenditures are not growing faster than the housing authority's reserves can handle.*

12. Pp. 53-60 Performance Management Review (PMR). You explained that this review was done in person at the MHA this year, that DHCD reviews work orders by

sampling and also conducts a survey of some tenants but does not meet with them. *Yes, this is correct. DHCD may have interactions with a tenant during the PMR if their unit was inspected during the PMR but there is not a formal interview process with tenants during the PMR.*

13. P. 65 **Capital Planning System** (CPS). You explained that this catalog of conditions of every building and site in the statewide public housing portfolio is not available to tenants and I committed to follow up with Melanie Loveland-Hale to confirm this, and will get back to you. *There is no public access to the CPS system. It is a system designed for state employees and Designers with a high level of detailed information on specific inventory components. Melanie will say the same thing.*

14. Pp. 68-73 **DHCD Resident Surveys**. It appears that the latest survey results for Marblehead are from 2018. Are there more current survey results for Marblehead from the Round Two Surveys (2019-2022)? *There are not more current surveys. DHCD confirmed that another round of surveys will be sent out this Fall.*

15. P. 74 **PMR Report for FY End 12/31/2021** refers anyone interested in details to the LHA-is this available at the MHA, and are there more details than

are included in pp. 53-63 of the AP? The PMR report can be found online for all housing authorities in the state on www.mass.gov. The PMR can also be requested to be viewed and the housing authority can provide a paper copy. Some newer components of the PMR that were newly scored this past year are not being published publicly as DHCD wanted a “planning year” to determine if they want to keep the components as is and to give agencies time to plan and repair for this level of detail in the PMR.

I'd like to say thank you to the ITO for their time and consideration in reviewing the Marblehead Draft Annual Plan. The feedback is very useful and generated some additional thoughts for planning purposes.

Cathy Hoog

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.

MARBLEHEAD HOUSING AUTHORITY

Chapter 667 Housing Summary 2016 - 2018

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

Fall 2016:

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

Fall 2017:

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

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Marblehead Housing Authority**, surveys were sent to a total of **222** housing units (Chapter 667); **110** surveys were completed.

This report provides some information about how the residents from the **Marblehead 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 Northeastern Massachusetts. These medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Communication

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

	Marblehead Housing Authority	Medium LHAs in Northeastern MA*	Entire State
Contacted management about a problem or concern.....	81%	76%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	94%	90%	87%
Saw the Capital Improvement Plan.....	64%	28%	30%
Saw the Operating Budget.....	32%	17%	17%
Knew the Executive Director held a meeting with residents.....	51%	54%	53%

* Medium LHAs in Northeastern Massachusetts include: Amesbury, Andover, Beverly, Billerica, Ipswich, Lynn, Marblehead, Melrose, Methuen, Saugus, Stoneham, and Woburn.

Services and Programs

45% of the Marblehead Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Marblehead Housing Authority	Medium LHAs in Northeastern MA	Entire State
Job training programs.....	3%	6%	6%
Money management programs (<i>budgeting, taxes, income building</i>).....	14%	9%	10%
Children’s programs (<i>tutoring, childcare, afterschool programs</i>).....	1%	2%	2%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	22%	33%	35%
Adult Education (<i>GED, ESL, educational counseling</i>)	4%	13%	10%

Maintenance and Repair

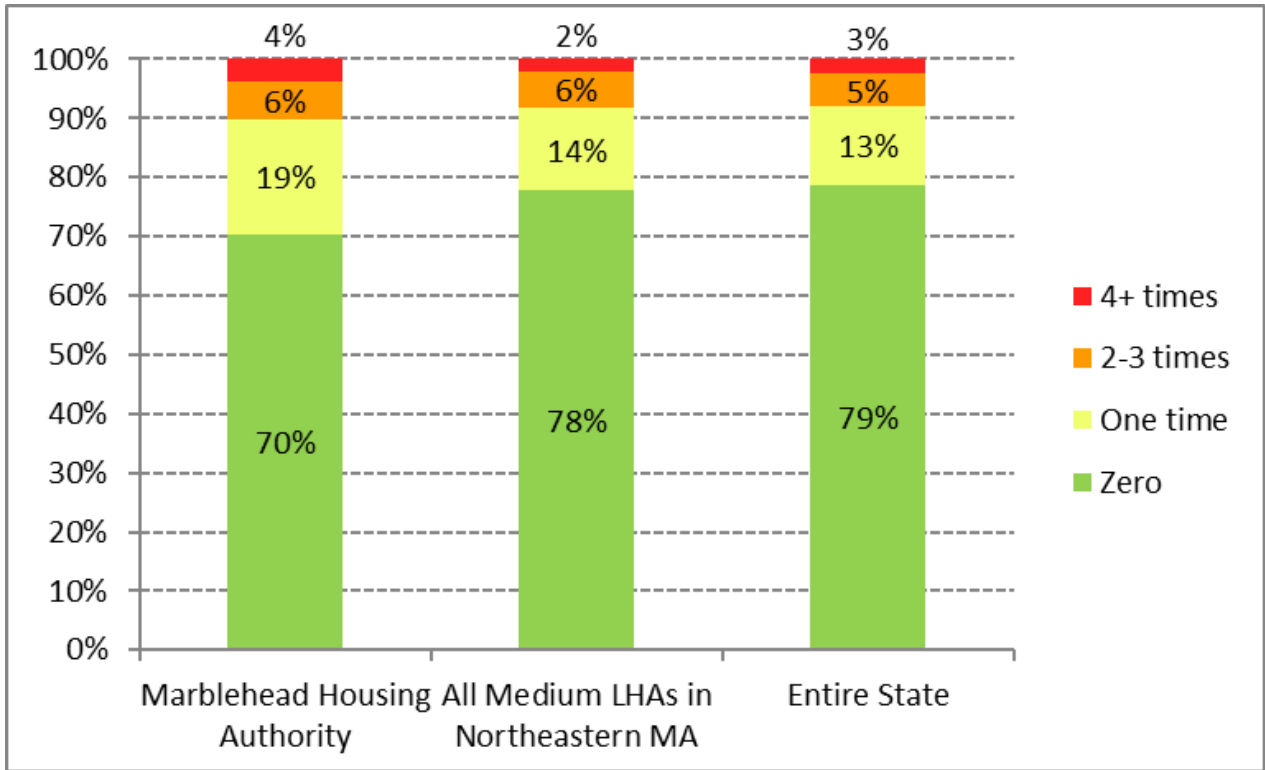
Who had problems? Less than one fourth of respondents had a problem with their heating and about half had a plumbing problem in the last 12 months.

	Marblehead Housing Authority	Medium LHAs in Northeastern MA	Entire State
Had a heating problem.....	31%	22%	21%
Had a problem with water or plumbing.....	38%	49%	49%

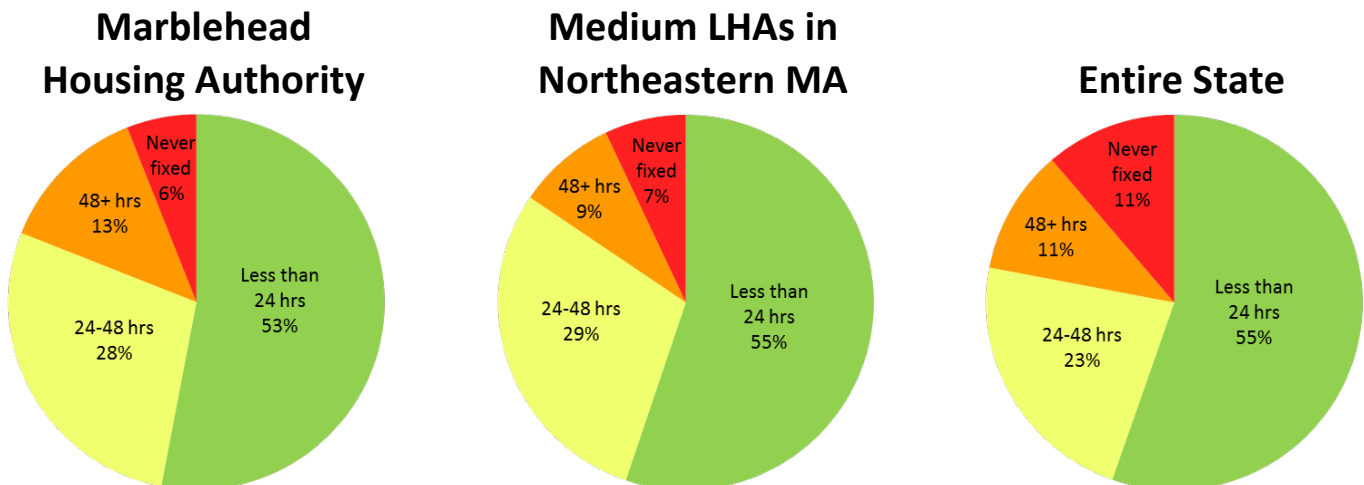
- Heating Problems

How many times did residents have heating problems?

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



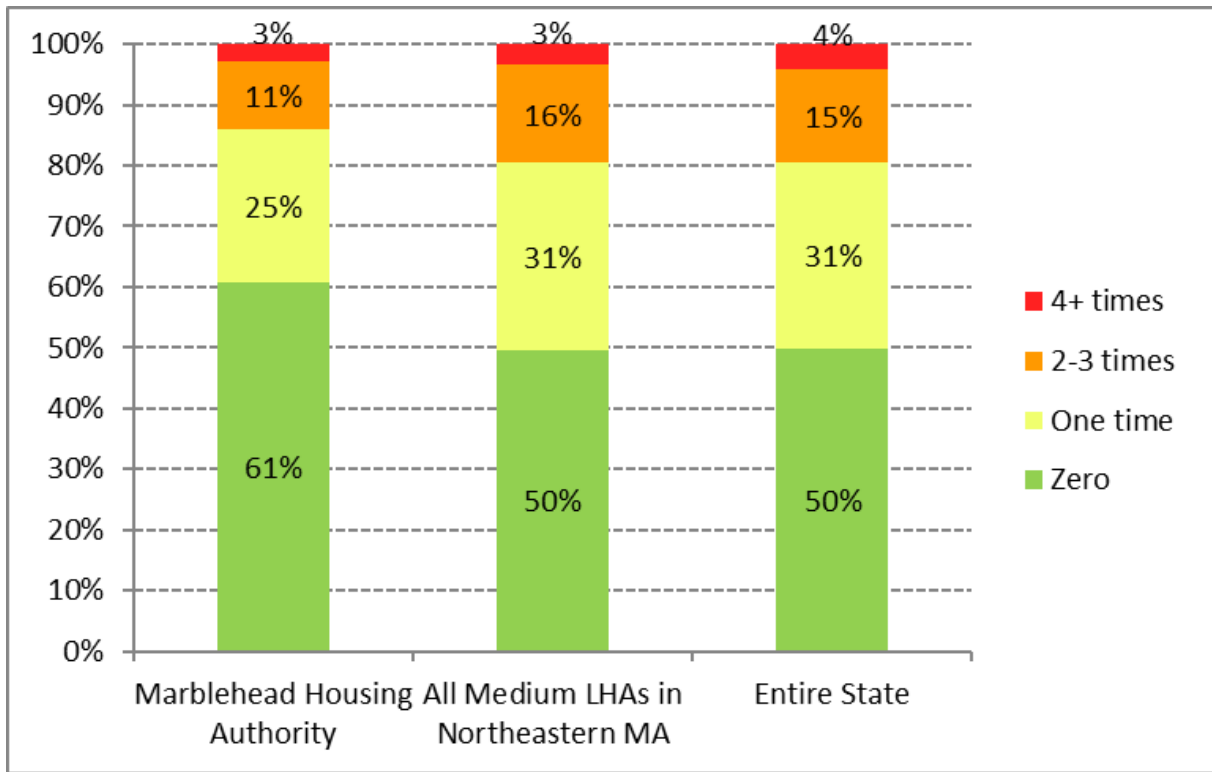
How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



- **Water or Plumbing Problems**

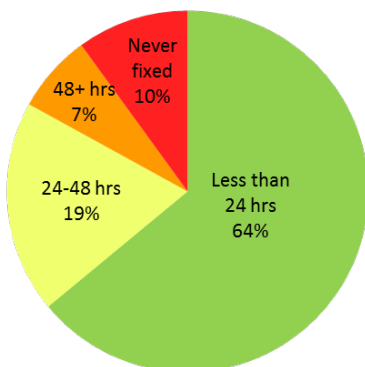
How many times did residents have problems with their water or plumbing?

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

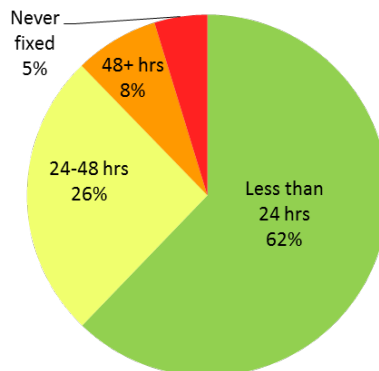


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

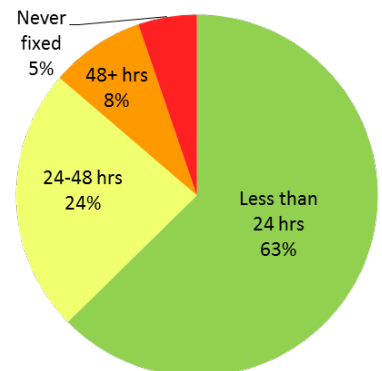
Marblehead Housing Authority



Medium LHAs in Northeastern MA

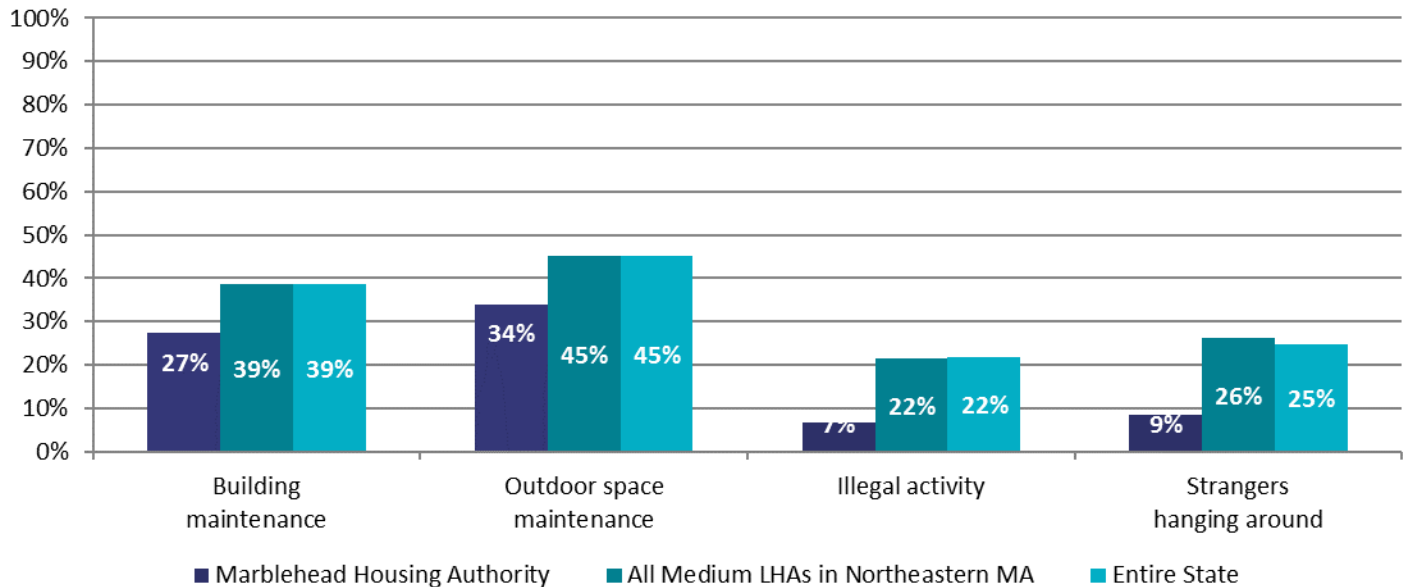


Entire State



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

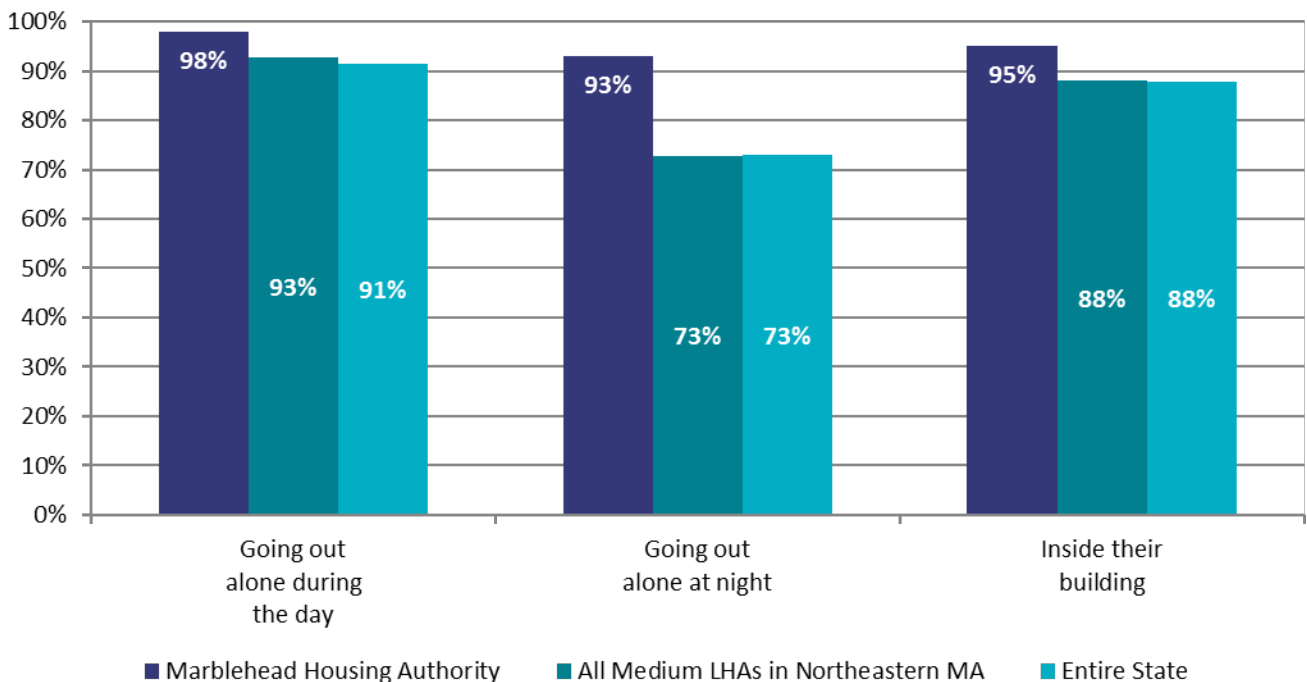
Respondents who “always” or “sometimes” had problems with....



Safety

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

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



MARBLEHEAD 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	Marblehead Housing Authority			
Fiscal Year Ending	12/31/2021			
Housing Management Specialist	Melanie Loveland-Hale			
Facilities Management Specialist	Robert Garrett			
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	Operational Guidance			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	Paused due to COVID-19			
Operating Reserves	No Findings			
	Capital			
Capital Spending	Paused due to COVID-19			

LHA Marblehead Housing Authority

Occupancy

Rating All: No Findings
Rating 667: No Findings
Rating 200: No Findings
Rating 705: No Findings

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

Certifications and Reporting Submissions

Rating: Operational Guidance

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

Operating Reserve

Rating: No Findings

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

Board Member Training

Rating: No Findings

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

Annual Plan Submission

Rating: No Findings

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

Performance Management Review

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

Housing Authority	Marblehead Housing Authority
Fiscal Year Ending	12/31/2021
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Robert Garrett

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	Marblehead Housing Authority
Fiscal Year Ending	12/31/2021
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Todd Lawson

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

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

Criteria A: LHA conducted 100% of the unit inspections - No Findings

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

Additional Notes:

Criteria B: Inspection report noted 100% of the necessary repairs in each unit - No Findings

- 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:

Criteria C: 100% of inspection-related work orders were generated - No Findings

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

Additional Notes:

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

Criteria D: Inspection - No Findings

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:

Timely Completion of Work Order Types

Criteria E: Inspection - No Findings

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:

Vacancy Work Order:

Timeliness Requested Work Order:

Timeliness of Inspection Work Order:

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:

Marblehead is now managed by Salem and they have changed work order software to PHAWEB and they will be creating Preventive work orders going forward.

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: