

Overview and Certification

Sudbury Housing Authority

Annual Plan for Fiscal Year 2024

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 Sudbury Housing Authority's Annual Plan for their 2024 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. MVTO Letter
 - b. Public Comments
 - c. Cover sheet for tenant satisfaction surveys
 - d. Tenant Satisfaction Survey 667 Program
 - e. Performance Management Review

State-Aided Public Housing Developments

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

| Dev No | Type | Development Name | Num Bldgs | Year Built | Dwelling Units |
|---------------|-------------|--------------------------------------|------------------|-------------------|-----------------------|
| 705-04 | Family | Fairbank Old Meadow Pine 705-04 | 6 | 1990 | 12 |
| 667-01 | Elderly | MUSKETAHQUID VILLAGE 667-01 | 17 | 1976 | 64 |
| | Family | Family units in smaller developments | 4 | | 4 |
| Total | | | 27 | | 80 |

Additional Remarks on LHA Data

The SHA additionally owns and manages 11 units of mixed-finance family housing and one local program family housing unit.

LHA Central Office

Sudbury Housing Authority
55 Hudson Rd., Sudbury, MA, 01776
Sheila Cusolito, Executive Director
Phone: 978-443-5112
Email: director@sudburyha.org

LHA Board of Commissioners

| | <u>Role</u> | <u>Category</u> | <u>From</u> | <u>To</u> |
|-----------------|-------------|-----------------|-------------|------------|
| Sherrill Cline | Chair | | 06/01/2014 | 05/31/2024 |
| Janet Cowan | Treasurer | | 04/27/2021 | 05/31/2023 |
| Amy Lepak | Member | State Appointee | 07/21/2019 | 07/21/2024 |
| Steven Swanger | Member | | 05/26/2012 | 05/31/2027 |
| Tania Vitvitsky | Vice-Chair | Tenant | 06/01/2021 | 05/31/2026 |

Local Tenant Organizations

| | <u>Date of Recognition by LHA</u> | <u>Date LHA Reviewed Draft AP with LTO</u> |
|------------------------------------|---------------------------------------|--|
| Musketahquid Village Tenant Organi | 06/14/2022 | 11/29/2022 |

Plan History

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

| REQUIREMENT | DATE COMPLETED |
|---|----------------|
| A. Advertise the public hearing on the LHA website. | 10/26/2022 |
| B. Advertise the public hearing in public postings. | 10/26/2022 |
| C. Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan. | 10/26/2022 |
| D. Post draft AP for tenant and public viewing. | 10/26/2022 |
| E. Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.) | 11/29/2022 |
| F. Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.) | 12/13/2022 |
| G. Executive Director presents the Annual Plan to the Board. | 12/13/2022 |
| H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.) | 12/13/2022 |

Certification

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

I, Sheila M Cusolito, Executive Director of the Sudbury Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Sudbury 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 Sudbury 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, Sheila Cusolito, Executive Director of the Sudbury 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: 01/27/2023

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on March 3, 2023. 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.

Additional Remarks by Sudbury Housing Authority

A recent increase in turnover of family units has allowed SHA to make significant improvements to the vacated units, funded by a combination of Formula Funding and SHA reserves.

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) | \$379,549.89 | | Total of all FF awards minus prior FF spending |
| LHA Emergency Reserve | \$37,954.99 | | Amount to reserve for emergencies |
| Net FF Funds (First 3 Years of the CIP) | \$341,594.90 | \$334,029.57 | Funds to plan & amount actually planned in the first 3 years of the CIP |
| ADA Set-aside | \$4,264.70 | \$4,157.35 | 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) | \$337,330.21 | \$329,872.22 | Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD. |
| Special DHCD Funding | \$615,367.10 | \$615,367.10 | 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 | \$156,737.99 | \$156,737.99 | Funds from the LHA's operating budget. |
| Other Funds | \$234,154.88 | \$234,154.88 | Funds other than those in the above categories. See explanation below. |
| Total funds and planned spending | \$1,347,854.88 | \$1,340,289.55 | Total of all anticipated funding available for planned projects and the total of planned spending. |

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

The State capital funds do not match the needs of an aging housing portfolio that must be maintained in order to house those most in need. The SHA has augmented its State funding with Community Preservation Act funds. Because the SHA maintains healthy reserves, it is frequently found ineligible for special funding available through the DHCD; however, the SHA was recently awarded significant funding through the DHCD Sustainability Initiative for projects related to reducing energy consumption.

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**

Sudbury 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 |
|------------------------|---|---------------------------------|------------|----------------------------|----------------------------|----------------|--------|----------|-----------|--------|
| 288020 | 2008 FF Master CFA | MUSKETAHQUID VILLAGE 667-01 | \$1,563 | \$1,563 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288028 | FF: Deck Floor Rehab Phase 2 | MUSKETAHQUID VILLAGE 667-01 | \$6,306 | \$6,306 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288061 | FF: ADA Door and hardware for Community Room | MUSKETAHQUID VILLAGE 667-01 | \$24,126 | \$24,126 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288064 | FF: Utility Cable / Transformer Replacement Cost Assessment | MUSKETAHQUID VILLAGE 667-01 | \$155,522 | \$154,060 | \$0 | \$1,320 | \$0 | \$0 | \$0 | \$0 |
| 288066 | Hood Fan Installation SUST Request | MUSKETAHQUID VILLAGE 667-01 | \$332,385 | \$15,557 | \$0 | \$316,828 | \$0 | \$0 | \$0 | \$0 |
| 288067 | 48 Fairbank Vacant Unit Request | Fairbank Old Meadow Pine 705-04 | \$92,080 | \$72,420 | \$0 | \$10,810 | \$0 | \$0 | \$0 | \$0 |
| 288068 | Attic Insulation - SUST | GREAT LAKE DR 705-1A | \$352,338 | \$0 | \$0 | \$75,113 | \$0 | \$0 | \$0 | \$0 |
| 288069 | Whole House Heat Pump - SUST | GREAT LAKE DR 705-1A | \$95,269 | \$84,104 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288071 | Fire Alarm Upgrade | MUSKETAHQUID VILLAGE 667-01 | \$264,560 | \$0 | \$0 | \$0 | \$0 | \$64,844 | \$199,716 | \$0 |
| 288072 | ASHP Eval and Design SUST | MUSKETAHQUID VILLAGE 667-01 | \$16,240 | \$0 | \$0 | \$9,200 | \$0 | \$0 | \$0 | \$0 |
| 288073 | Feasibility study (redevelopment) scattered site 705s | GREAT LAKE DR 705-1A | \$60,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Improvement Plan (CIP)

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

| Cap Hub Project Number | Project Name | Development(s) | Total Cost | Amount Spent Prior to Plan | Remaining Planned for 2022 | fy2023 Planned | fy2024 | fy2025 | fy2026 | fy2027 |
|------------------------|---|---------------------------------|------------|----------------------------|----------------------------|----------------|-----------|----------|--------|--------|
| 288074 | Fire road paving/705 drainage improvements | 667-1, 705-4, 705-1A | \$59,132 | \$0 | \$0 | \$38,436 | \$0 | \$20,696 | \$0 | \$0 |
| 288075 | Septic System replacement TARGETED LIST (DHCD ER) | Fairbank Old Meadow Pine 705-04 | \$287,375 | \$0 | \$0 | \$31,755 | \$255,621 | \$0 | \$0 | \$0 |
| 288076 | Vacant Rehab 21 Great Lake | GREAT LAKE DR 705-1A | \$102,717 | \$0 | \$0 | \$0 | \$5,972 | \$0 | \$0 | \$0 |
| 288077 | Exterior Improvements | BEECHWOOD AVE 705-2A | \$28,335 | \$0 | \$0 | \$25,135 | \$0 | \$0 | \$0 | \$0 |
| • | Roof replacement (Phase 2) | MUSKETAHQUID VILLAGE 667-01 | \$82,506 | \$0 | \$0 | \$976 | \$81,531 | \$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 |
| 288066 | Hood Fan Installation SUST Request | Kitchen Fans | \$0 | \$0 | \$332,385 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288068 | Attic Insulation - SUST | Targeted Insulation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$227,150 |
| 288069 | Whole House Heat Pump - SUST | Targeted Oil Furnace | \$0 | \$0 | \$95,269 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288072 | ASHP Eval and Design SUST | ASHP Repair Study | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,040 |
| 288073 | Feasibility study (redevelopment) scattered site 705s | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$60,000 | \$0 |
| 288075 | Septic System replacement TARGETED LIST (DHCD ER) | septic system replacement | \$287,375 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 288076 | Vacant Rehab 21 Great Lake | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$96,745 | \$0 |

Capital Improvement Plan (CIP) Narrative **Including Requests to DHCD & Supporting Statements**

1. Request for increased spending flexibility.

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

Sudbury 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.

SHA will be spending more than our Cap Share in Year 2.

2. Request for additional funding.

A Housing Authority may request additional funding from DHCD for projects that qualify as emergencies, required legal compliance upgrades, or sustainability improvements.

Sudbury Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

The SHA continues to focus on preserving its aging state portfolio. For instance, SHA is utilizing turnover to undertake significant unit rehab in its 705-4 development and is examining the feasibility of redeveloping older 705 units that require even more extensive work. This has involved some project coordination for units also identified for DHCD targeted initiatives. Ongoing focus on maintaining a robust preventive maintenance program will ensure that the SHA will sustain its mission to provide safe, affordable housing for its residents.

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:

Capital project underfunding/projected overexpenditure does not allow for the SHA to add new projects at this time. Limited capital funding creates a challenge for the SHA to address critical needs of its aging state portfolio, including two projects that have been within the five-year plan for a number of years: significant site work at multiple state properties, and an upgrade to the fire alarm system at SHA's 667-01 development. SHA may be forced to prioritize smaller site-work projects over time to avoid continued delays in a more comprehensive site improvement project.

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 06/30/2022.

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 10/06/2022.

8. Project priorities

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

9. High priority deficiencies

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

10. Accessibility

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

11. Special needs development

Sudbury 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 10/2021 to 9/2022.

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 |

667-01

Current ASHPs at the 667-01 development are oversized and problematic.

13. Energy or water saving initiatives

Sudbury Housing Authority is currently pursuing energy or water-saving audits or grants as noted. SHA received some funding to explore ongoing issues with the 667-01 ASHPs. This is the second project completion in 2017. SHA's contractor has been in touch with DHCD with recommendation resolution has not been achieved. Unless/until resolution is achieved, SHA is reluctant to pursue additional units.

AP-2024-Sudbury Housing Authority-00718 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 07/01/2016

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.)

0% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

12.5% c. 705 (DHCD Goal 2%)

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

The 705 portfolio comprises 16 units. Both long-term vacancies are undergoing projects through the CIP.

CIP Approval For Sudbury Housing Authority for FY 2023

Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

3/3/2023

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

- Per Sustainability Review, please design projects to more resilient standards, as needed. Please upgrade insulation and air-sealing as part of the roof replacement project.
- Your LHA participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:
 - 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.
 - 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.
 - 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.

Projects for which the Primary PM is DHCD or RCAT - Large**

| CPS Number | FISH # | Project Name | TDC Amount * | Other Funding | DHCD Staff Arch/ Eng | WO/RFS Date |
|----------------------|--------|----------------------------|--------------|---------------|----------------------|-------------|
| 288-667-01-0-19-1231 | 288078 | Roof replacement (Phase 2) | \$82,506.00 | \$0.00 | DCANN | 03/30/2023 |

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.

* Where the TDC is followed by an asterisk the project has been indicated as 'Complex' by DHCD.

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

This document was created on 3/3/2023 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 LHA at Phone Number | 978-443-5112, press 0 | any time for emergency response |
| Other | 978-502-9029 | any time for emergency response |

Emergency procedures include instructions/contact information for utility providers, police & fire, as well as the order of notification.

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 Sudbury 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 |
| Emergency lighting failure |

Normal Maintenance Request Process

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

| METHOD | CONTACT INFO. | TIMES |
|-------------------------------|-----------------------|--|
| Text Phone Number | | |
| Call Answering Service | | |
| Call Housing Authority Office | 978-443-5112, press 1 | Any time; answering machine in use after |
| Submit Online at Website | | |
| Email to Following Email | | |
| Other | | |

All staff can retrieve messages left by the above-noted procedure.

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: PHANetwork

Work order classification used:

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

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

C. Our work order process includes the following steps:

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

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

SHA uses PHA Network for Work Orders, all types. SHA does not have the maintenance staff capacity to assign work orders in all cases.

Maintenance Plan Narrative

Following are Sudbury 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?

There is a longstanding need for additional maintenance staff time beyond what the standard formula calculates.

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

SHA has improved its streamlined process of communicating both routine and emergency work orders, primarily by updating its telecommunications system. SHA has partnered with a contractor to conduct annual inspections. This has saved a significant number of maintenance hours, as well as resulted in some cost savings.

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

Maintenance staff will continue to be encouraged to seek training in procurement, to define scopes of work to be outsourced, and to take increasing ownership for the preventive and scheduled maintenance tasks and schedule.

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 | \$135,440.00 | \$54,350.00 |
| Last Fiscal Year Actual Spending | \$131,272.00 | \$60,405.00 |
| Current Fiscal Year Budget | \$136,655.00 | \$57,000.00 |

E. Unit Turnover Summary

| | |
|---|---------|
| # Turnovers Last Fiscal Year | 4 |
| Average time from date vacated to make Unit "Maintenance Ready" | 28 days |
| Average time from date vacated to lease up of unit | 40 days |

Attachments

These items have been prepared by the Sudbury 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.

SUDBURY HOUSING AUTHORITY

55 HUDSON ROAD
SUDBURY, MASSACHUSETTS 01776
director@sudburyha.org

SHEILA M. CUSOLITO
Executive Director

PHONE: 978-443-5112
FAX: 978-443-5113

SHA Preventive and Scheduled Maintenance Policy & Practices

Approved: October 14, 2020

Replaces: November 13, 2018

This document covers both preventive maintenance, PM, and scheduled maintenance, which is routine work that is required on a regular basis to maintain the property in good shape, including cleaning common areas, trash removal, cleaning and organizing maintenance areas, maintaining equipment, and seasonal grounds-work.

The Sudbury Housing Authority shall endeavor to adhere to the policy and practices as outlined.

Weekly Tasks Throughout the Year

- 667 seasonal grounds-work: mowing; pruning; mulching; leaf-blowing; snow removal; de-icing as needed;
- 667 resident trash pick-up twice weekly excepting holidays;
- 667 Community Building cleaning: trash removal; clean all common areas; bathrooms; flooring; clear dryer vent (monitored also for as-needed maintenance);
- Unit inspections and resulting work orders as scheduled.

General Practice

- Notify Property Manager of lease enforcement issues regarding keeping common hallways and stairs free from all obstructions. (PHN 2012-12)

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.

January Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. ASHP filter maintenance
4. Family unit inspections as scheduled including: smoke/CO battery check/change
5. Family unit inspections work orders as scheduled

February Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. Family unit inspections as scheduled including: smoke/CO battery check/change
4. Family unit inspections work orders as scheduled
5. 62-64 Pine St; 42-56 Fairbank Cir septic pumping (biennial)
6. Clean, buff Community Building kitchen, laundry room floor

March Maintenance Tasks

1. 667 generator PM (semi-annual)
2. 667 front and rear hall check: test safety lights; clutter check
3. Family unit inspections as scheduled including: smoke/CO battery check/change
4. Family unit inspections work orders as scheduled
5. Second Sunday: reset light timers at Musketahquid Village sign for Daylight Savings Time
6. Clean, organize maintenance areas
7. Maintenance inventory check
8. Maintenance lawn equipment tune-up

April Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 21 Great Lake, 16 Willis Lake septic pumping (annual)
4. 45-47 Old Meadow; 10 Landham; all New Duplexes septic pumping (biennial)
5. 667 septic pumping 7,000 tank only
6. Distribute 667 garden hoses
7. Remove 667 sand buckets
8. Remove snow markers
9. Drain, store snowblowers
10. Sweep parking lot and sidewalks
11. 667 front and rear hall deep clean

12. Community Building deep clean, carpet cleaning

13. Family unit lawnmower tune-up

May Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. ASHP filter maintenance
6. 667 patio furniture installed
7. Community Building paint touch-up
8. Family unit dryer vent clean-out
9. Family unit power wash (biennial)
10. Catch basin clean-out
11. Tree trimming
12. 667 flag check

June Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. 667 building exterior check, including roofs

July Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. 8 Oakwood; 9 Richard; 10 Landham; 21 Great Lake oil burner service (annual)
6. Tree removal assessment

August Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. Clean, buff Community Building kitchen, laundry room floor

September Maintenance Tasks

1. 667 generator PM (semi-annual)
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. ASHP service (annual)
6. Tractor service (annual)
7. Fire extinguisher check (annual)
8. Clean, organize maintenance areas
9. Boiler/furnace service scheduling

October Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. 667 unit inspections as scheduled
4. 667 unit inspections work orders as scheduled
5. 667 gutter clean-out
6. Remove 667 garden hoses
7. 667 sweep parking lot and sidewalks
8. 667 front and rear hall cleaning
9. 705, New Duplex, SHA-LIP gas boiler/furnace service (annual)
10. Maintenance snow-blower tune-up

November Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. Family unit inspections as scheduled including: smoke/CO battery check/change
4. Family unit inspections work orders as scheduled
5. Family unit dryer vent clean-out
6. Catch basin clean-out
7. Distribute 667 sand buckets
8. Install snow markers
9. 667 patio furniture stored
10. Snowblowers in service
11. 667 smoke/CO/heat detector/alarm panel service (annual)
12. First Saturday: reset light timers at Musketahquid Village sign for Daylight Savings Time
13. Tree trimming, removal

December Maintenance Tasks

1. 667 generator check: run and check oil level
2. 667 front and rear hall check: test safety lights; clutter check
3. Family unit inspections as scheduled including: smoke/CO battery check/change
4. Family unit inspections work orders as scheduled
5. 2 Beechwood, 8 Oakwood, 9 Richard, 55 Hudson (5K, 7K, 9K tanks) septic pumping
6. Truck inspection/service:
 - 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.

Sudbury Housing Authority

Deferred Maintenance Report

For work orders deferred between 1/1/2022 and 10/31/2022

| Date Deferred | Work Description | Location/ Bldg/Unit | Reason Deferred | Estimated Costs | Material Needed | Original Work Order No. | Target Completion Date | Actual Completion Date | Other Comments |
|---------------|------------------------------------|---------------------|-------------------------------------|-----------------|-----------------|-------------------------|------------------------|------------------------|--------------------|
| 05/24/2022 | Tree removal assessment. | all properties | See additional notes for detail. | \$0.00 | | 6886 | 08/11/2022 | 7/22/2022 | deferred in error. |
| 07/26/2022 | Community Building paint touch-up. | | Staff capacity/ too many vacancies. | \$0.00 | | 7572 | 09/24/2022 | | |
| | 2 deferred item(s) listed | | | | | | | | |

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 03/31/2022. It also shows the approved budget for the current year (2023) 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 Sudbury Housing Authority operating reserve at the end of fiscal year 2022 was \$482,366.00, which is 174.2% 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 Sudbury Housing Authority. | | | | | | |
|---|--|------------------------------|------------------------------|------------------------------|--|--|
| REVENUE | | | | | | |
| Account Number | Account Class | 2022 Approved Revenue Budget | 2022 Actual Amounts Received | 2023 Approved Revenue Budget | % Change from 2022 Actual to 2023 Budget | 2023 Dollars Budgeted per Unit per Month |
| 3110 | Shelter Rent - Tenants | \$466,404.00 | \$468,460.00 | \$456,756.00 | -2.5% | \$475.79 |
| 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 | \$1,000.00 | \$772.00 | \$750.00 | -2.8% | \$0.78 |
| 3611 | Interest on Investments - Restricted | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 3690 | Other Revenue | \$3,000.00 | \$4,052.00 | \$4,500.00 | 11.1% | \$4.69 |
| 3691 | Other Revenue - Retained | \$0.00 | \$10,542.00 | \$0.00 | -100% | \$0.00 |
| 3692 | Other Revenue - Operating Reserves | \$11,867.00 | \$0.00 | \$36,233.00 | 100% | \$37.74 |
| 3693 | Other Revenue - Energy Net Meter | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 3801 | Operating Subsidy - DHCD (4001) | \$41,350.00 | \$28,308.00 | \$44,500.00 | 57.2% | \$46.35 |
| 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 | \$523,621.00 | \$512,134.00 | \$542,739.00 | 6% | \$565.35 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Sudbury Housing Authority. | | | | | | |
|---|---|------------------------------|---------------------------|------------------------------|---|--|
| EXPENSES | | | | | | |
| Account Number | Account Class | 2022 Approved Expense Budget | 2022 Actual Amounts Spent | 2023 Approved Expense Budget | % Change from 2022 Actual to 2023 Budget. | 2023 Dollars Budgeted per Unit per Month |
| 4110 | Administrative Salaries | \$106,371.00 | \$74,933.00 | \$143,082.00 | 90.9% | \$149.04 |
| 4120 | Compensated Absences | \$0.00 | \$3,261.00 | \$0.00 | -100% | \$0.00 |
| 4130 | Legal | \$500.00 | \$2,985.00 | \$3,000.00 | 0.5% | \$3.13 |
| 4140 | Members Compensation | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4150 | Travel & Related Expenses | \$1,000.00 | \$785.00 | \$1,695.00 | 115.9% | \$1.77 |
| 4170 | Accounting Services | \$8,590.00 | \$7,043.00 | \$8,590.00 | 22% | \$8.95 |
| 4171 | Audit Costs | \$3,780.00 | \$3,780.00 | \$3,780.00 | 0% | \$3.94 |
| 4180 | Penalties & Interest | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4190 | Administrative Other | \$27,130.00 | \$53,360.00 | \$29,567.00 | -44.6% | \$30.80 |
| 4191 | Tenant Organization | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4100 | TOTAL ADMINISTRATION | \$147,371.00 | \$146,147.00 | \$189,714.00 | 29.8% | \$197.62 |
| 4310 | Water | \$10,000.00 | \$10,062.00 | \$10,000.00 | -0.6% | \$10.42 |
| 4320 | Electricity | \$81,000.00 | \$101,292.00 | \$81,000.00 | -20% | \$84.38 |
| 4330 | Gas | \$0.00 | \$170.00 | \$0.00 | -100% | \$0.00 |
| 4340 | Fuel | \$0.00 | \$779.00 | \$0.00 | -100% | \$0.00 |
| 4360 | Net Meter Utility Debit/Energy Conservation | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4390 | Other | \$5,200.00 | \$0.00 | \$5,200.00 | 100% | \$5.42 |
| 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 | \$96,200.00 | \$112,303.00 | \$96,200.00 | -14.3% | \$100.21 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Sudbury Housing Authority. | | | | | | |
|---|---------------------------------------|------------------------------|---------------------------|------------------------------|--|--|
| EXPENSES | | | | | | |
| Account Number | Account Class | 2022 Approved Expense Budget | 2022 Actual Amounts Spent | 2023 Approved Expense Budget | % Change from 2022 Actual to 2023 Budget | 2023 Dollars Budgeted per Unit per Month |
| 4410 | Maintenance Labor | \$92,740.00 | \$85,202.00 | \$93,955.00 | 10.3% | \$97.87 |
| 4420 | Materials & Supplies | \$16,000.00 | \$23,328.00 | \$16,000.00 | -31.4% | \$16.67 |
| 4430 | Contract Costs | \$26,700.00 | \$22,742.00 | \$26,700.00 | 17.4% | \$27.81 |
| 4400 | TOTAL MAINTENANCE | \$135,440.00 | \$131,272.00 | \$136,655.00 | 4.1% | \$142.35 |
| 4510 | Insurance | \$19,991.00 | \$19,987.00 | \$18,955.00 | -5.2% | \$19.74 |
| 4520 | Payment in Lieu of Taxes | \$2,250.00 | \$5,600.00 | \$2,250.00 | -59.8% | \$2.34 |
| 4540 | Employee Benefits | \$73,497.00 | \$69,076.00 | \$76,502.00 | 10.8% | \$79.69 |
| 4541 | Employee Benefits - GASB 45 | \$0.00 | \$38,374.00 | \$0.00 | -100% | \$0.00 |
| 4542 | Pension Expense - GASB 68 | \$0.00 | \$139,217.00 | \$0.00 | -100% | \$0.00 |
| 4570 | Collection Loss | \$0.00 | \$1,932.00 | \$0.00 | -100% | \$0.00 |
| 4571 | Collection Loss - Fraud/Retroactive | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4580 | Interest Expense | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4590 | Other General Expense | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 4500 | TOTAL GENERAL EXPENSES | \$95,738.00 | \$274,186.00 | \$97,707.00 | -64.4% | \$101.78 |
| 4610 | Extraordinary Maintenance | \$54,350.00 | \$60,405.00 | \$57,000.00 | -5.6% | \$59.38 |
| 4611 | Equipment Purchases - Non Capitalized | \$4,500.00 | \$7,225.00 | \$12,000.00 | 66.1% | \$12.50 |
| 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 | \$116,223.00 | \$0.00 | -100% | \$0.00 |
| 4600 | TOTAL OTHER EXPENSES | \$60,350.00 | \$183,853.00 | \$69,000.00 | -62.5% | \$71.88 |
| 4000 | TOTAL EXPENSES | \$535,099.00 | \$847,761.00 | \$589,276.00 | -30.5% | \$613.83 |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Sudbury Housing Authority. | | | | | | |
|---|---------------------------------------|----------------------|---------------------|----------------------|--|--|
| SUMMARY | | | | | | |
| Account Number | Account Class | 2022 Approved Budget | 2022 Actual Amounts | 2023 Approved Budget | % Change from 2022 Actual to 2023 Budget | 2023 Dollars Budgeted per Unit per Month |
| 3000 | TOTAL REVENUE | \$523,621.00 | \$512,134.00 | \$542,739.00 | 6% | \$565.35 |
| 4000 | TOTAL EXPENSES | \$535,099.00 | \$847,761.00 | \$589,276.00 | -30.5% | \$613.83 |
| 2700 | NET INCOME (DEFICIT) | \$-11,478.00 | \$-335,627.00 | \$-46,537.00 | -86.1% | \$-48.48 |
| 7520 | Replacements of Equip. - Capitalized | \$34,000.00 | \$12,293.00 | \$26,000.00 | 111.5% | \$27.08 |
| 7540 | Betterments & Additions - Capitalized | \$0.00 | \$0.00 | \$0.00 | 0% | \$0.00 |
| 7500 | TOTAL NONOPERATING EXPENDITURES | \$34,000.00 | \$12,293.00 | \$26,000.00 | 111.5% | \$27.08 |
| 7600 | EXCESS REVENUE OVER EXPENSES | \$-45,478.00 | \$-347,920.00 | \$-72,537.00 | -79.2% | \$-75.56 |

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 2022 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 Sudbury Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

Category: Management

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

Criterion: Completion of mandatory online board member training

Rating: No Findings

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

Rating: No Findings

Category: Financial

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

Rating: No Findings

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 | 1 | 1 |
| Tenant related violations | 3 | 3 |

Category: Facility Management - Inspections

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

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

Rating: Paused due to COVID-19

Category: Facility Management - Work Order System

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

Rating: No Findings

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

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: Paused due to COVID-19

Category: Facility Management - Emergency Response System:

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

Rating: No Findings

Explanation of PMR Criteria Ratings

| CRITERION | DESCRIPTION |
|--|---|
| Management | |
| Occupancy Rate | <p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95% |
| Tenant Accounts Receivable (TAR) | <p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> • “No Findings” : At or below 2% • “Operational Guidance” : More than 2% , but less than 5% • “Corrective Action” : 5% or more |
| Certifications and Reporting Submissions | <p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> • “No Findings” : At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance” : Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time. |
| Board Member Training | <p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training |
| Staff Certifications and Training | <p>Each LHA must have at least one staff member complete a relevant certification or training During the fiscal year. The number of required trainings varies by LHA size.</p> <ul style="list-style-type: none"> • No Findings: LHAs completed the required number of trainings Corrective Action: LHAs have not completed any trainings |
| 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 |
|--------------------------------|---|
| CHAMP | |
| Paper applications | <p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> • No Findings: Paper applications are available; And paper applications are date and time stamped correctly; And 90% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; And 2% or less of new paper applications are entered more than 30 days after date/time stamp • Operational Guidance: Paper applications are available; And paper applications are date and time stamped and entered correctly; And 75% - 89% of new paper applications are entered into CHAMP within 15 calendar days; And 3% - 5% of new paper applications are entered more than 30 days after date/time stamp <p>Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp</p> |
| Vacancies occupied using CHAMP | <p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> • No Findings: All vacancies during the fiscal year are recorded in DHCD's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between DHCD's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors • Operational Guidance: All vacancies during the fiscal year are recorded in DHCD's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between DHCD's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors • Corrective Action: All vacancies during the fiscal year are not recorded in DHCD's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between DHCD's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers |

| 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 – Inspection Standards and Practices | |
| 100% Unit Inspections | <p>All units inspected at LHA during FY under review</p> <ul style="list-style-type: none"> No Findings: 100% of units inspected <p>Corrective Action: Less than 100% of units inspected</p> |
| LHA Inspections Reports/Work Orders | <p>Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP</p> <ul style="list-style-type: none"> No Findings: All inspection work orders/lease violations are created, tracked, and reported; And non-health and safety work orders for inspection repairs/lease violations are completed within 30 days or added to DM/CIP; And health and safety work orders for inspection repairs/lease violations are addressed within 48 hours Operational Guidance: All health and safety inspection work orders/lease violations are created, tracked, reported and completed within 48 hours; And LHA fail to create, track, or report no more than 1 or 2 (based on LHA size) non-EHS (exigent health and safety) deficiencies; Or LHA failed to complete any non-EHS work orders/lease violations appropriately Corrective Action: Any EHS work orders/lease violations not created, tracked, reported, or completed; Or 1 of the following: LHA failed to create, track or report a) More than 1 non-EHS deficiency (small LHA); b) More than 2 non-EHS deficiencies (Medium/Large) |
| Accuracy of LHA Inspections | <p>Unit inspection reports accurately reflect necessary repairs</p> <ul style="list-style-type: none"> No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies <p>Corrective Action: c.667 has equal to or greater than 3 EHS deficiencies or c.200/705 unit has equal to or greater than 4 EHS deficiencies</p> |
| Facility Management – Vacancy Turnover Standards and Practices | |

| CRITERION | DESCRIPTION |
|---|--|
| Vacancy Turnover Work Orders | <p>Work orders created for every vacancy and completed within 30 days (or waiver requested)</p> <ul style="list-style-type: none"> No Findings: Vacancy work orders are created, tracked and reported for every unit and reflect all work in unit; And Vacancy work orders are Maintenance Ready in <=30 days for c.667 units or <=45 days for c.200/705 units or have approved waiver Operational Guidance: Vacancy work orders are created, tracked and reported for every unit; And work orders do not reflect all work completed in unit; Or vacancy work orders are Maintenance Ready in 31-45 days for c.667 and 46-60 days for c.200/705 and no approved waiver <p>Corrective Action: Vacancy work orders are not created, tracked and reported for every unit; Or vacancy work orders are Maintenance Ready in >45 days for c.667 and >60 days for c.200/705 and have no approved waiver</p> |
| Accuracy and Standard of Vacancy Turnovers | <p>Vacancy turnover work orders accurately reflect necessary repairs</p> <ul style="list-style-type: none"> No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies <p>Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies</p> |
| Facility Management – Preventative Maintenance Standards and Practices | |
| LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules | <p>LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components</p> <ul style="list-style-type: none"> No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies <p>Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies</p> |
| Work Order Types and Systems | |
| Emergency Work Orders | <p>All emergency work orders are created, tracked, reported and completed within 48 hours</p> <ul style="list-style-type: none"> No Findings: All emergency work orders under review are created, tracked, reported and completed within 48 hours Operational Guidance: All emergency work orders completed within 48 hours; Less than 100% but greater than or equal to 80% of work orders under review are correctly created, tracked and reported administratively |

| CRITERION | DESCRIPTION |
|-----------------------|---|
| | <ul style="list-style-type: none"> • Corrective Action: Not all emergency work orders are completed within 48 hours; Or less than 80% of work orders under review are correctly created, tracked and reported administratively |
| Requested Work Orders | <p>All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP</p> <ul style="list-style-type: none"> • No Findings: All requested work orders under review are created, tracked, and reported; All work is complete within 14 days or added to DM/CIP • Operational Guidance: All requested work orders completed within 14 days or added to DM/CIP; And less than 100% of work orders under review are correctly created, tracked and reported <p>Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP</p> |

Policies

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

| Policy | Last Ratified by Board Vote | Notes |
|---|--|------------------------------------|
| *Rent Collection Policy | 12/13/2016 | |
| *Personnel Policy | 06/11/2019 | |
| *Capitalization Policy | 09/13/2006 | |
| *Procurement Policy | 12/09/2014 | |
| *Grievance Policy | 10/01/1998 | DHCD approval 8/30/2000 |
| Other – Define in the ‘Notes’ column | 12/11/2018 | Work Order Policy and Practices |
| Other – Define in the ‘Notes’ column | 10/14/2020 | Preventive Maintenance Policy |
| Other – Define in the ‘Notes’ column | 11/13/2018 | Deferred Maintenance Policy |
| Other – Define in the ‘Notes’ column | 10/14/2020 | Emergency Work Order Policy |
| Other – Define in the ‘Notes’ column | 11/10/2014 | Washer/Dryer Receivables Policy |
| Travel Policy | 04/09/2019 | |
| Pet Policy | 03/14/1988 | 667 |
| Pet Policy | 09/13/1993 | 705 |
| Fair Housing Marketing Plan | | In process |
| Language Access Plan | | In process |
| Reasonable Accommodations Policy | | In process |

| Policy | Last Ratified by Board Vote | Notes |
|---------------|--|--------------|
|---------------|--|--------------|

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

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

Waivers

AP-2024-Sudbury Housing Authority-00718 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.

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

Sheila M Cusolito

From: char shelton <sheltonc604@gmail.com>
Sent: Monday, December 12, 2022 2:46 PM
To: Sheila M Cusolito
Subject: MVTO

On November 29, 2022 we had a meeting with our Executive Director. We spoke about our annual operating budget and the concerns about refreshments being allowed on the budget. In agreement , we decided to delete the refreshments . The annual MVTO budget was then revised and a new budget was agreed upon and submitted to SHA.

Also we spoke about Capital Improvement and Annual Plan that was explained in more detail by the ED. We discussed possibilities that tenant's would like to see done in the near future. One of those items was questioning the paving of the back road.

We would also like to have our kitchens renovated, but would like to see the kitchen floors done sooner rather than later.

Respectfully submitted,

Charlene Shelton, President, MVTO

In attendance: David Alkins, Lynne Baia, Rose Langmaid, Charlene Shelton , and Ex. Director , Sheila Cusolito

SUDBURY HOUSING AUTHORITY

55 HUDSON ROAD
SUDBURY, MASSACHUSETTS 01776
director@sudburyha.org

SHEILA M. CUSOLITO
Executive Director

PHONE: (978) 443-5112
FAX: (978) 443-5113

December 15, 2022

Re: Sudbury Housing Authority FYE24 Annual Plan resident comments

The Sudbury Housing Authority held its FYE24 Annual Plan public hearing on December 13, 2022 at 7:00 pm during its Regular Session. Several residents from the 667 Musketahquid Village development were in attendance and shared thoughts related to both routine maintenance and the capital plan. As there are currently no funds available, ideas add to the list and will aid in prioritizing in future years. The comments and responses are outlined below:

| Resident Comment | SHA Response |
|---|---|
| FISH 288074, ARPA Fire Road Paving/705 Drainage Improvements: 667 Residents prefer that the road not be paved with conventional surfaces that would disturb the bucolic nature of the development. | SHA shares residents' preference around prospective surface material and is also concerned with likely requirements from public safety to widen the road. It is hoped the project will include assessment of surface materials that will reflect/retain the character of the Village. At a minimum, to prevent erosion, SHA plans to consider a border on either side of the road, which is very close to the property lines of abutters. SHA also explained that the project includes addressing significant water drainage and paving issues at several family housing sites. |
| Weatherstripping needs around windows and doors | SHA encouraged residents to report instances of drafts so that the scope of work can be better understood. It also noted that some of the conditions, particularly on the second floor, relate to building settling, which is a larger scope of work to correct. |
| Kitchens require renovation, primarily floors; appliances interfere with using cabinetry; improvements seem only to be made when residents leave and there's a vacancy (example was bathroom sinks with cabinets replacing wall-hung sinks). No benefit to long-term residents and all are not treated alike. | SHA noted that bath sink replacements originally occurred because wall hung sinks in vacated units were found pulled from the wall and in some cases, the plumbing was compromised. Additionally, the quality of the replacements is not as high as the original fixtures. At least at the time of the original replacements, SHA understood that sinks with vanities were not supported by the DHCD for 667 developments. Kitchen flooring has been on the capital plan in phases, but overall has been bumped out for prioritized building envelope projects. Most work is handled during unit turnover as a standard |

| | |
|---|--|
| | <p>procedure and constraints related to staff capacity.</p> |
| <p>Heat of back and front building hallways was turned off years ago, which compounds the drafts. The electric baseboard heat within the units does not circulate the warmth through the unit. Can deflectors be added? Are solar panels a possibility for savings and improvements. What is the plan when people don't have heat. Some people don't have operating air conditioning and additionally have to pay to have AC units installed.</p> | <p>SHA notes that the currently recommended alternative to baseboard electric is the heat pump. SHA's most recent installation of 12 units has largely failed due to design flaws and some installation issues that have not been addressed satisfactorily by the DHCD, resulting in the ASHP units in several cases being taken off line. The site was previously determined to be unsatisfactory for solar panel installation; SHA is in line to acquire net meter credits on solar as a cost-saving measure. SHA has no record of no heat calls that were not attended to; many calls of no heat are not reflected in the temperatures within the units; <i>i.e.</i>, the temperature is within the range required by the state sanitary code, which does not cover warm-weather conditions.</p> |
| <p>Some features that were part of original construction (<i>e.g.</i>, unit building hallway heat, second-floor decks, medical pull cords) are no longer valued/taken off line when they start to deteriorate.</p> | <p>SHA does not have immediate access to the record of rationale around keeping front and back hallways unheated, but noted that the rear halls are for emergency egress; SHA does not observe that all second-floor decks are slippery, noted that the floors were replaced within the past ten years and agreed that periodic power cleaning is a good option. The medical pull cord system has suffered a number of failures that cannot be adequately repaired and replacing the system is likely not an option. It is also the case that most residents tape or cut their cords, making them inaccessible in cases of emergencies; moreover, most pulls are accidental rather than medical emergencies. In 2017, the DHCD recommended decommissioning such systems on unit turnover if they are not connected to an emergency response system in favor of Personal Emergency Response Systems, as recommended by the Executive Office of Elder Affairs. The SHA's system wiring is deteriorating and is not repairable, resulting in some units having to be taken offline. Phasing the removal is recommended by the DHCD so that existing tenants do not lose the benefit during their tenancies.</p> |
| <p>FISH 288066, Kitchen Ventilation: why? It's an absolute waste of money. Residents are concerned they'll lose an upper cabinet.</p> | <p>Kitchen ventilation, dates back years as the most oft-requested capital improvement favored by tenants. The idea was not favored by staff; however, a combination of tenant complaints about odor that were brought to the attention of the board inspired board reconsideration, but with the scope limited to first-floor units. It is only within the last year that tenants have expressed concern about the installations.</p> |

| | |
|---|--|
| <p>Seniors should be better taken care of; funds should be available for accommodating their needs.</p> | <p>Residents are encouraged to contact legislators as the regulatory and funding entities; funds for improvements need also to be available to address staff capacity matters, including both administrative and maintenance staffing. The staffing model is outdated, especially when considering work needed to preserve aging properties.</p> |
|---|--|

Tenants were appreciative of the opportunity to be heard. The LTO leadership was interested in meeting with a Board member informally to learn how it can be more effective. The LTO leadership was encouraged to work with Mass Union and attend DHCD webinars.

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.

Sudbury Housing Authority

Chapter 667 Housing

Fall 2019

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

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

In the **Sudbury Housing Authority**, surveys were sent to a total of **64** Sudbury housing units (Chapter 667); **33** surveys were completed.

This report provides some information about how the residents from the **Sudbury Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Central Massachusetts. These small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.

Communication

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

| | Sudbury Housing Authority | Small LHAs in Central MA * | Entire State |
|--|---------------------------|----------------------------|--------------|
| Felt they were usually or always treated with courtesy and respect when they contacted management..... | 84% | 88% | 87% |
| Knew the Executive Director held a meeting with residents..... | 76% | 57% | 54% |

* Small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.

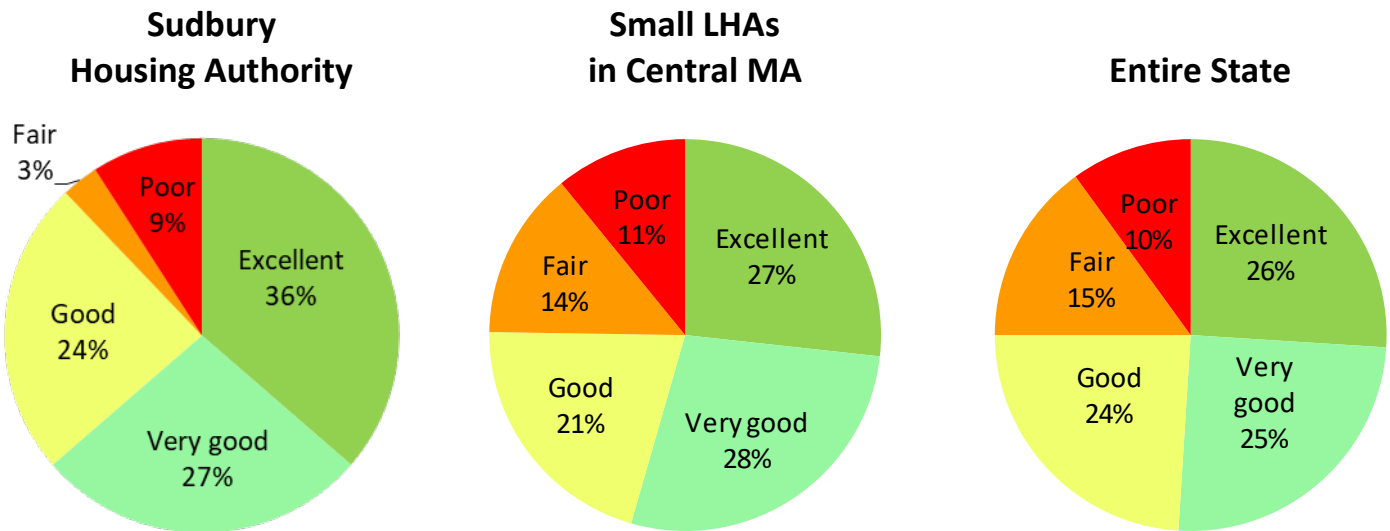
Maintenance and Repair

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

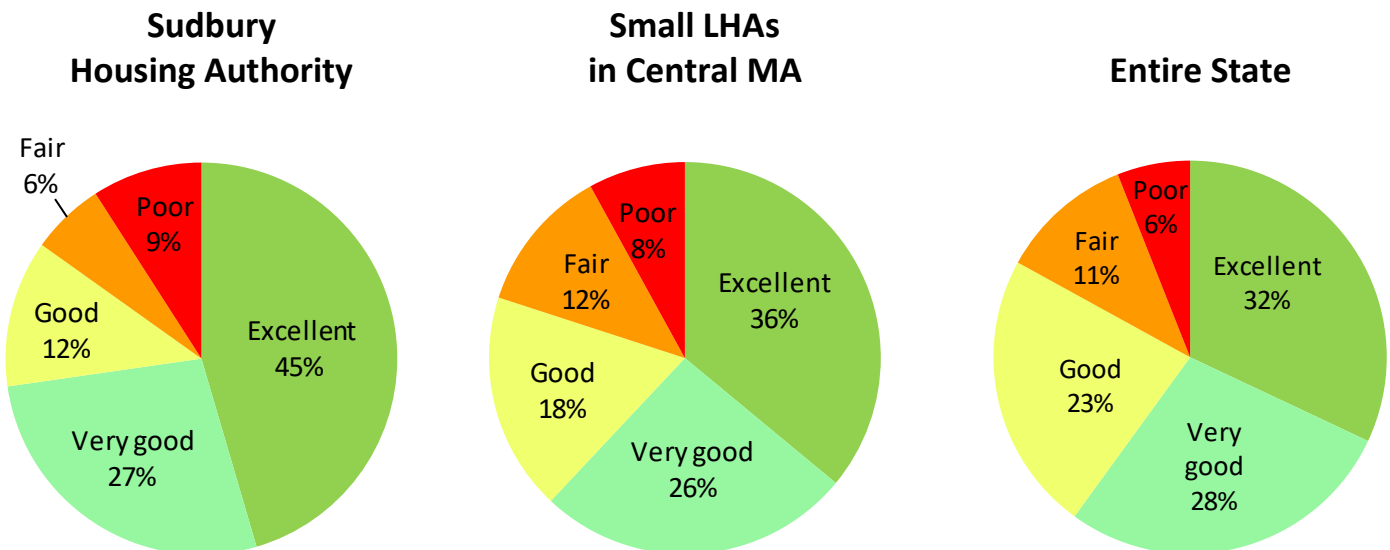
| | Sudbury Housing Authority | Small LHAs in Central MA | Entire State |
|---|---------------------------|--------------------------|--------------|
| Felt they were treated with courtesy and respect when they contacted maintenance..... | 100% | 89% | 89% |
| Were contacted by the Housing Authority before entering their apartment..... | 94% | 92% | 92% |

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

Building maintenance:



Outdoor maintenance:



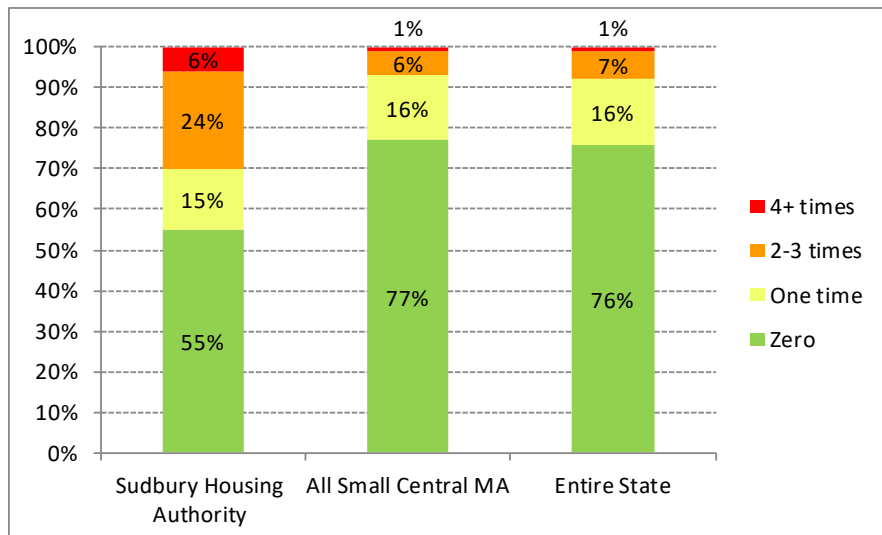
- **Heating and Water Problems:** About two thirds of respondents had a problem with their heating and one third had a plumbing problem in the last 12 months.

| | Sudbury Housing Authority | Small LHAs in Central MA | Entire State |
|------------------------------|---------------------------|--------------------------|--------------|
| Had any heating problem..... | 64% | 37% | 40% |
| Had any water problem..... | 36% | 53% | 57% |

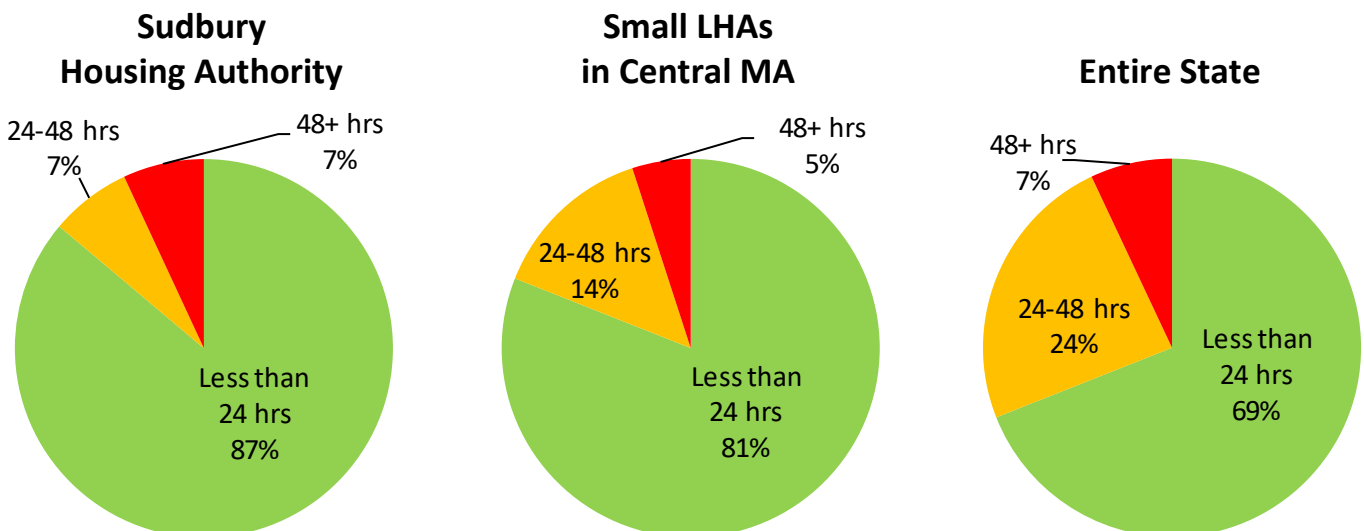
- **Heating Problems**

How many times did residents completely lose heat?

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



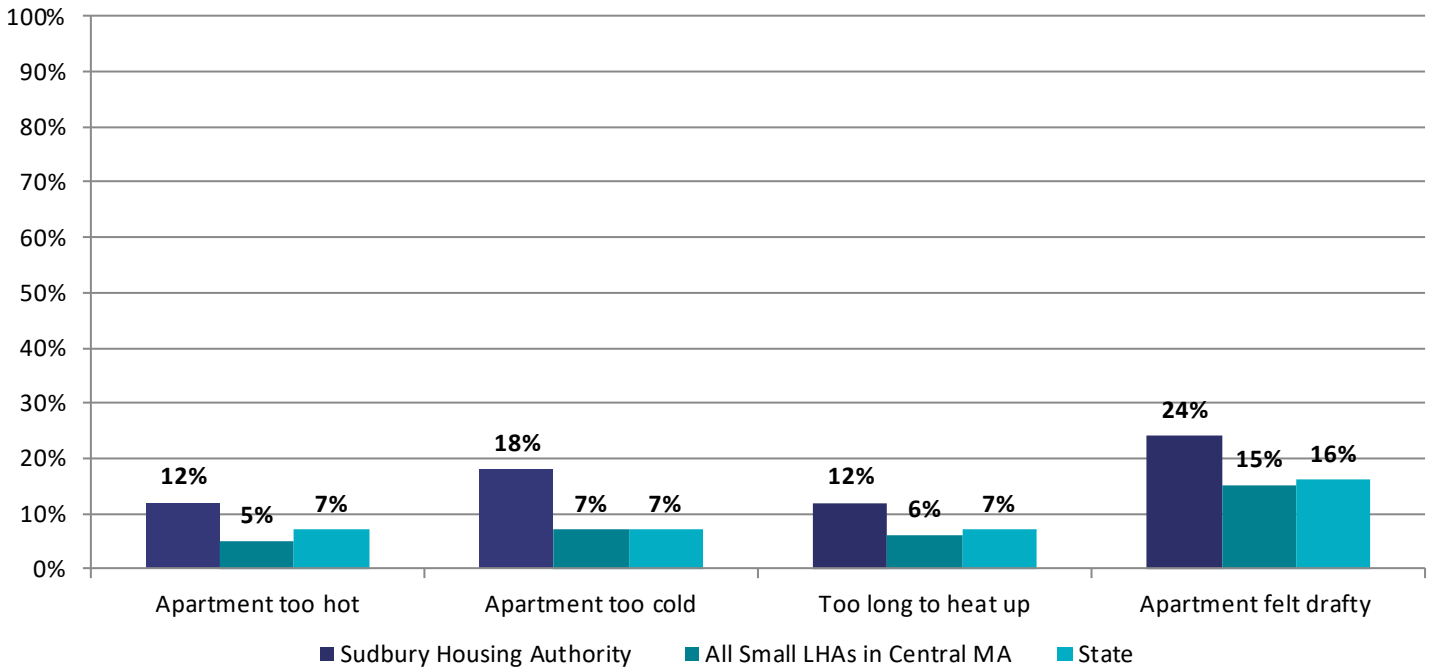
How long did it usually take for heat to come back on? For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- **Other Heating Problems**

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

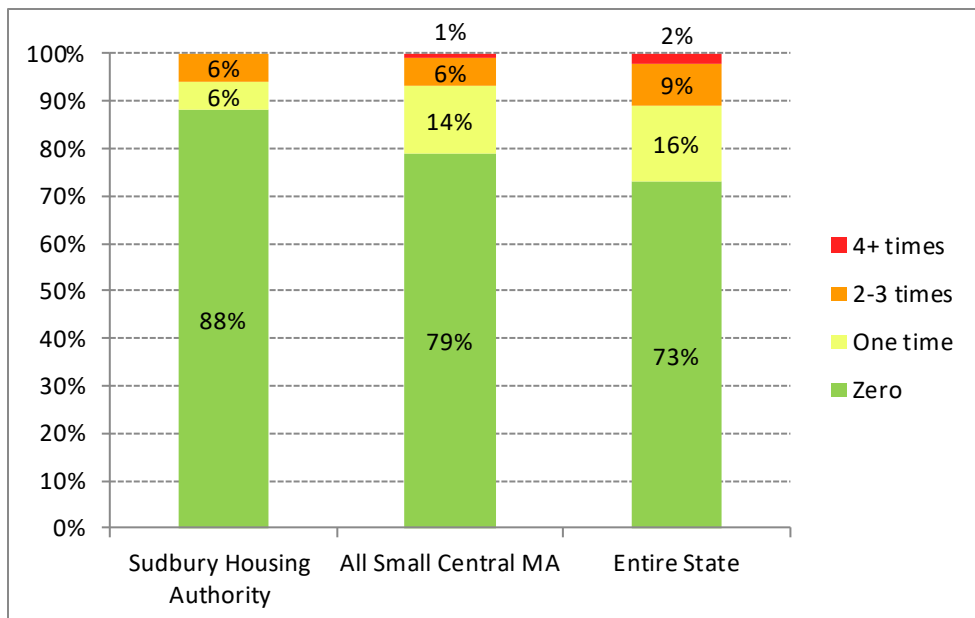
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



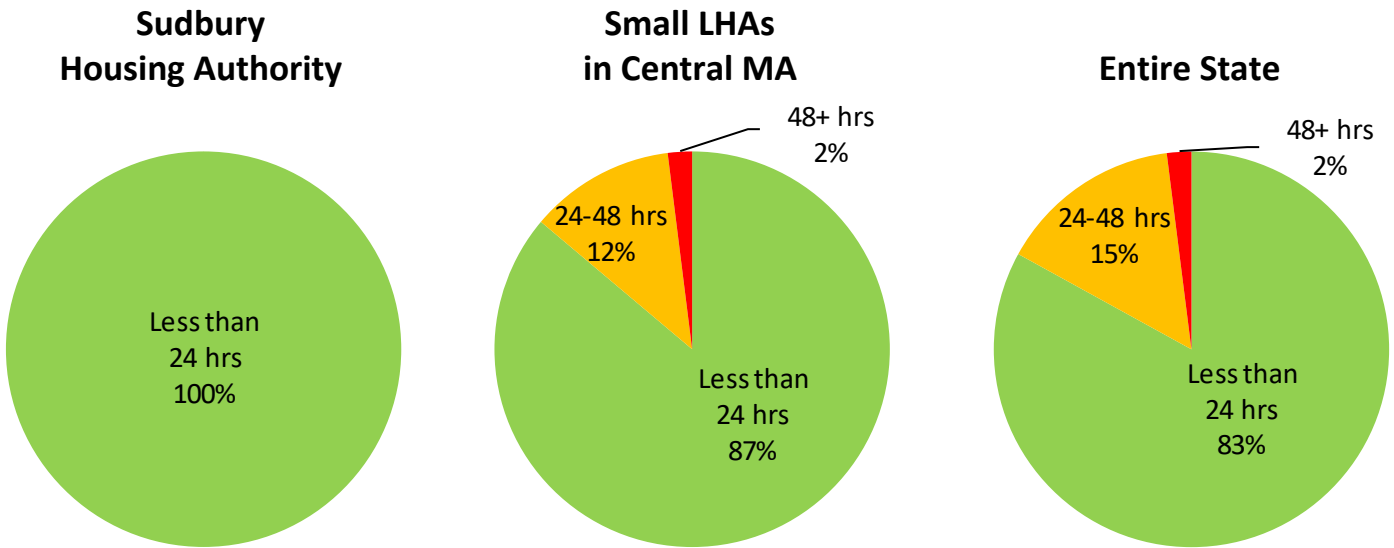
- **Water or Plumbing Problems**

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

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



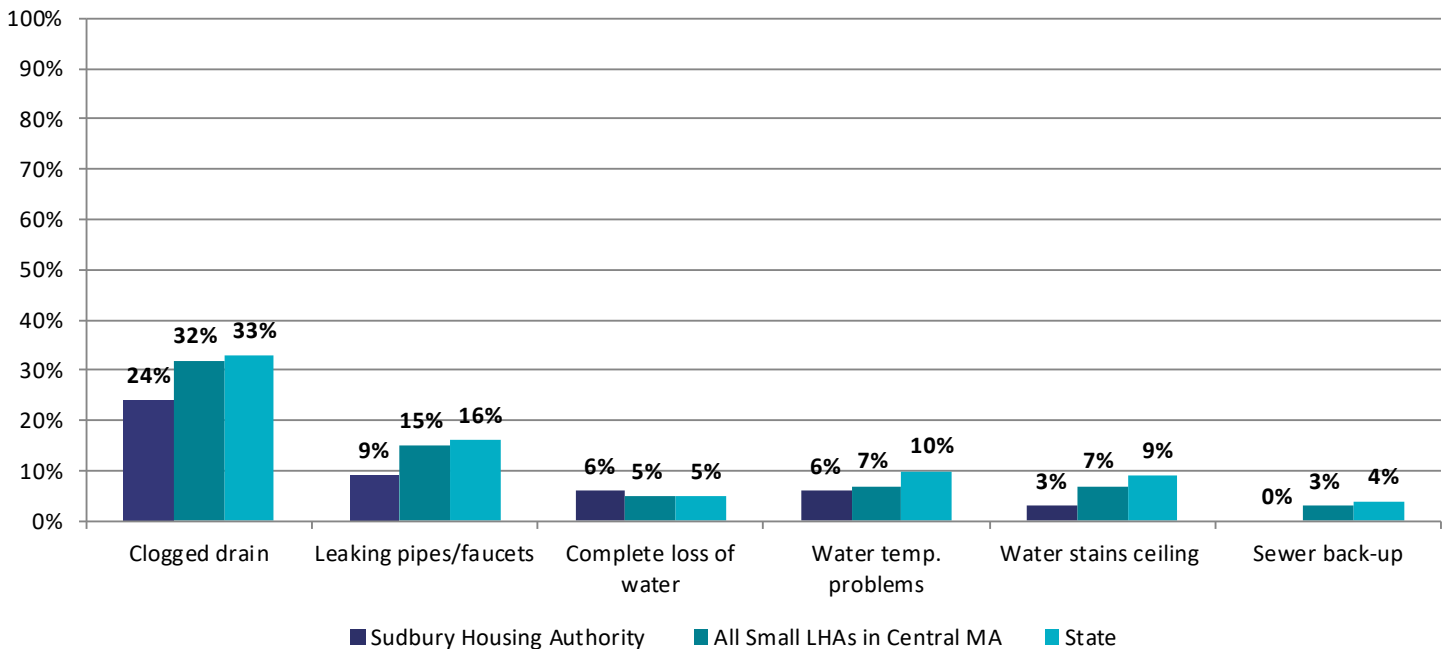
How long did it usually take for hot water to come back on? For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• **Other Water or Plumbing Problems**

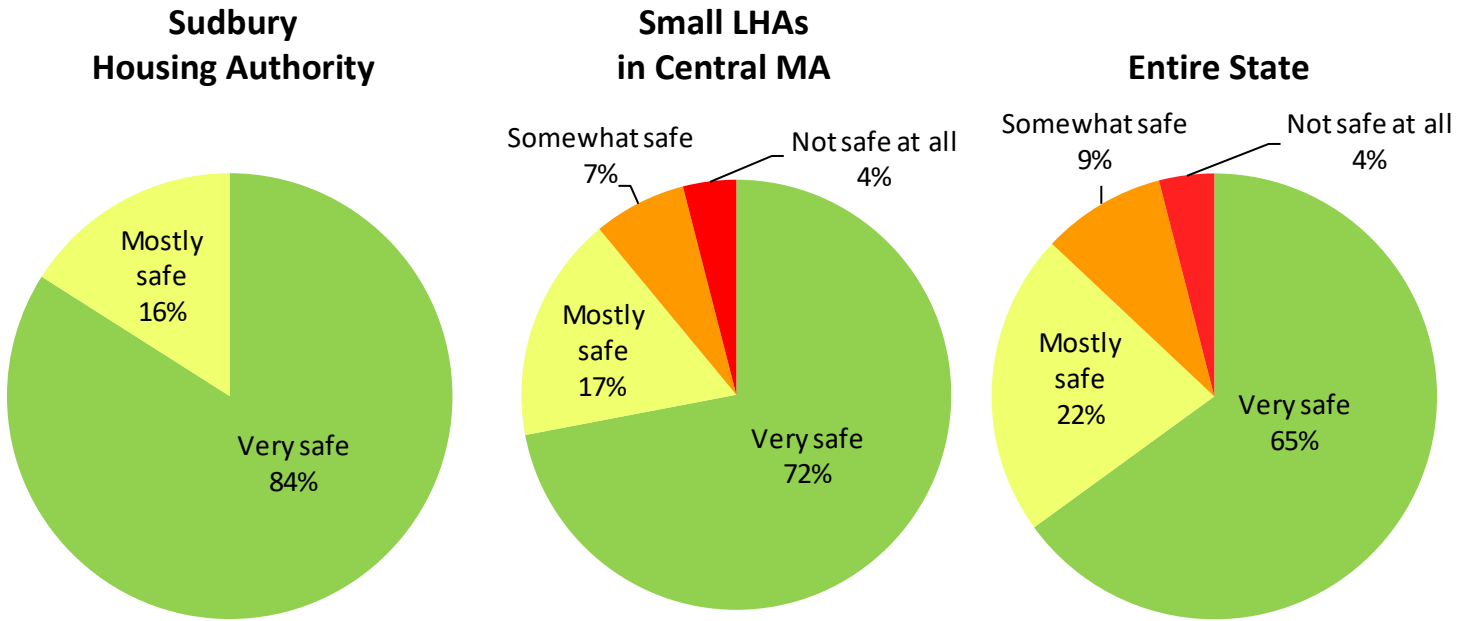
In the last 12 months did residents have other water or plumbing problems?

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

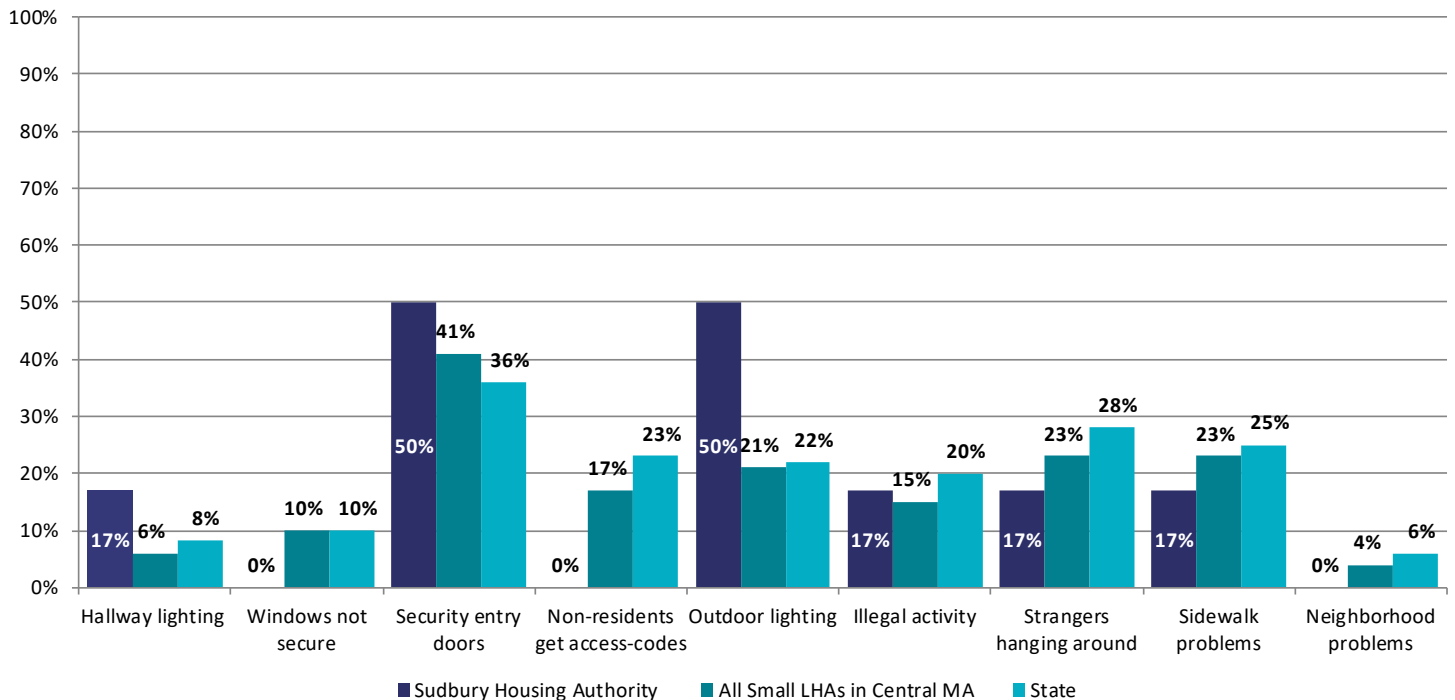


Safety

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



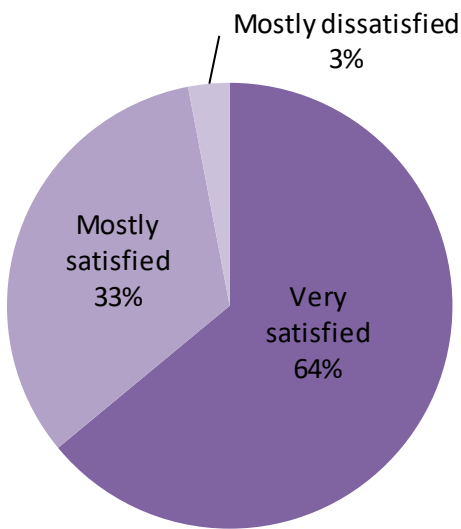
Reasons why respondents felt unsafe in their development: Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



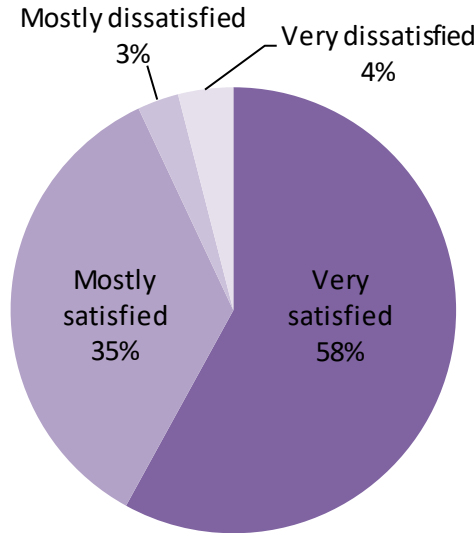
Overall Satisfaction

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

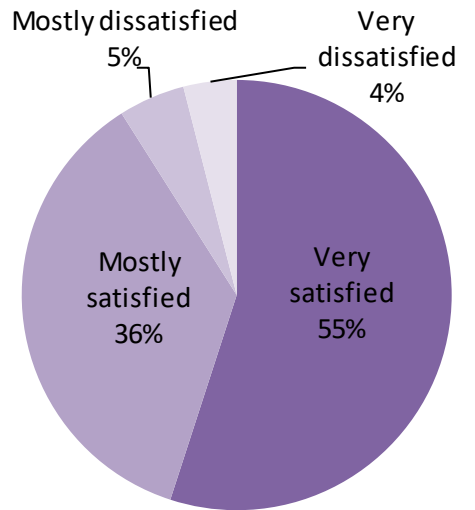
**Sudbury
Housing Authority**



**Small LHAs
in Central MA**



Entire State



SUDBURY
HOUSING AUTHORITY
Performance Management Review
(PMR) Report
Fiscal Year End 3/31/2022

*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 | Sudbury Housing Authority | | | |
| Fiscal Year Ending | 03/31/2022 | | | |
| Housing Management Specialist | Robert Pelletier | | | |
| Facilities Management Specialist | Wilzor Exantus | | | |
| Criteria | Score/Rating | | | |
| | Management | | | |
| Occupancy Rate | c.667 | c.705 | c.200 | Cumulative |
| | No Findings | No Findings | Not Applicable | No Findings |
| Tenant Accounts Receivable (TAR) | c.667 | c.705 | c.200 | Cumulative |
| | Paused due to COVID-19 | Paused due to COVID-19 | Not Applicable | Paused due to COVID-19 |
| Board Member Training | No Findings | | | |
| Certifications and Reporting Submissions | No Findings | | | |
| Annual Plan | No Findings | | | |
| | Financial | | | |
| Adjusted Net Income | Paused due to COVID-19 | | | |
| Operating Reserves | No Findings | | | |
| | Capital | | | |
| Capital Spending | Paused due to COVID-19 | | | |

LHA Sudbury Housing Authority

Occupancy

Rating All: No Findings

Rating 667: No Findings

Rating 200: Not Applicable

Rating 705: No Findings

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

Certifications and Reporting Submissions

Rating: No Findings

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

Operating Reserve

Rating: No Findings

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

Board Member Training

Rating: No Findings

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

Annual Plan Submission

Rating: No Findings

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

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

| | |
|---|----------------------------------|
| Housing Authority | Sudbury Housing Authority |
| Fiscal Year Ending | 3/31/2022 |
| Housing Management Specialist | Robert Pelletier |
| Facilities Management Specialist | Wilzor Exantus |

| Inspection and Work Order System Criteria | Rating |
|--|--------------------|
| Inspections | |
| LHA conducted 100% of the unit inspections. | No Findings |
| Inspections report noted 100% of the necessary repairs in each unit. | No Findings |
| 100% of inspection-related work orders were generated. | No Findings |
| Work order system identifies, tracks, and can produce reports for inspection work orders. | No Findings |
| Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). | No Findings |
| Work Order System | |
| Emergency work orders defined per PMG, identified, tracked, reportable. | No Findings |
| Emergency work orders initiated within 24 to 48 hours. | No Findings |
| Vacancy work orders identified, tracked and reportable. | No Findings |
| Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver. | No Findings |
| Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable. | No Findings |
| Routine work orders identified, tracked, reportable and completed regularly. | No Findings |
| Requested work orders are identified, tracked and reportable. | No Findings |
| Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP. | No Findings |
| 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 | Sudbury Housing Authority |
| Fiscal Year Ending | 3/31/2022 |
| Housing Management Specialist | Robert Pelletier |
| Facilities Management Specialist | Wilzor Exantus |

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 - *No Findings*

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

Additional Notes:

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

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

Additional Notes: