Oxford 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 Oxford 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. Oxford LTO 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
705-01	Family	Colonial Valley Apts. 705-01	7	1997	14
667-01	Elderly	HUGUENOT ARMS 667-01	6	1974	66
667-02	Elderly	HUGUENOT ARMS 667-02	5	1979	52
667-03	Elderly	LIBERTY LANE 667-03	5	1997	48
	Family	Family units in smaller developments	1		2
	Other	Special Occupancy units	1		4
Total			25		186

Federally Assisted Developments

Oxford Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 147 households.

LHA Central Office

Oxford Housing Authority
23 Wheelock St., Oxford, MA, 01540
Barry Nadon, Jr., Executive Director
Phone: 508-987-5055
Email: oxfordha@hotmail.com

LHA Board of Commissioners

	Role	Category	From	To
Karen Erickson	Chair	State Appointee	07/13/2015	07/13/2020
Patricia Ferdella	Treasurer	Tenant	05/01/2022	05/01/2027
Arsenio Luz	Member	Tenant	05/01/2022	05/01/2023
Dale Mahota	Member		05/01/2022	05/01/2025
Wayne McFarland	Vice-Chair		06/09/2022	05/01/2024

Local Tenant Organizations

	Date of Recognition by LHA	Date LHA Reviewed Draft AP with LTO
Huguenot Arms Tenants Association	06/10/1981	03/13/2023

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.	01/12/2023
B.	Advertise the public hearing in public postings.	01/12/2023
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	01/12/2023
D.	Post draft AP for tenant and public viewing.	01/12/2023
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	03/13/2023
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	03/13/2023
G.	Executive Director presents the Annual Plan to the Board.	03/13/2023
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	03/13/2023

Certification

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

I, Barry J Nadon, Executive Director of the Oxford Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Oxford 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 Oxford 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, Barry Nadon, Executive Director of the Oxford 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: 03/29/2023

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

Capital Improvement Plan

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

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	$663,782.70		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	$66,378.27		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	$597,404.43	$796,587.53	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	$11,215.83	$10,266.00	Accessibility projects
DMH Set-aside	$0.00	$0.00	Dept. of Mental Health facility
DDS Set-aside	$6,403.22	$5,530.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	$579,785.38	$780,791.53	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	$340,212.13	$340,212.13	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 of town for specific projects.
Operating Reserve(OR) Funds	$0.00	$0.00	Funds from the LHA's operating budget.
Other Funds	$221,654.00	$221,654.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	$1,159,270.56	$1,358,453.66	Total of all anticipated funding available for planned projects and the total of planned spending.

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.

Regional Capital Assistance Team

Oxford 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 2023	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
226038	FF: Replace fed pacific Panels 667-01, 02	HUGUENOT ARMS 667-1,2	$243,899	$161,297	$52,954	$0	$0	$0	$0	$0
226044	New Septic System	COLONIAL VALLEY 689-01	$74,918	$69,940	$0	$0	$0	$0	$0	$0
226050	Selective Gutter Repair and Replacement	All developments	$40,895	$39,895	$0	$0	$0	$0	$0	$0
226051	SUST FY22 Insulation	All Facilities	$329,214	$0	$5,688	$304,026	$0	$0	$0	$0
226053	Shower Surrounds Phase 3	HUGUENOT ARMS 667-01	$10,892	$0	$10,892	$0	$0	$0	$0	$0
226055	Roof replacement	LIBERTY LANE 667-03	$55,877	$55,295	$0	$0	$0	$0	$0	$0
226056	New Asphalt Paving 667-3	LIBERTY LANE 667-03	$207,848	$0	$0	$199,348	$8,500	$0	$0	$0
226058	705 Decking Replacement	Colonial Valley Apts. 705-01	$82,507	$0	$7,634	$74,874	$0	$0	$0	$0
226059	Kitchen remodel (1st floor)		$10,000	$0	$10,000	$0	$0	$0	$0	$0
226061	Replaced two AC AHUs & Condensors	LIBERTY LANE 667-03	$10,998	$10,998	$0	$0	$0	$0	$0	$0
226062	Waste Pipe Evaluation	HUGUENOT ARMS 667-01 & 667-02	$9,996	$0	$9,996	$0	$0	$0	$0	$0
226063	Concrete Steps and Railing	HUGUENOT ARMS 667-01	$9,999	$0	$9,999	$0	$0	$0	$0	$0
226064	Boiler Repair	HUGUENOT ARMS 667-02	$9,999	$0	$9,999	$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 2023	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
226065	Circulators Phase 1	LIBERTY LANE 667-03	$9,998	$0	$9,998	$0	$0	$0	$0	$0
226066	667-1 Wheelchair Ramps	HUGUENOT ARMS 667-01	$10,999	$0	$150	$10,849	$0	$0	$0	$0
226068	Mold Investigation and Remediation 667-1 Building #1	HUGUENOT ARMS 667-01	$10,998	$0	$10,998	$0	$0	$0	$0	$0
226069	ARPA FF: ADA ramps Development 667-1	HUGUENOT ARMS 667-01	$221,654	$0	$0	$0	$0	$0	$0	$0
226070	REPLACE GWB CEILING AND WALLS (#P2 & P4)	HUGUENOT ARMS 667-01	$57,482	$0	$4,886	$52,597	$0	$0	$0	$0
•	Tub Cutouts (667-1)	HUGUENOT ARMS 667-01	$9,962	$0	$0	$9,962	$0	$0	$0	$0
•	Replace outside Lights (667-1)	HUGUENOT ARMS 667-01	$23,625	$0	$0	$0	$0	$23,625	$0	$0
•	Community Bldg (Wheelock) Generator	HUGUENOT ARMS 667-01	$181,500	$0	$0	$0	$0	$0	$23,595	$157,905
•	Re-paving of sidewalks	HUGUENOT ARMS 667-01	$70,507	$0	$0	$0	$0	$60,581	$9,927	$0
•	Tub Cutouts (667-2)	HUGUENOT ARMS 667-02	$9,962	$0	$0	$0	$0	$0	$9,962	$0
•	Window Replacement 667-3	LIBERTY LANE 667-03	$455,919	$0	$0	$0	$0	$0	$0	$104,099

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 2023	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
•	Replace Roofs (BLDGS 1, 2, 3 & 4)	LIBERTY LANE 667-03	$218,342	$0	$0	$0	$0	$117,612	$100,731	$0
•	Replace outside Lights (667-3)	LIBERTY LANE 667-03	$23,625	$0	$0	$0	$23,625	$0	$0	$0
•	Replace Circulators (PHASE 2)	LIBERTY LANE 667-03	$12,190	$0	$0	$12,190	$0	$0	$0	$0
•	Replace Circulators (PHASE 3)	LIBERTY LANE 667-03	$12,190	$0	$0	$0	$0	$0	$12,190	$0
•	Replace PRV (667-3)	LIBERTY LANE 667-03	$12,412	$0	$0	$0	$12,412	$0	$0	$0
•	Replace DHW Tanks (5-7-9 Liberty)	LIBERTY LANE 667-03	$25,533	$0	$0	$0	$25,533	$0	$0	$0
•	Replacement of two AC AHU's & Condenser's Phase 2	LIBERTY LANE 667-03	$19,663	$0	$0	$0	$19,663	$0	$0	$0
•	Replace Door locks	COLONIAL VALLEY 689-01	$2,834	$0	$0	$0	$2,834	$0	$0	$0
•	Replace Roofs (705-1)	Colonial Valley Apts. 705-01	$153,234	$0	$0	$0	$153,234	$0	$0	$0
•	Replace PRV (705-1)	Colonial Valley Apts. 705-01	$12,412	$0	$0	$0	$0	$0	$0	$12,412

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain-ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
226051	SUST FY22 Insulation	Targeted Insulation	$0	$0	$329,214	$0	$0	$0	$0	$0
226066	667-1 Wheelchair Ramps	ADA ramp	$0	$10,999	$0	$0	$0	$0	$0	$0
226069	ARPA FF: ADA ramps Development 667-1	ARPA Formula Funding	$0	$0	$0	$0	$0	$0	$0	$221,654

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.

   Oxford Housing Authority has not submitted an Alternate CIP.

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.

   Oxford Housing Authority has not requested additional funding.

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

   To provide a safe housing environment for all residents (elderly, family and special needs)

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:

   The new CIP does not differ from earlier CIPs

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 10/28/2022.

7. **Capital Planning System (CPS) updates**
   Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 12/28/2022.

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

Oxford Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 01/17/2023.

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 7/2021 to 6/2022.

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
			705-02	

Adding Roof Insulation as part of Roof Replacement Project

13. Energy or water saving initiatives

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

AP-2024-Oxford Housing Authority-00771 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 10/11/2022

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.)

1% c. 667 (DHCD Goal 2%)
0% c. 200 (DHCD Goal 2%)
0% c. 705 (DHCD Goal 2%)

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.
     - Inspections are visual and operational examinations of parts of our property to determine their condition.
     - All dwelling units, buildings and sites must be inspected at least annually.
     - **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	508-987-5055	8:00 AM to 4:00 PM
Other	508-889-7149	24/7

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 Oxford 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

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	508-987-5055	8:00 AM to 4:00 PM
Submit Online at Website		
Email to Following Email		
Other	508-889-7149	24/7

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:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

Maintenance Plan Narrative

Following are Oxford Housing Authority's answers to questions posed by DHCD.

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

The Oxford Housing Authority has hired a new maintenance staff in the last six months, the new staff is highly skilled and has the abilities to perform repair that we had to have contractor perform in the past. The new maintenance employees will save the Housing Authority money in the future. The Housing has received accolades from multiple tenants on the service they have received from the new maintenance staff.

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

I have hired two new maintenance employees in the last year. Both are skilled employees which will benefit the Housing Authority in the future, on jobs that we used to hire outside contractors.

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

Our goals are to start fixing issues with the buildings that we did not have the skills to do with the old maintenance staff. We are going to bring a new quality of work to the Housing. This will include turnovers of units, finishing them in a reasonable amount of time. Repairing the envelopes of the building that need repair. Create a good working relationship with the maintenance and the tenants.

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	$294,265.00	$54,690.00
Last Fiscal Year Actual Spending	$316,537.00	$9,131.00
Current Fiscal Year Budget	$326,069.00	$30,000.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	30
Average time from date vacated to make Unit "Maintenance Ready"	34 days
Average time from date vacated to lease up of unit	97 days

Attachments

These items have been prepared by the Oxford 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.

Work Orders

Preventative Maintenance Schedule

Category	Next Scheduled	Description	Assigned To	Dev ID	Location	Frequency	Days To Skip	Month Name
Carpentry Work	1/3/2022	Cleaned common area carpets and flooring	unassigned	667-2	General Bldg: 1 23 Wheelock Street	First day of (month)	0	January
	4/3/2022	Inspect common area windows (glass,seals,balances and locks	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Annually	0	N/A
		2 entries listed						
Electrical Work	8/31/2022	Perform PM and check all fire systems,sprinklers,fire pumps,fire extinguishers,common area egress, etc.	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	180	N/A
		1 entries listed						
Heating/Ventilation/A.C.	11/4/2020	Clean furnace	unassigned	667-3	General Bldg: 01 Liberty Lane	Annually	0	N/A
	2/21/2022	Boiler tune-up	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	120	N/A
	8/28/2022	A/C, heat and air handler filter change	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	60	N/A
		3 entries listed						
Landscaping Work	4/13/2022	Leaf removal	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	180	N/A
	4/26/2022	Prune and trim all shrubs and bushes	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	5/22/2022	Clean, service and store lawn equipment	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	7/1/2022	Inspect and repair site fencing	unassigned	667-3	General Bldg: 01 Liberty Lane	Annually	0	N/A
		4 entries listed						
Miscellaneous Work	12/1/2020	Vehicle Inspections	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Monthly - first day	0	N/A

Work Orders

Preventative Maintenance Schedule

Miscellaneous Work	12/1/2020	Changed engine oil in all vechicles	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	30	N/A
	4/1/2021	Service lawn equipment	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Undetermined	0	N/A
	12/6/2021	Check and replace toilet paper and paper towels. All Bathrooms	unassigned	667-1	General Bldg: 1 23 Wheelock Street	Weekly - first day	0	N/A
	12/24/2021	Clean Dryer vents and exhaust vents	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	12/27/2021	Checked underbody for corrosion and hose off	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	30	N/A
	1/10/2022	spring clean-up	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	90	N/A
	3/21/2022	Inspection of 2016 truck	unassigned	667-1	General Bldg: 1 23 Wheelock Street	Every (nn) days	300	N/A
	3/29/2022	Fire Extinguisher annual inspection	unassigned	667-1	General Bldg: 1 23 Wheelock Street	Every (nn) days	120	N/A
	4/8/2022	Buy and stock chemicals for winter	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	4/24/2022	Reset light timers and clocks back 1 hour for daylight saving time.	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	180	N/A
	4/27/2022	Service snow blowers	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	5/21/2022	Inspect gutters, downspouts, splash blocks-repair as needed	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	10/20/2022	Inventory of supplies and small parts	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	120	N/A
		14 entries listed						
Plumbing	12/6/2021	Clean sanitary systems, lubricate valves and pumps	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	180	N/A

Work Orders

WRK115d

Preventative Maintenance Schedule

Plumbing	12/6/2021	Annual cleaning of septic systems	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
	12/6/2021	Annual sewer station PM	unassigned	667-3	General Bldg: 01 Liberty Lane	Every (nn) days	180	N/A
		3 entries listed						
Roadwork/Paving /Plowing	12/4/2021	Cleaning of parking areas, roadways,driveways,walkways and storm drains	unassigned	667-1	General Bldg: 1 23 Wheelock Street	Every (nn) days	40	N/A
	2/24/2022	Monitored and issued on going snow removal work orders	unassigned	667-2	General Bldg: 1 23 Wheelock Street	Every (nn) days	90	N/A
		2 entries listed						

Work Orders

Preventative Maintenance Schedule

Category	Next Scheduled	Description	Location Type	Dev ID	Frequency	Days To Skip	Month Name
Carpentry Work	1/3/2022	Cleaned common area carpets and flooring	General	667-2	First day of (month)	0	January
	4/3/2022	Inspect common area windows (glass,seals,balances and locks	General	667-2	Annually	0	N/A
Electrical Work	8/31/2022	Perform PM and check all fire systems,sprinklers,fire pumps,fire extinguishers,common area egress, etc.	General	667-2	Every (nn) days	180	N/A
Heating/Ventilza tion/A.C.	11/4/2020	Clean furnace	General	667-3	Annually	0	N/A
	2/21/2022	Boiler tune-up	General	667-3	Every (nn) days	120	N/A
	8/28/2022	A/C, heat and air handler filter change	General	667-2	Every (nn) days	60	N/A
Landscaping Work	4/13/2022	Leaf removal	General	667-2	Every (nn) days	180	N/A
	4/26/2022	Prune and trim all shrubs and bushes	General	667-3	Every (nn) days	180	N/A
	5/22/2022	Clean, service and store lawn equipment	General	667-3	Every (nn) days	180	N/A
	7/1/2022	Inspect and repair site fencing	General	667-3	Annually	0	N/A
Miscellaneous Work	12/1/2020	Vehicle Inspections	General	667-2	Monthly - first day	0	N/A
	12/1/2020	Changed engine oil in all vechicles	General	667-2	Every (nn) days	30	N/A
	4/1/2021	Service lawn equipment	General	667-2	Undetermined	0	N/A
	12/6/2021	Check and replace toilet paper and paper towels. All Bathrooms	General	667-1	Weekly - first day	0	N/A
	12/24/2021	Clean Dryer vents and exhaust vents	General	667-3	Every (nn) days	180	N/A
	12/27/2021	Checked underbody for corrosion and hose off	General	667-2	Every (nn) days	30	N/A
	1/10/2022	spring clean-up	General	667-3	Every (nn) days	90	N/A
	3/21/2022	Inspection of 2016 truck	General	667-1	Every (nn) days	300	N/A
	3/29/2022	Fire Extinguisher annual inspection	General	667-1	Every (nn) days	120	N/A
	4/8/2022	Buy and stock chemicals for winter	General	667-3	Every (nn) days	180	N/A
	4/24/2022	Reset light timers and clocks back 1 hour for daylight saving time.	General	667-2	Every (nn) days	180	N/A
	4/27/2022	Service snow blowers	General	667-3	Every (nn) days	180	N/A
	5/21/2022	Inspect gutters, downspouts, splash blocks-repair as needed	General	667-3	Every (nn) days	180	N/A
	10/20/2022	Inventory of supplies and small parts	General	667-2	Every (nn) days	120	N/A
Plumbing	12/6/2021	Clean sanitary systems, lubricate valves and pumps	General	667-2	Every (nn) days	180	N/A
	12/6/2021	Annual cleaning of septic systems	General	667-3	Every (nn) days	180	N/A

Work Orders

Preventative Maintenance Schedule

Category	Next Scheduled	Description	Location Type	Dev ID	Frequency	Days To Skip	Month Name
Plumbing	12/6/2021	Annual sewer station PM	General	667-3	Every (nn) days	180	N/A
Roadwork/Paving/Plowing	12/4/2021	Cleaning of parking areas, roadways,driveways,walkways and storm drains	General	667-1	Every (nn) days	40	N/A
	2/24/2022	Monitored and issued on going snow removal work orders	General	667-2	Every (nn) days	90	N/A

Oxford Housing Authority

Deferred Maintenance Report

For work orders deferred between 7/1/2021 and 6/30/2022

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
10/24/2021	caulking around sink paint stain over sink in kitchen	667-1/L/01	Covid/staff turnover	$30.00		20873	12/23/2021	1/5/2022	
10/24/2021	Stove needs new drip pans range hood fan broke sink is loose counter top has chip in it tub needs caulking	667-1/L/02	Covid/staff turnover	$2,000.00		20874	01/04/2022	8/24/2022	
10/24/2021	Door bell doesn't work	667-2/U/05	Covid/staff turnover	$75.00		20756	01/11/2022	8/16/2022	Outside contractor Ron Stevens
10/24/2021	Kitchen plug by stove needs fixing	667-2/U/05	Covid/staff turnover	$30.00		20757	01/11/2022	7/14/2022	
10/24/2021	Faucet leaking from base	667-2/U/05	Covid/staff turnover	$200.00		20759	01/12/2022	7/14/2022	Completed with new counter top installation.
10/24/2021	Bathroom sink faucet leaks	667-2/X/07	Covid/Staff turnover	$100.00		20810	01/13/2022	12/15/2021	
10/24/2021	tub needs caulking	667-2/V/12	Covid and staff turnover	$15.00		20897	01/13/2022	11/19/2021	
10/25/2021	kitchen ceiling is cracking	705-B/HAYDEN/01	Deferred to January due to priority.	$80.00		21123	01/12/2022	1/14/2022	
06/21/2022	surface of countertop is flaking off, tenant complained its getting in their food	667-2/U/05	Waiting of contractor.	$475.00		21700	08/22/2022	7/14/2022	
05/24/2022	busted screen back sliding door. Screens have been replaced sliding screen door in back is on a replacement project	705-1/705-1/09	waiting for parts for asembly of new screens .	$100.00		21735	06/08/2022	6/9/2022	
06/21/2022	screen in living room towards driveway repair/replace replace smoke detector by front door replace smoke upstairs mice traps needed	705-1/705-1/25	materials have been ordered all finished except for screens	$150.00		21774	08/20/2022	6/23/2022	Had to wait for screening material to complete.
06/21/2022	countertop needs replacement all bedroom walls need repair bathroom floor upstairs needs replacement	705-1/705-1/13	Contractor contacted to complete work.	$10,500.00	Counter top-sheet rock-VCT tile	21781	07/27/2022	8/5/2022	

Oxford Housing Authority

Deferred Maintenance Report

For work orders deferred between 7/1/2021 and 6/30/2022

06/21/2022	screens in multiple bedroom windows have holes	689/2LL/001	Materials are ordered waiting for delivery	$200.00		21790	07/15/2022	6/30/2022	Had to wait for screen material to come in.
06/21/2022	Heat in living room will not shut off *******deferred to Jay Plumber valve needs replaced***	667-3/07/7A	waiting for Contractor to come in	$130.00		21806	08/20/2022	6/23/2022	
06/24/2022	Bathroom vent fan not working	705-1/705-1/01	Need to order new fan.	$120.00		21590	08/23/2022	8/23/2022	
06/21/2022	Missing screens (backdoor was taken by maintenance and never returned)	705-1/705-1/09	Screens deferred until pin ordered and screen material arrives.	$75.00		21866	08/22/2022	6/29/2022	
06/21/2022	Door screen needed for back porch.	705-1/705-1/03	Waiting on materials	$80.00		21867	08/22/2022	6/28/2022	
06/21/2022	Screens on driveway side needs repair/replacement	705-1/705-1/01	Waiting on supplies to come in for screens	$75.00		21868	08/22/2022	6/28/2022	
06/21/2022	Busted screen back sliding door, two missing screens.	705-1/705-1/09	Waiting on materials to fix screens	$300.00		21869	08/22/2022	6/29/2022	
06/21/2022	Screen in living room towards driveway reapri/replace	705-1/705-1/25	Waiting on materials	$30.00		21870	08/22/2022	6/30/2022	
06/24/2022	Door Buzzer not working.	667-3/01/05	Ron has been called 6/24/2022 @10:45am.	$130.00		21872	06/27/2022	6/27/2022	
06/29/2022	(1) French door lock not working (2) Stove needs big burner wiring	705-1/705-1/03	(1) Waiting on contractor, Joseph's Lock (2) Waiting for stove parts to arrive	$0.00		21970	09/04/2022	8/4/2022	
	22 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 06/30/2022. 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 Oxford Housing Authority operating reserve at the end of fiscal year 2022 was $389,079.00, which is 72.7% 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 Oxford 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	$927,600.00	$929,303.00	$948,000.00	2%	$434.07
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	$300.00	$754.00	$3,500.00	364.2%	$1.60
3611	Interest on Investments - Restricted	$0.00	$0.00	$0.00	0%	$0.00
3690	Other Revenue	$13,200.00	$10,446.00	$11,200.00	7.2%	$5.13
3691	Other Revenue - Retained	$33,500.00	$48,925.00	$39,000.00	-20.3%	$17.86
3692	Other Revenue - Operating Reserves	$0.00	$0.00	$0.00	0%	$0.00
3693	Other Revenue - Energy Net Meter	$33,500.00	$37,489.00	$39,000.00	4%	$17.86
3801	Operating Subsidy - DHCD (4001)	$135,495.00	$56,535.00	$209,886.00	271.2%	$96.10
3802	Operating Subsidy - MRVP Landlords	$0.00	$0.00	$0.00	0%	$0.00
3803	Restricted Grants Received	$0.00	$0.00	$0.00	0%	$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	$0.00	$0.00	$0.00	0%	$0.00
3000	TOTAL REVENUE	$1,143,595.00	$1,083,452.00	$1,250,586.00	15.4%	$572.61

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Oxford 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	$156,950.00	$151,509.00	$175,621.00	15.9%	$80.41
4120	Compensated Absences	$0.00	$3,940.00	$0.00	-100%	$0.00
4130	Legal	$3,500.00	$0.00	$4,000.00	100%	$1.83
4140	Members Compensation	$0.00	$0.00	$0.00	0%	$0.00
4150	Travel & Related Expenses	$4,331.00	$924.00	$3,637.00	293.6%	$1.67
4170	Accounting Services	$13,400.00	$13,405.00	$14,300.00	6.7%	$6.55
4171	Audit Costs	$11,280.00	$11,280.00	$12,000.00	6.4%	$5.49
4180	Penalties & Interest	$0.00	$0.00	$0.00	0%	$0.00
4190	Administrative Other	$41,585.00	$30,664.00	$32,250.00	5.2%	$14.77
4191	Tenant Organization	$500.00	$0.00	$500.00	100%	$0.23
4100	TOTAL ADMINISTRATION	$231,546.00	$211,722.00	$242,308.00	14.4%	$110.95
4310	Water	$37,620.00	$30,790.00	$32,200.00	4.6%	$14.74
4320	Electricity	$265,500.00	$200,324.00	$316,200.00	57.8%	$144.78
4330	Gas	$13,855.00	$20,206.00	$25,272.00	25.1%	$11.57
4340	Fuel	$24,096.00	$35,916.00	$39,600.00	10.3%	$18.13
4360	Net Meter Utility Debit/Energy Conservation	$67,000.00	$74,978.00	$78,000.00	4%	$35.71
4390	Other	$19,750.00	$19,010.00	$19,750.00	3.9%	$9.04
4391	Solar Operator Costs	$78,225.00	$70,426.00	$73,000.00	3.7%	$33.42
4392	Net Meter Utility Credit (Negative Amount)	$-132,600.00	$-145,404.00	$-151,000.0	3.8%	$-69.14
4300	TOTAL UTILITIES	$373,446.00	$306,246.00	$433,022.00	41.4%	$198.27

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Oxford 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	$187,819.00	$178,956.00	$185,994.00	3.9%	$85.16
4420	Materials & Supplies	$37,346.00	$51,563.00	$54,075.00	4.9%	$24.76
4430	Contract Costs	$69,100.00	$86,018.00	$86,000.00	0%	$39.38
4400	TOTAL MAINTENANCE	$294,265.00	$316,537.00	$326,069.00	3%	$149.30
4510	Insurance	$45,684.00	$44,199.00	$45,571.00	3.1%	$20.87
4520	Payment in Lieu of Taxes	$3,650.00	$3,650.00	$4,009.00	9.8%	$1.84
4540	Employee Benefits	$153,954.00	$154,876.00	$160,607.00	3.7%	$73.54
4541	Employee Benefits - GASB 45	$0.00	$98,318.00	$0.00	-100%	$0.00
4542	Pension Expense - GASB 68	$0.00	$0.00	$0.00	0%	$0.00
4570	Collection Loss	$2,000.00	$1,805.00	$2,000.00	10.8%	$0.92
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	$360.00	$14,000.00	$0.00	-100%	$0.00
4500	TOTAL GENERAL EXPENSES	$205,648.00	$316,848.00	$212,187.00	-33%	$97.16
4610	Extraordinary Maintenance	$54,690.00	$9,131.00	$30,000.00	228.6%	$13.74
4611	Equipment Purchases - Non Capitalized	$14,000.00	$8,527.00	$8,700.00	2%	$3.98
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	$315,493.00	$0.00	-100%	$0.00
4600	TOTAL OTHER EXPENSES	$68,690.00	$333,151.00	$38,700.00	-88.4%	$17.72
4000	TOTAL EXPENSES	$1,173,595.00	$1,484,504.00	$1,252,286.00	-15.6%	$573.39

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Oxford 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	$1,143,595.00	$1,083,452.00	$1,250,586.00	15.4%	$572.61
4000	TOTAL EXPENSES	$1,173,595.00	$1,484,504.00	$1,252,286.00	-15.6%	$573.39
2700	NET INCOME (DEFICIT)	$-30,000.00	$-401,052.00	$-1,700.00	-99.6%	$-0.78
7520	Replacements of Equip. - Capitalized	$6,100.00	$6,134.00	$0.00	-100%	$0.00
7540	Betterments & Additions - Capitalized	$30,000.00	$51,596.00	$0.00	-100%	$0.00
7500	TOTAL NONOPERATING EXPENDITURES	$36,100.00	$57,730.00	$0.00	-100%	$0.00
7600	EXCESS REVENUE OVER EXPENSES	$-66,100.00	$-458,782.00	$-1,700.00	-99.6%	$-0.78

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 properly 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.

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

<u>4320: Electricity</u>: 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.

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

<u>4340: Fuel:</u> 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.

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

<u>4390: Other Utilities:</u> 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.

<u>4391: Solar Operator Costs:</u> 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.

<u>4392: Net Meter Utility Credit (Negative Amount):</u> 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.

<u>4410: Maintenance Labor:</u> 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 Oxford 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

Reason: We forgot to hit submit button

Response: We will be more diligent in the future

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

Criterion: Staff completed relevant certifications or trainings
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: No Findings

Category: CHAMP

Criterion: Paper applications are available, received and entered into CHAMP
Rating: Operational Guidance

Criterion: Vacancies are recorded correctly and occupied using CHAMP
Rating: Corrective Action

> Reason: We were reporting things correctly in PHA - Network but (move in - move out) however, our move in move out document stated that it was a day earlier each time.
>
> Response: We discussed this software issue with Bob at PHA -Network and this is a contagious error. Thus we have to make the date one day prior to get the correct date.

Category: Facility Management - Inspection Standards and Practices

Criterion: 100% of units inspected during FYE under review
Rating: No Findings

Criterion: Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM / CIP
Rating: Corrective Action

> Reason: We need to use a different method due to how the paperwork is formatted
>
> Response: We are now using the PHA-Network vacancy report to generate our work orders.

Criterion: Unit inspection reports accurately reflect necessary repairs
Rating: No Findings

Category: Facility Management - Vacancy Turnover Standards and Practices

Criterion: Work orders created for every vacancy and completed within 30 days (or waiver requested)
Rating: Corrective Action

> Reason: As above - We need to use a different method due to how the paperwork is formatted
>
> Response: As above - We are now using the PHA-Network vacancy report to generate our work orders.

Criterion: Vacancy turnover work orders accurately reflect necessary repairs
Rating: No Findings

Category: Facility Management - Preventive Maintenance Standards and Practices

Criterion: LHA Preventive Maintenance Plan accurately reflects all necessary work to maximize life of LHA components
Rating: No Findings

Category: Facility Management - Work Order Types and Systems

Criterion: All emergency work orders are created, tracked, reported and completed within 48 hours
Rating: No Findings

Criterion: All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP
Rating: No Findings

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
Occupancy Rate	The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report) • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement) • “No Findings” : At or below 2% • “Operational Guidance”: More than 2% , but less than 5% • “Corrective Action”: 5% or more
Certifications and Reporting Submissions	Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end. • “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	Percentage of board members that have completed the mandatory online board member training. • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training
Staff Certifications and Training	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. • No Findings: LHAs completed the required number of trainings Corrective Action: LHAs have not completed any trainings
Annual Plan (AP) Submitted	Housing authorities are required to submit an annual plan every year. • “No Findings” =Submitted on time • “Operational Guidance” =Up to 45 days late • “Corrective Action” =More than 45 days late

CRITERION	DESCRIPTION
CHAMP	
Paper applications	Paper applications are available, received and entered into CHAMP • 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 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
Vacancies occupied using CHAMP	Vacancies are recorded correctly and occupied using CHAMP • 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	The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending. Underspending Rating: • "No Findings" : 0 to 9.9% • "Operational Guidance": 10 to 14.9% • "Corrective Action": 15% or higher Overspending Rating: • "No Findings" : 0 to -4.9% • "Operational Guidance": -5% to -9.9% • "Corrective Action": -10% or below
Operating Reserves	Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures. • "No Findings" :35%+ of maximum operating reserve • "Operational Guidance": 20% to 34.9% of maximum operating reserve • "Corrective Action": <20% of maximum operating reserve
Capital Planning	
Capital Spending	Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period • "No Findings" = at least 80% • "Operational Guidance" = At least 50% • "Corrective Action" = Less than 50%

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management – Inspection Standards and Practices	
100% Unit Inspections	All units inspected at LHA during FY under review • No Findings: 100% of units inspected Corrective Action: Less than 100% of units inspected
LHA Inspections Reports/Work Orders	Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP • 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	Unit inspection reports accurately reflect necessary repairs • 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 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
Facility Management – Vacancy Turnover Standards and Practices	

CRITERION	DESCRIPTION
Vacancy Turnover Work Orders	Work orders created for every vacancy and completed within 30 days (or waiver requested) • 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 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
Accuracy and Standard of Vacancy Turnovers	Vacancy turnover work orders accurately reflect necessary repairs • 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 Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies
Facility Management – Preventative Maintenance Standards and Practices	
LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules	LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components • 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 Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies
Work Order Types and Systems	
Emergency Work Orders	All emergency work orders are created, tracked, reported and completed within 48 hours • 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
	• 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	All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP • 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 Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	10/13/2020	
*Personnel Policy	12/14/2021	
*Capitalization Policy	10/13/2020	
*Procurement Policy	09/15/2020	
*Grievance Policy	08/26/2020	
Smoking Policy	09/15/2020	
Other – Define in the 'Notes' column	09/15/2020	Deferred Maintenance Policy
Other – Define in the 'Notes' column	09/15/2020	Bad Debt Write Off Policy
Other – Define in the 'Notes' column	10/13/2020	Equipment Capitalization Policy
Other – Define in the 'Notes' column	10/13/2020	Fraud Policy
Other – Define in the 'Notes' column	10/13/2020	Internal Unit Inspection
Other – Define in the 'Notes' column	11/09/2021	Abandoned Unit
Other – Define in the 'Notes' column	10/13/2020	Rent Calculation
Other – Define in the 'Notes' column	10/13/2020	Violence Against Women
Other – Define in the 'Notes' column	10/13/2020	Privacy Policy

Policy	Last Ratified by Board Vote	Notes
Credit/Debit Card Policy	10/13/2020	
Investment Policy	10/13/2020	
Travel Policy	10/13/2020	
Other – Define in the 'Notes' column	10/13/2020	Lockout Policy
Other – Define in the 'Notes' column	10/13/2020	Air Conditioner Policy
Other – Define in the 'Notes' column	10/13/2020	Feeding Animal Policy
Other – Define in the 'Notes' column	10/13/2020	Totally un-employable disabled veteran rent determination policy
Other – Define in the 'Notes' column	10/13/2020	Wage match
Other – Define in the 'Notes' column	10/13/2020	Tenant Selection
Fair Housing Marketing Plan	06/14/2022	
Language Access Plan	06/14/2022	
Reasonable Accommodations Policy	06/14/2022	

* 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-Oxford Housing Authority-00771 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Attachments

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

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

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

OXFORD HOUSING AUTHORITY
Tenant Association

23 Wheelock Street
Oxford, Massachusetts 01540
Telephone (508) 987-5055

Barry Wilson, President
Vice- President
Peggy Madore, Treasurer
Paula Goddard, Secretary

Huguenot Arms Tenant Association

Date: 3/13/2023

Dear Mr. Nadon,
The Huguenot Arms Tenant Association approves the Oxford Housing Authority CIP Plan and the Annual Plan as it was presented. There were no questions from the people that were present at the presentation.

Please do not hesitate to contact me in writing if you have any questions.

Thank you,

Roy B Wil

Barry Wilson President

Oxford Housing Authority
Annual Plan Hearing – Public Comments

We had our Annual Plan Hearing on March 13^{th}, 2023. There were no Public Comments.

Barry Nadone
Executive Director

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, Fall 2021, and Fall 2022. CSR surveyed all family units in Fall 2020.

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.

OXFORD HOUSING AUTHORITY

Chapter 667 Housing
Summary 2016 - 2018

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

Fall 2016:
- Surveys were sent to 9624 housing units (Chapter 667). 5511 surveys were filled out and returned.

Fall 2017:
- Surveys were sent to 6024 housing units (Chapter 667). 3391 surveys were filled out and returned.

Fall 2018:
- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.

- In the **Oxford Housing Authority,** surveys were sent to a total of **166** housing units (Chapter 667); **108** surveys were completed.

This report provides some information about how the residents from the **Oxford 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: Acton, Auburn, Ayer, Charlton, Clinton, Concord, Dudley, Gardner, Grafton, Groton, Holden, Hopkinton, Hudson, Lancaster, Leicester, Littleton, Lunenburg, Maynard, North Brookfield, Northborough, Northbridge, Oxford, Pepperell, Shrewsbury, Southborough, Southbridge, Spencer, Sterling, Sudbury, Sutton, Templeton, Upton, Uxbridge, Webster, West Boylston, West Brookfield, Westborough, Westford, and Winchendon.

Communication

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

	Oxford Housing Authority	Small LHAs in Central MA*	Entire State
Contacted management about a problem or concern……	79%	77%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management…………....	92%	89%	87%
Saw the Capital Improvement Plan…………	20%	32%	30%
Saw the Operating Budget…………………..	12%	18%	17%
Knew the Executive Director held a meeting with residents...	61%	53%	53%

* Small LHAs in Central Massachusetts include: Acton, Auburn, Ayer, Charlton, Clinton, Concord, Dudley, Gardner, Grafton, Groton, Holden, Hopkinton, Hudson, Lancaster, Leicester, Littleton, Lunenburg, Maynard, North Brookfield, Northborough, Northbridge, Oxford, Pepperell, Shrewsbury, Southborough, Southbridge, Spencer, Sterling, Sudbury, Sutton, Templeton, Upton, Uxbridge, Webster, West Boylston, West Brookfield, Westborough, Westford, and Winchendon.

Services and Programs

37% of the Oxford Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Oxford Housing Authority	Small LHAs in Central MA	Entire State
Job training programs………………………	**2%**	**4%**	**6%**
Money management programs (*budgeting, taxes, income building*)……..…….	**6%**	**9%**	**10%**
Children's programs (*tutoring, childcare, afterschool programs*)…..	**0%**	**1%**	**2%**
Health and Medical Services (*visiting nurse, meal programs*)………..........	**28%**	**34%**	**35%**
Adult Education (*GED, ESL, educational counseling*) …………	**5%**	**7%**	**10%**

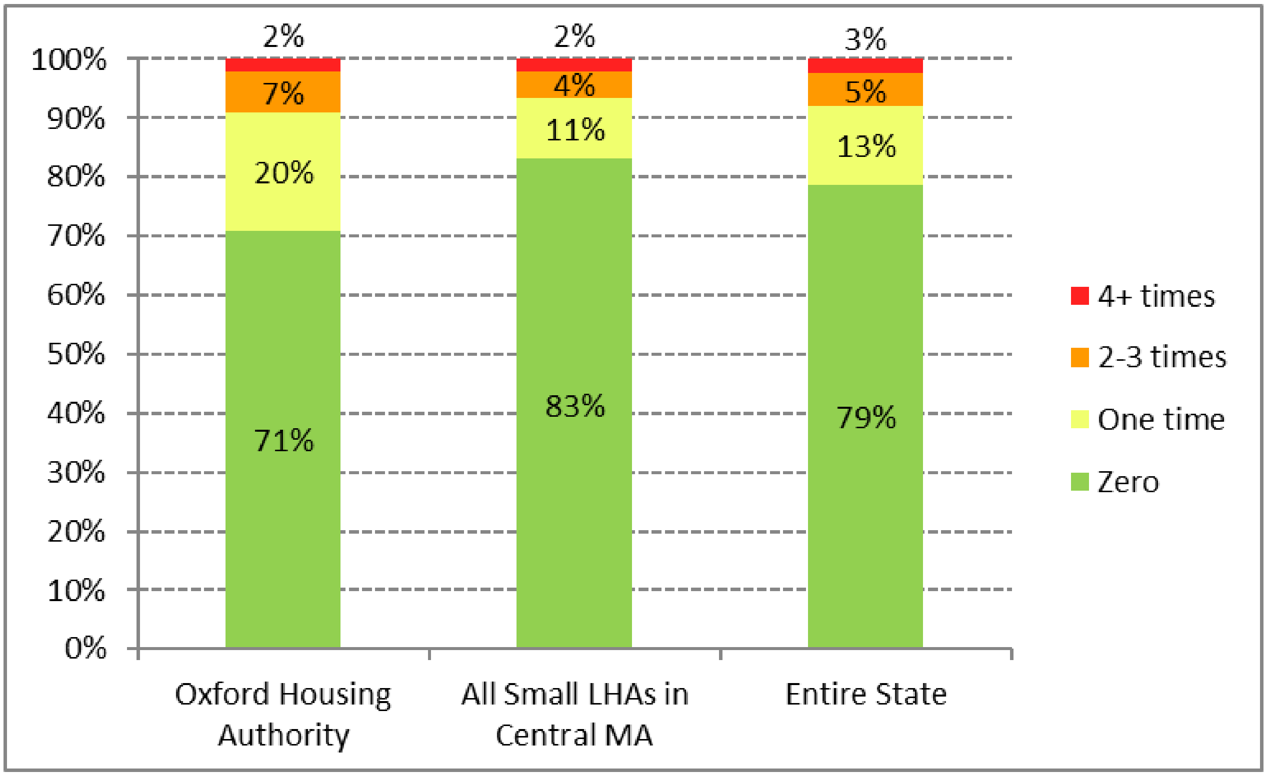
Maintenance and Repair

Who had problems? About one-third of respondents had a problem with their heating and about one-third had a plumbing problem in the last 12 months.

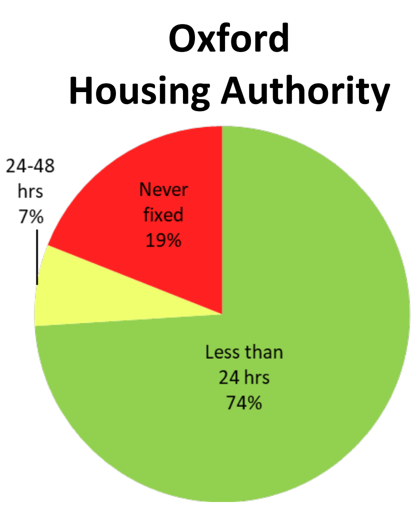
	Oxford Housing Authority	Small LHAs in Central MA	Entire State
Had a heating problem…………………….…………….	**29%**	**17%**	**21%**
Had a problem with water or plumbing………………….	**39%**	**47%**	**49%**

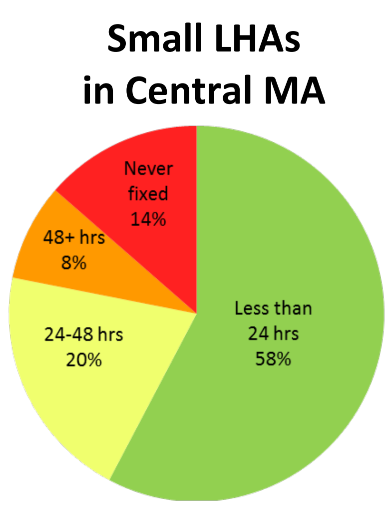
- **Heating Problems**

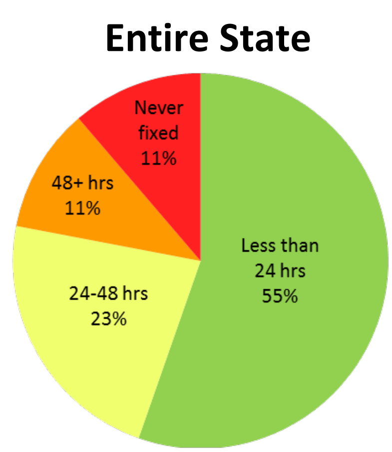
How many times did residents have heating problems?
The chart below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows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



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

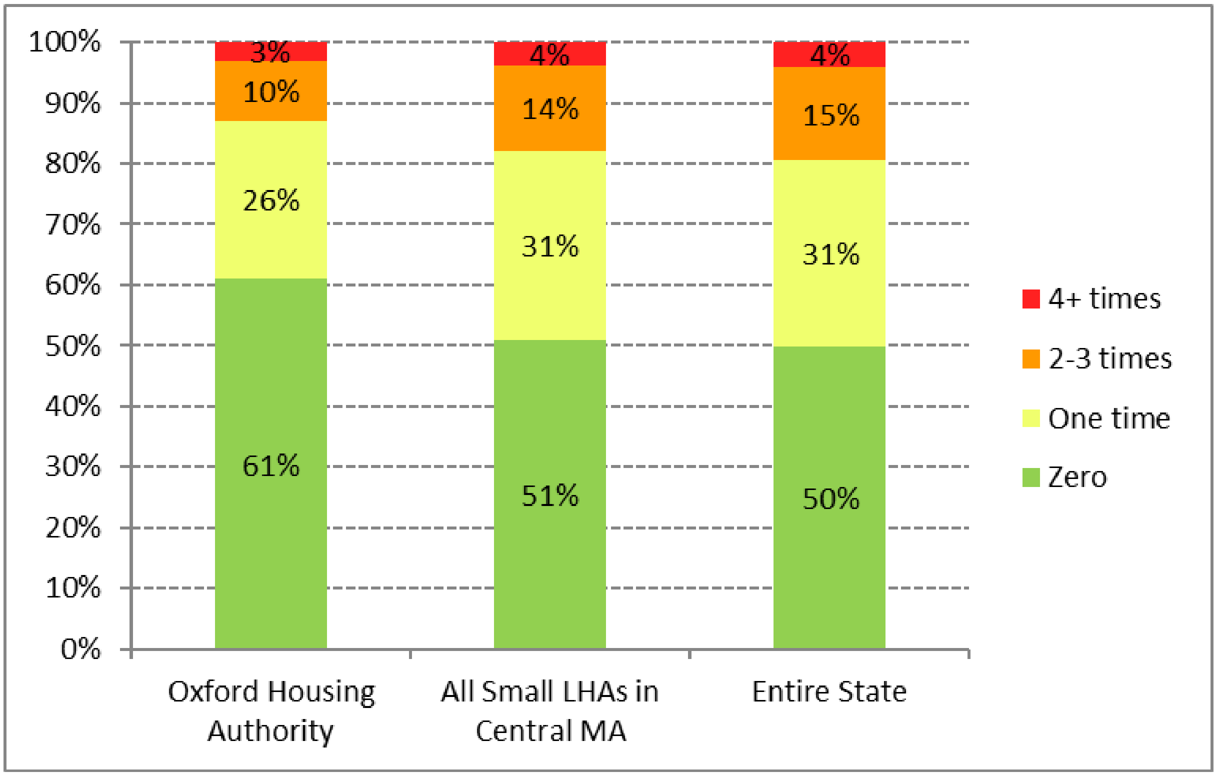




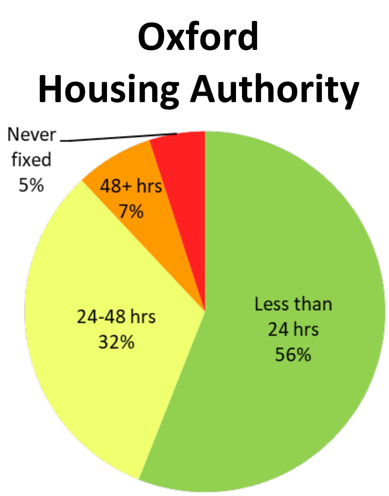


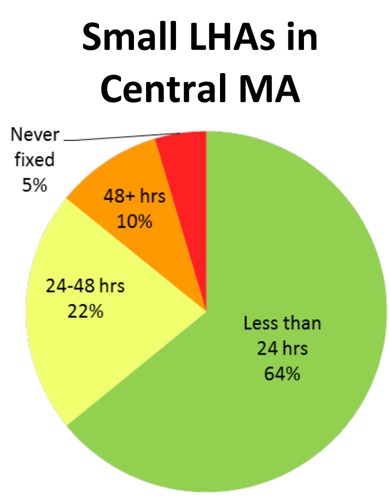
- **Water or Plumbing Problems**

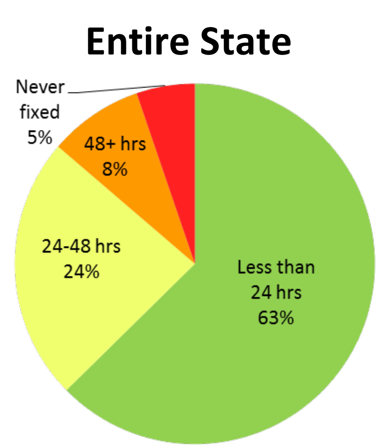
How many times did residents have problems with their water or plumbing?
The chart below shows how many times respondents had water or plumbing problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem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



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

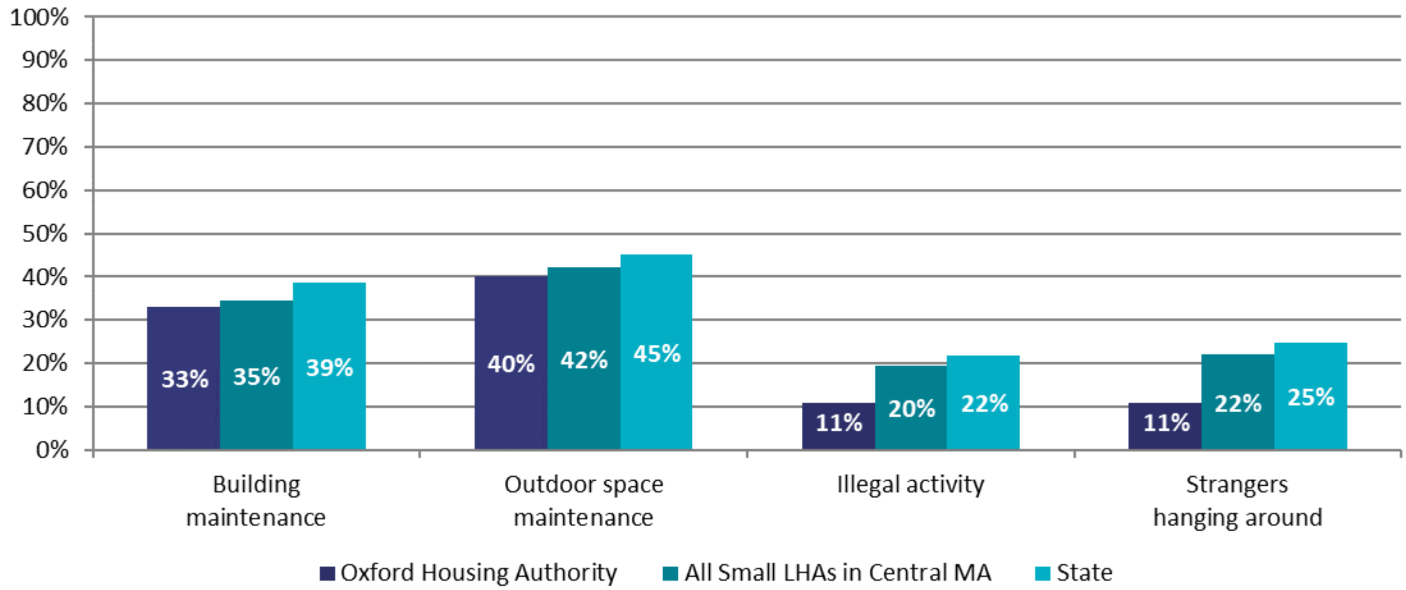






- **What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance *(such as clean halls and stairways and having lights and elevators that work),* outdoor space maintenance *(such as litter removal and clear walk ways),* illegal activity in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

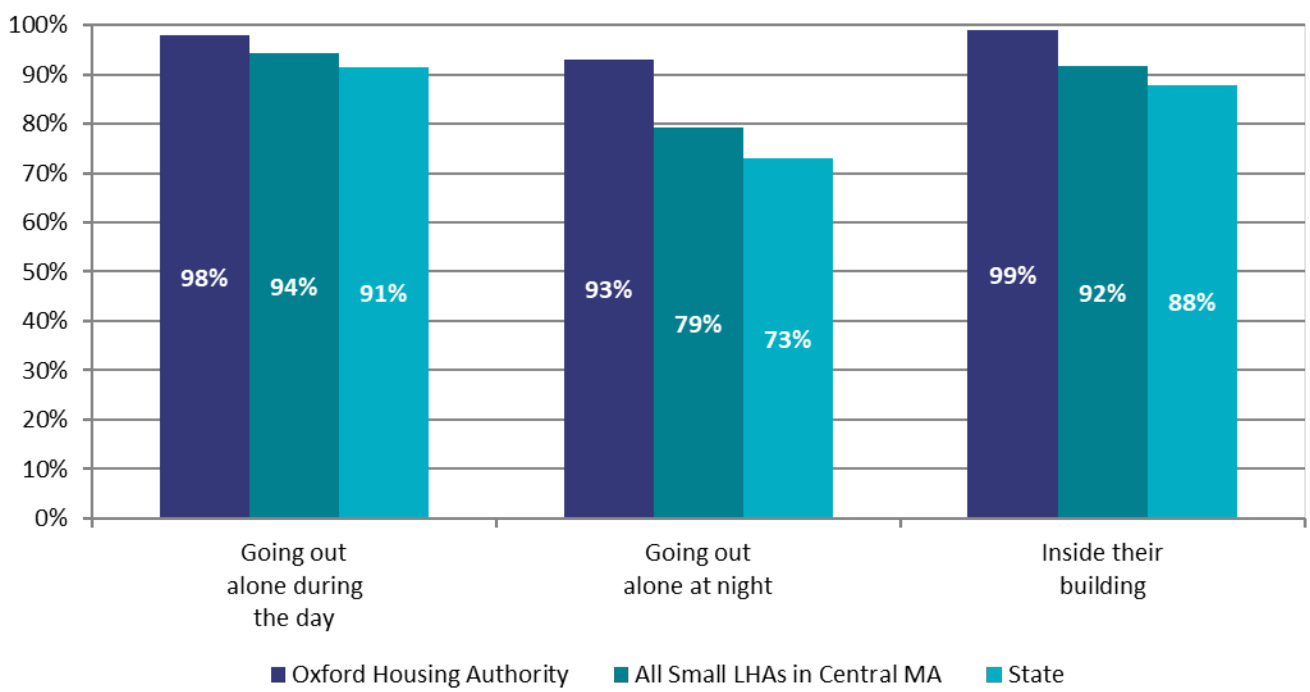
Respondents who "always" or "sometimes" had problems with….



Safety

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

Respondents who felt "very safe" or "mostly safe" ….



OXFORD
HOUSING AUTHORITY
Performance Management Review (PMR) Report
Fiscal Year End 06/30/2022

*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	Oxford Housing Authority
Fiscal Year Ending	06/30/2022
Housing Management Specialist	Kaliah Wheeler
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
	No Findings	Corrective Action	Not Applicable	No Findings
Board Member Training	No Findings			
Certifications and Reporting Submissions	Operational Guidance			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			
	Capital			
Capital Spending	No Findings			

LHA **Oxford 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.
- ☐

Tenant Accounts Receivable (TAR)

Rating All:	No Findings
Rating 667:	No Findings
Rating 200:	Not Applicable
Rating 705:	Corrective Action

- ☐ Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- ☑ Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- ☐ Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
- ☐ Report to credit bureau when resident has vacated unit with past due rent balance.
- ☐ Consider using small claims court (https://www.mass.gov/info-details/massachusetts-law-about-small-claims)
- ☑ Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
- ☑ Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected. Don't allow tenant balances to build-up before doing lease enforcement. Review aged receivables report regularly.
- ☐ Set reasonable thresholds for commencing legal action.
- ☑ Ensure proper documentation of past due balances and collection efforts with tenants.
- ☑ Other: Quarter ending 12/31/2022 TAR Statement was not submitted on time, therefore, this criteria cannot be evaluated.

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:

Certifications and Reporting Submissions

Rating: Operational Guidance

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

Annual Plan Submission

Rating: No Findings

- ☐ Annual Plan submitted up to 45 days late
- ☐ Annual Plan not submitted/submitted more than 45 days late
- ☐ Other:

Adjusted Net Income/Revenue

Rating: No Findings

Revenue:

- ☐ Update and adhere to rent collection policy
- ☐ Update marketing plan
- ☐ Update internal policies related to vacant unit turnover
- ☐ Review rent roll to identify outstanding rents and/or patterns of rent delinquency.
- ☐ Review operating statements to identify trends in revenue collection such as LHA-wide or development-centered rent issues.
- ☐ 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)
- ☐ Set up repayment agreements with tenants as soon as tenant becomes in arrears; do not let large balances accrue.
- ☐ Make it easier for tenants to pay rent. For example, consider online payments, lockboxes for night time drop-off or extended office hours
- ☐ Review budget reports with both fee accountant/financial staff and your board to stay on top of revenue trends.
- ☐ Ensure rent determinations are completed regularly and are in adherence with DHCD policy

☐ Expense:

Salaries

- ☐ Monitor expenses throughout the year; over or underspending in certain budget lines, can be fixed by reducing or increasing other lines to ensure you stay within your ANUEL.
- ☐ Consider a reorganization of staff time/roles and improve processes.
- ☐ Hire temporary workers or offer overtime to current employees to pick up the workload of staff out on leave.
- ☐ Ensure your budget is in compliance with state and federal requirements regarding allocations.

Legal

- ☐ Review and if needed revise tenant selection process, rent collection process and notice to quit process to reduce evictions/legal costs.
- ☐ Start tracking or better estimate evicition costs based on historical averages throughout the year. If legal costs for evictions are running higher than expected, reduce other budget lines to ensure you stay within your ANUEL.
- ☐ If you qualify, use DHCD's regional attorney program.

Utilities

☐ Use online resources such as WegoWise, MassEnergyInsight or software provided by your utility company to track and monitor utility usage. Review the usage monthly to look for unusual expenditures.

☐ Weatherize units to improve insulation. Reach out to maintenance director or DHCD staff for more information.

☐ Request a referral from your HMS to DHCD's sustainability coordinator if you are interested in saving money through the installation of low-flow toilets, showerheads, LED lights or other cost-savings, energy-efficient measures. DHCD frequently has incentive programs that pay for the procurement and installation of energy and water saving appliances and tools at your LHA.

☐ Ensure that you have an air conditioner policy that precludes a/c being in windows out of season/enforce policy if already in place.

Maintenance

☐ Develop or update your preventive maintenance, deferred maintenance and routine maintenance plans and review monthly with maintenance staff.

☐ Develop or update your procurement and purchasing policies and review with staff.

☐ Develop a system to schedule and track preventive maintenance, reach out to your facilities management specialist for assistance.

☐ If contractor costs are high, see if your current maintenance team can complete the work or if it is possible to contract with a tradesman.

☐ Consider bulk purchasing for supplies and shop around for the best deals.

☐ Consider investing (through purchase or maintenance) in equipment that may reduce hours spent on maintenance (such as a snow blower to reduce time shoveling).

☐ Other: Quarter ending 6/30/2022 operating statement was not submitted on time, therefore, this criteria cannot be evaluated to determine the actual fiscal year adjusted net income.

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: Quarter ending 6/30/2022 operating statement was not submitted on time, therefore, this criteria cannot be evaluated to determine the actual operating reserves.

Capital Spending

Rating: No Findings

☐ Spent 50-79% of the past three years of Formula Funding (FF)

☐ Spent less than 50% of the past three years of Formula Funding (FF)

☐ Other:

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)
CHAMP PMR Report

For any questions on your CHAMP PMR Report, please contact your HMS.

Housing Authority	Oxford Housing Authority
Fiscal Year End Date	June 30, 2022
Dates	July 1, 2021 to June 30, 2022
HMS Name	Kaliah Wheeler

Criteria 1: Paper applications available, received and entered into CHAMP

Criteria 1A: Paper Application Availability

Rating: No Findings

Recommendations:
1. No recommendations.

Criteria 1B: Paper Application Timestamps

Rating: No Findings

Recommendations:
1. No recommendations.

Criteria 1C: Paper Application Entry

Rating: Operational Guidance

Recommendations:
1. Prioritize CHAMP Paper Application data entry to ensure that you LHA increases the number of CHAMP Paper Applications that entered within 15 calendar days. At least 90% of CHAMP Paper Applications must be entered into CHAMP within 15 calendar days of the date/timestamp.
2. Prioritize CHAMP Paper Application data entry to ensure that your LHA reduces the number of CHAMP Paper Applications entered more than 30 days from receipt. No more than 2% of CHAMP Paper Applications can be entered more than 30 days after date/timestamp.

Criteria 2: All vacancies are reported and all occupied units filled with CHAMP

Criteria 2A: Vacancies Reported and Recorded on Time

Rating: Corrective Action

Recommendations:
1. Ensure that all vacancies are recorded in the DHCD Housing Apps Vacancy Reporting System within 30 days of the vacancy date.
2. Establish reoccurring calendars reminders to help ensure vacancy data is entered into the DHCD Housing Apps Vacancy Reporting System within 30 days.

Criteria 2B: Vacancies Filled Using CHAMP

Rating: Operational Guidance

Recommendations:
1. Ensure that all offers of housing were made using CHAMP for all units occupied in the Fiscal Year (Excluding Admin Transfers).
2. Ensure that all unit offer data is correctly entered into the DHCD Housing Apps Vacancy Reporting System (Including Application ID, List Pull ID, Applicant Priority/Preference, and Lease Start date)

3. Prioritize entering Admin Transfers accurately into the Vacancy Reporting System. This includes selecting "Admin" as the priority for the applicant being transferred.

Report Date: Oct. 20, 2022

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)
PMR Physical Condition Report
For any questions on your FMS PMR Ratings, please contact your FMS.

LHA Name	OXFORD HOUSING AUTHORITY
FYE	06/30/2022
HMS Name	Kaliah Wheeler
FMS Name	Wilzor Exantus

Criteria 1: 100% of units inspected during FYE under review

Rating: No Findings

Recommendations:
1. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
2. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection
3. Ensure that work orders are created, tracked, and completed for all Health and Safety deficiencies
4. Ensure that all Notices of Lease Violation are issued for all tenant related deficiencies identified during unit inspection
5. Ensure that all Lease Violations are resolved per DHCD guidance
6. Contact your FMS for technical assistance

Criteria 2: Unit inspection Reports create, track, and report Work Orders for inspection repairs, and Work Orders are completed within 30 days or added to DM/CIP

Rating: Corrective Action

Recommendations:
1. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
2. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection
3. Ensure that work orders are created, tracked, and completed for all Health and Safety deficiencies
4. Ensure that all Notices of Lease Violation are issued for all tenant related deficiencies identified during unit inspection
5. Ensure that all Lease Violations are resolved per DHCD guidance
6. Contact your FMS for technical assistance

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 4: Work Orders created for every vacancy and completed within 30 days (or waiver requested)

Rating: Corrective Action

Recommendations:

1. Ensure that all work required for a Vacancy Turn Over is recorded in a Vacancy Turn Over Work Order
2. Ensure that all Vacancy Turn Over Work Orders are created and tracked per DHCD guidance
3. 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
4. Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
5. 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.
6. Contact your FMS for Technical Assistance
7. 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
8. Request Vacant Unit Funds (see PHN 2016-34 for more information) See Handout F

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 6: LHA Preventive Maintenance Plan accurately reflects all necessary work to maximize life of LHA components

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 7: All emergency work orders are created, tracked, reported and completed within 48 hours

Rating: No Findings

Recommendations:

1. Ensure that all Emergency Work Orders are created, tracked, and reported per DHCD guidance
2. Ensure that all Emergency Work Orders are completed within 48 hours

3. Refer to Property Maintenance Guide (Pages I-5 to I-10) on Emergencies and System Setup See Handout B

4. 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

5. 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

6. Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B

7. 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

8. Contact your FMS for Technical Assistance

Criteria 8: All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP

Rating: No Findings

Recommendations: 1. No recommendations

Health & Safety Deficiencies

Inspection reports were provided to the LHA at the time of the DHCD site visit. There were no Health and Safety deficiencies identified during the PMR Inspection.