

## Overview and Certification

# Ludlow 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 Ludlow 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. Public Comments and LHA Responses
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey 667 Program
  - d. Tenant Satisfaction Survey 667 Program
  - e. Performance Management Review

**State-Aided Public Housing Developments**

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-03	Elderly	CHESTNUT STREET 667-03	1	1916	34
667-02	Elderly	COLONIAL MANOR 667-02	5	1973	48
667-01	Elderly	STATE STREET 667-01	6	1961	40
667-04	Elderly	WILSON STREET 667-04	4	1989	28
	Family	Family units in smaller developments	12		16
Total			28		166

**LHA Central Office**

Ludlow Housing Authority  
114 Wilson St., Ludlow, MA, 01056  
Robin Carvide, Executive Director  
Phone: 413-589-7272  
Email: robin@ludlowhousing.com

**LHA Board of Commissioners**

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Raymond Anderson	Member	Tenant	04/01/2022	03/31/2027
Jon Baldwin	Member	Tenant	05/19/2022	03/31/2025
Audrey Polmanteer	Treasurer	Tenant	04/01/2021	03/31/2026
Susan Stanek	Chair	State Appointee	04/01/2018	03/31/2023

## 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.	04/19/2023
B.	Advertise the public hearing in public postings.	04/12/2023
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	04/20/2023
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	06/27/2023
G.	Executive Director presents the Annual Plan to the Board.	06/27/2023
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	06/27/2023

## Certification

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

I, Robin Carvide, Executive Director of the Ludlow Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Ludlow 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 Ludlow 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, Robin Carvide, Executive Director of the Ludlow 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: 06/28/2023

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on August 28, 2023. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

**Additional Remarks by Ludlow Housing Authority**

We received boilers and hot water heaters from LEAN funding in all (3) of our 667 Developments. Award value \$430,000.

**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)	\$996,475.99		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$99,647.60		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$896,828.39	\$793,091.46	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$14,202.17	\$13,875.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$882,626.22	\$779,216.46	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$134,877.34	\$134,877.34	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$598,736.10	\$598,736.10	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$1,630,441.83	\$1,526,704.89	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Ludlow 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	fy2024 Spent	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
161046	2008 FF Master CFA	COLONIAL MANOR 667-02	\$5,400	\$5,400	\$0	\$0	\$0	\$0	\$0	\$0
161097	Drainage Study	STATE STREET 667-01	\$9,900	\$0	\$0	\$6,963	\$0	\$0	\$0	\$0
161100	Update and Re-configure Laundry Room	COLONIAL MANOR 667-02	\$150,396	\$139,581	\$0	\$0	\$0	\$0	\$0	\$0
161102	Replace Common Area Floors	CHESTNUT STREET 705-1B	\$58,355	\$0	\$0	\$50,681	\$0	\$0	\$0	\$0
161119	Epoxy Floor Study on Balconies	STATE STREET 667-01	\$3,850	\$0	\$0	\$2,570	\$0	\$0	\$0	\$0
161121	Replace Concrete Walkways	STATE STREET 667-01	\$8,250	\$0	\$0	\$5,507	\$0	\$0	\$0	\$0
161125	Interior Accessibility Modifications	WILSON STREET 667-04	\$375,211	\$15,284	\$0	\$67,143	\$0	\$0	\$0	\$0
161127	VCT Replacement at unit turnover	STATE STREET 667-01	\$12,348	\$0	\$0	\$12,348	\$0	\$0	\$0	\$0
161129	Roof Replacement at Colonial Sunset Manor	COLONIAL MANOR 667-02	\$338,500	\$0	\$0	\$115,611	\$0	\$0	\$0	\$0
161135	ARPA Targeted Award: Ludlow Fed Pac Panel and Fire Alarm	667-02, 667-04	\$423,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
161136	ARPA FF: New SPM Roof, 69 State Street	STATE STREET 667-01	\$48,168	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2024 Spent	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
161137	New Asphalt Shingles State CB	STATE STREET 667-01	\$26,400	\$0	\$0	\$24,498	\$0	\$0	\$0	\$0
161138	ARPA FF: Balcony Repair State Street	CHESTNUT STREET 667-03\ STATE STREET 667-01	\$17,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
161139	ARPA FF: Electric panel replacement St	STATE STREET 667-01	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
161141	ARPA FF: Maint garage Repairs Wilson	WILSON STREET 667-04	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
161142	ARPA FF: Foudation Ins repairs Wilson	WILSON STREET 667-04	\$20,081	\$0	\$0	\$0	\$0	\$0	\$0	\$0
161143	Replace crank out style windows	CHESTNUT STREET 667-03	\$52,938	\$0	\$0	\$52,938	\$0	\$0	\$0	\$0
161144	New Asphalt Parking Maintenance Garage	WILSON STREET 667-04	\$37,813	\$0	\$0	\$37,813	\$0	\$0	\$0	\$0
161146	Unit Vacancy Turnover 2022-Chestnut St	CHESTNUT STREET 667-03	\$11,875	\$0	\$0	\$1,313	\$10,563	\$0	\$0	\$0
161148	Vacancy Turnover Unit-Chestnut St #113	CHESTNUT STREET 667-03	\$11,875	\$0	\$0	\$1,313	\$10,563	\$0	\$0	\$0
161151	Flooring Abatement & Replacement 46 #2 State	STATE STREET 667-01	\$9,375	\$0	\$0	\$5,854	\$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	fy2024 Spent	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
161152	Flooring Abatement & Replacement 46 #5 State	STATE STREET 667-01	\$9,375	\$0	\$0	\$5,854	\$0	\$0	\$0	\$0
161154	Flooring Abatement & Replacement 69 State #4	STATE STREET 667-01	\$9,375	\$0	\$0	\$6,594	\$0	\$0	\$0	\$0
•	Unit Vacancy Turnover 2022-Colonial Manor	COLONIAL MANOR 667-02	\$11,875	\$0	\$0	\$0	\$11,875	\$0	\$0	\$0
•	Replace Flooring & Kitchen - 103B Wilson	COLONIAL MANOR 667-02	\$9,938	\$0	\$0	\$0	\$9,938	\$0	\$0	\$0
•	Repave Existing Parking Lot	COLONIAL MANOR 667-02	\$385,482	\$0	\$0	\$0	\$0	\$0	\$2,143	\$217,312
•	Paint Common Hallways - Chestnut St	CHESTNUT STREET 667-03	\$22,688	\$0	\$0	\$0	\$22,688	\$0	\$0	\$0
•	Asphalt Paving at Chestnut Street	CHESTNUT STREET 667-03	\$102,581	\$0	\$0	\$476	\$0	\$0	\$0	\$0
•	Add Additional Parking Area	WILSON STREET 667-04	\$90,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0
•	Replace Kitchen Cabinets - 25 Butler	JOHN THOMPSON MANOR 705-01	\$11,875	\$0	\$0	\$0	\$0	\$11,875	\$0	\$0
•	Replace Asphalt Driveway & Sidewalks - 23/25 Butler	JOHN THOMPSON MANOR 705-01	\$37,813	\$0	\$0	\$0	\$37,813	\$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	fy2024 Spent	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
•	Replace Asphalt Roof - 23/25 Butler	JOHN THOMPSON MANOR 705-01	\$30,250	\$0	\$0	\$0	\$30,250	\$0	\$0	\$0
•	Replace Kitchen Cabinets - 23 Butler	JOHN THOMPSON MANOR 705-01	\$11,875	\$0	\$0	\$0	\$11,875	\$0	\$0	\$0
•	Replace Sidewalks and Driveways 26-28 & 38-40 Benton St	JOHN THOMPSON MANOR 705-1A	\$68,063	\$0	\$0	\$0	\$0	\$68,063	\$0	\$0
•	Asphalt Roof Replacement - 176 East	East Street 705-1B	\$38,569	\$0	\$0	\$0	\$38,569	\$0	\$0	\$0
•	Asphalt Driveway - 176 East	East Street 705-1B	\$22,688	\$0	\$0	\$0	\$22,688	\$0	\$0	\$0
•	Replace Asphalt Driveway - 48 Higher	Higher St 705-1C	\$17,500	\$0	\$0	\$0	\$17,500	\$0	\$0	\$0
•	Windows, Decking, Siding, Sump Pump - 48 Higher	Higher St 705-1C	\$136,125	\$0	\$0	\$0	\$0	\$0	\$0	\$136,125
•	Roof, Siding, Doors - 37 Warren	Warren St 705-1D	\$128,563	\$0	\$0	\$0	\$0	\$0	\$128,563	\$0
•	Replace Asphalt Driveway - 52 Berkshire	Berkshire St 705-1J	\$22,688	\$0	\$0	\$0	\$22,688	\$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	fy2024 Spent	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
•	Asphalt Sidewalks, Driveway Apron - 72 Williams	Williams St 705-1K	\$9,375	\$0	\$0	\$0	\$9,375	\$0	\$0	\$0
•	Replace Siding, Garage Asphalt Roof, Basement Windows - 72 Williams	Williams St 705-1K	\$113,438	\$0	\$0	\$0	\$0	\$0	\$0	\$113,438
•	Replace Asphalt Driveway - Howard St		\$17,500	\$0	\$0	\$0	\$0	\$17,500	\$0	\$0

## Capital Improvement Plan (CIP)

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain-ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
161125	Interior Accessibility Modifications	vacant unit HP improvements	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0
161135	ARPA Targeted Award: Ludlow Fed Pac Panel and Fire Alarm	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,500
161136	ARPA FF: New SPM Roof, 69 State Street	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48,168
161138	ARPA FF: Balcony Repair State Street	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
161139	ARPA FF: Electric panel replacement St	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
161141	ARPA FF: Maint garage Repairs Wilson	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
161142	ARPA FF: Foudation Ins repairs Wilson	ARPA Formula Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,081
161151	Flooring Abatement & Replacement 46 #2 State	asbestos	\$0	\$18,750	\$0	\$0	\$0	\$0	\$0	\$0
161152	Flooring Abatement & Replacement 46 #5 State	asbestos	\$0	\$18,750	\$0	\$0	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP)**

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
161154	Flooring Abatement & Replacement 69 State #4	asbestos	\$0	\$18,750	\$0	\$0	\$0	\$0	\$0	\$0
•	Asphalt Paving at Chestnut Street	Formula Funding Award	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$102,073

**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.

Ludlow 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.

Ludlow Housing Authority has not requested additional funding.

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

Increase in project goals to address improvements to the rural developments by improving siding, roofing, driveways and walkways. Additional parking areas at Wilson and Colonial, painting of common areas at Chestnut are among some of the new projects contained in the FY24 plan

**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:

Chestnut Street development is in need of a new heating system. We are moving other projects forward in the plan to achieve this costly expense.

**5. Requirements of previous CIP approval**

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

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 04/19/2023.



**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 04/18/2023.

**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**

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

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 4/2022 to 3/2023.

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

705-1B

705-1C

705-01

The LHA will evaluate the increased water usage at the 705 developments, if a issues is found RCAT will work with the LHA to develop a project plan

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

10% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

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

Have vacancy turnover projects in the plan to assist in rehabilitating these units to get them back online as quickly as possible.

# CIP Approval For Ludlow Housing Authority for FY 2024

## Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

8/28/2023

Congratulations! The CIP-2024 submitted by Ludlow Housing Authority is approved, subject to the following conditions:

- Please design projects to more resilient standards as needed.
- Your LHA participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:
  - o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT will offer technical assistance upon your request. DHCD recently revised the Small Project Guide to address statutory and policy changes. It is available on the web at <http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>. The Guide contains step-by-step instructions to help you make sure that your projects are done efficiently, cost-effectively and according to applicable statutes, rules and regulations. Please be sure to complete projects in accordance with the requirements and procedures described in the Guide.
  - o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with LHA involvement and oversight throughout the process. If you have projects in this range, you will be working with your RCAT Project Manager who will contact you to initiate your project(s). Please note that DHCD has increased the threshold for independent implementation to \$100,000 construction cost in response to the passage of Chapter 218. Projects with an estimated Construction cost greater than \$25,000 still require soliciting the professional services of an architect or engineer. (See DHCD Small Project guide "When to Hire a Designer" (<http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>)). The RCAT may be able to provide "In House" specifications with an estimated construction cost greater than \$25,000, but requires the approval of DHCD before proceeding.
  - o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. At this point, RCAT will not be involved in the implementation of projects in this range and you will continue to work directly with your DHCD Project Manager and DHCD design staff.

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

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

CPS Number	FISH #	Project Name	TDC Amount *	Other Funding	DHCD Staff Arch/ Eng	WO/RFS Date
161-667-03-S01-19-512	161155	Asphalt Paving at Chestnut Street	\$102,580.99	\$102,073.00	Boxend	11/14/2023

Going forward, if you need to add a project that is not in your approved CIP you will need to submit a revision through CIMS. Instructions for revising your CIP can be found on the CIMS Forms menu.

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Linda Katsudas at (617) 573-1240 with any questions.

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

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

This document was created on 8/28/2023 by Ali Makke, Project Manager

Maintenance and Repair Plan**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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

**Classification and Prioritization of Maintenance Tasks**

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

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

**Emergency Request System**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	413-589-7272	24 hours
Call LHA at Phone Number	413-589-7272	8:30 am to 4:30 pm M-TH

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 Ludlow Housing Authority main office.

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

**Normal Maintenance Request Process**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Text Phone Number		
Call Answering Service	413-589-7272	24 hours
Call Housing Authority Office	413-589-7272	8:30 am to 4:30 pm M-Th
Submit Online at Website		
Email to Following Email	robin@ludlowhousing.com	24 hours
Other		

**Work Order Management**

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

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

We use PHA Network for work orders, all types.

### Maintenance Plan Narrative

Following are Ludlow 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?

Ludlow Housing Maintenance Crew has a wide array of jobs to perform from cleaning yards, fixing blocked pipes, snow removal, regular day to day cleaning and maintenance. With having three developments and 16 Family units spread accross town, it is an unique situation and precious work time can be spent traveling to and from destinations. We performed very well on our PMR even with the new parameters. We did excellant on our AUP audit.

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

We hired a maintenance supervisor position. The first year of this position was a lot of learning and training. We worked hard to find funding to complete vacancies. We had a high turnover of apartments with many upgrades to be made. We replaced 667 boilers and hot water heaters with monies from the LEAN program.

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



We will utilize our formula funding and ARPA funds to make many needed improvements to our building envelopes, including roofs, windows, flooring, insulation, (1) heating system in our basement area of Chestnut Street, which now houses Exit 7 Theatre and Western MA RCAT. We are hoping to replace old boilers with high efficient heating units in the Family 705's as well as replacing roofs, siding, sidewalks and increasing insulation.

#### 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	\$287,809.00	\$54,370.00
Last Fiscal Year Actual Spending	\$289,681.00	\$72,839.00
Current Fiscal Year Budget	\$297,079.00	\$58,700.00

#### E. Unit Turnover Summary

# Turnovers Last Fiscal Year	17
Average time from date vacated to make Unit "Maintenance Ready"	189 days
Average time from date vacated to lease up of unit	196 days

#### F. Anything else to say regarding the Maintenance Plan Narrative?

Maintenance will be working together and setting new goals for completing vacant units. Our new Formula Funding will supply us some monies to complete the repairs and improvements to our empties, so we can house our applicants and try to have 100% occupancy rate.

#### Attachments

These items have been prepared by the Ludlow 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.

# **LUDLOW HOUSING AUTHORITY**

## **MAINTENANCE POLICY**

**Adopted by the Board of Commissioners**

**DATE: May 18, 2022**

The Ludlow Housing Authority, (LHA), and its Board of Commissioners have adopted this Maintenance Policy in order to clarify the duties and responsibilities of the maintenance personnel of the LHA. The Maintenance Crew Supervisor is responsible for managing the maintenance function in the most cost-effective manner possible while maximizing the useful life of the LHA's properties and providing the best service to its residents.

Maintenance personnel have been hired and placed into positions for which they are licensed, trained and/or best qualified. The Executive Director is responsible for the hirings and firings of these personnel. The training and placement of these individuals into the positions for which they are suited are the responsibility of the Maintenance Crew Supervisor. At present, there is 1 (one) Maintenance Crew Supervisor and 2 (two) regular Maintenance positions.

The Maintenance Crew Supervisor is a 40 (forty) hour per week paid position. This position requires all responsibilities of a crew person including carrying the beeper on a rotating schedule. It is a working position which also includes administrative tasks. These tasks include but are not limited to overseeing: keeping track of budget, salaries, supplies and contract costs, CAP HUB review and Formula Funding Projects from start to finish. This position holder will also schedule, complete inspections with repairs and adhere to all procurement practices while keeping proper notations of bids. Offsite training and certification classes may be held offsite.

The LHA areas where maintenance are needed include, but are not limited to, the following: 39 Chestnut Street, all apartments and basement including outside areas consisting of parking lots, driveways, etc; 114 Wilson Street, including offices, all buildings, apartments within each building, etc; State/Meadow and Hampden Street property including all buildings and apartments, outside parking areas, driveways. Each area also has its landscaping area(s) which the LHA maintenance personnel is to maintain. In addition, there are family homes - single family and duplexes for a total of 16 units.

Maintenance personnel will be assigned as needed by the Maintenance Crew Supervisor and will perform all necessary repairs for the well-being of our tenants. They include but are not limited to the following:

- Emergencies
- Scheduled operations and services
- Vacancy preparation
- Resident work order requests

Placing resident work order requests after preventive work emphasizes the importance of maintaining control of the work and will decrease on-demand work while maintaining the property in a manner that will keep and attract good tenants. The maintenance professional will also be trained to work and perform tasks in a cost-effective manner. This system also decreases the need for emergencies since preventive work is consistently performed.

## **WORK ORDER SYSTEM**

Maintenance personnel will not complete any work for any tenant or office without a work order having been issued which contains the following information:

Preprinted number;	Location and development ID;
Assigned to;	Location of work;
Date and time received;	Date and time assigned;
Requested by;	Description of work;
Work record;	Materials used to complete work;
Resident charge if applicable;	

All maintenance work performed at LHA properties can be categorized by the source of the work. Each item originates from a particular source such as an emergency, routine maintenance schedule, preventive maintenance schedule, unit inspection, unit turnover, or resident or office request. The LHA will contract for maintenance services when it is in the best interests of the LHA to do so.

## **TRAINING**

In order to allow its staff members to perform to the best of their abilities, the LHA recognizes the importance of providing them with opportunities to refine technical skills so as to increase those skills and learn new procedures. The Maintenance Crew Supervisor will direct personnel to participate in a class when he/she deems such a class is cost-effective, necessary and appropriate.

## **LONG-RANGE PLANNING/CAPITAL PLAN**

The LHA will develop long-range planning through its Capital Improvement Plan, input from the tenants, and maintenance planning capability in order to ensure the most cost-effective use of resources and the maximum useful life of LHA properties. By developing a work plan, the LHA will be able to anticipate its staff, equipment and material needs. It will also be possible to determine and plan ahead for contracting particular services.

## **RESPONDING TO EMERGENCIES**

Emergencies are the highest priority source of work. The LHA will consider a work item to be an emergency if the following occurs:

- The situation constitutes a serious threat to the life, safety or health of residents or staff;
- The situation will cause serious damage to the property structure or systems if not immediately repaired.

If a staff member is unsure whether a situation is an emergency, he or she will consult with the Maintenance Crew Supervisor. If he/she is not available, the employee will use his/her best judgment to make the determination.

For emergencies that occur after regular working hours, the LHA shall have a twenty-four hour (24) emergency response system in place. Employees will work on a rotating schedule and carry

a cell phone on a weekly basis from Monday through Sunday. Any tenant who calls in an emergency will receive a call back from the maintenance person on duty who will then determine whether it is in fact an emergency and whether he should respond to the apartment/house where the call originated from. Should the employee respond to the home, he/she will earn a minimum of 2 hours of on-duty pay. The designated employee shall prepare a work order and report any emergency to which he responded to the Maintenance Crew Supervisor.

If the employee responds to the tenant's home and the repair needed is beyond the maintenance person's expertise, then he/she has the right to call in a contractor to complete the needed repair. The Maintenance Crew Supervisor is to be notified the next morning in order to approve the invoice from the contractor.

### **PREPARING VACANT UNITS FOR REOCCUPANCY**

Vacant units are to be made ready for a new tenant and turned over as soon as possible. The maintenance procedure for reoccupying vacant units relies on the promptness of completing any outstanding work orders of the vacancy, fast and accurate inspection of the unit, and availability of materials. The Maintenance Crew Supervisor has the ability to create special teams for vacancy turnaround or to hire contractors while maintaining LHA goals. All elderly units should be ready for tenancy within 14 days and family units within 21 days providing units do not have damage. All units must be ready for leasing before 60 days.

All units with carpeting in place will have that carpeting removed and replaced by tiles. Painting of the entire unit will be done (walls and ceilings) as well as cleaning cabinets, wall outlets, windows, etc. Shades will be checked for no dirt, tears, etc. Stove and refrigerator will be cleaned as well as sinks, bath tubs, toilets and all will be checked for usability. All carbon monoxide alarms will be checked for usefulness and dead batteries will be replaced. The heating system - thermostat - will also be checked to ensure that it is working. Sinks will be tested for hot water availability. Tile floors will be washed and waxed.

When the unit has been thoroughly cleaned and is ready for occupancy, the Executive Director shall be notified so as to bring in the new tenants and issue keys. At Chestnut Street - once the new tenant has moved into the apartment, that tenant's telephone number will be entered into the front door system and the tenant will be shown how to operate it so that when a visitor arrives for them, they can enter the interior of the building without the tenant having to go to the front door.

### **PREVENTIVE MAINTENANCE PROGRAM**

Preventive maintenance is part of the planned or scheduled maintenance program of the LHA. The purpose of the scheduled maintenance program is to allow the LHA to anticipate maintenance requirements and make sure the Authority can address them in the most cost-effective manner. A monthly sample of scheduled maintenance is added to this policy as Addendum A. This is a listing of scheduled monthly tasks including but not limited to those listed.

**A. General Operating Systems:** The heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced, and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the LHA.

The systems covered by the Preventive Maintenance Program include but are not limited to:

- |   |                                       |
|---|---------------------------------------|
| 1. Catch basins                                   | 8. Heating units                      |
| 2. Condensate pumps                               | 9. Mechanical equipment and vehicles  |
| 3. Electric transformers and emergency generators | 10. Sanitary drains                   |
| 4. Elevator equipment                             | 11. Air conditioning equipment        |
| 5. Emergency lighting                             | 12. Domestic water                    |
| 6. Exhaust fans                                   | 13. Fire extinguishers and other life |
| 7. Exterior lights                                | safety systems                        |

This Preventive Maintenance Schedule shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed so that they will be on hand when needed. An assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

**B. Roof Repairs/Replacement:** Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies. The Authority maintenance staff will usually undertake only minor roof repairs.

**C. Vehicle/Equipment Maintenance:** The Housing Authority will maintain and protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include:

- |                          |                 |
|--------------------------|-----------------|
| 1. Cars, trucks and vans | 5. Leaf blowers |
| 2. Tractors              | 6. Weed cutters |
| 3. Bobcats               | 7. Lawn mowers  |
| 4. Snow blowers          | 8. Chain saws   |

The Maintenance Crew Supervisor is responsible for the development of this plan, which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required. The Supervisor shall know that any employee who operates a vehicle or piece of motorized equipment has the required license or certification and is over eighteen (18) years of age.

#### **D. Lead-Based Paint**

The LHA is committed to controlling lead-based paint hazards in all its dwellings, especially family dwellings constructed before 1978. If any hazards are discovered, the LHA will report to the Director to apply to DHCD for funding to fix the problem.

#### **E. Life Safety Systems**

The LHA shall have a comprehensive program for maintenance of Life Safety Systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Crew Supervisor shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of the following equipment:

1. Fire alarms and fire alarm systems
2. Emergency lighting
3. Fire extinguishers
4. Smoke detectors
5. Sprinkler systems

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost effective way to perform the work including hiring a contractor.

### **INSPECTION PROGRAM**

The Housing Authority's goals of efficiency and cost-effectiveness are achieved through a carefully designed and rigorously implemented inspection program. This program calls for the inspection of all areas of the LHA's facilities - dwelling units, the grounds, building exteriors, and major service systems.

A. Dwelling Unit Inspections: The unit inspection system of the LHA has two primary goals:

1. To assure that all dwelling units comply with standards set by local and state codes; and
2. To assure that the staff knows at all times the condition of each unit for which it is responsible.

The maintenance staff, Maintenance Crew Supervisor, and Executive Director shall perform unit inspections of the LHA's units annually. All work to be done will be placed on work orders for maintenance to complete.

B. Building and Grounds Inspections: Regular inspections of the property grounds and building exteriors are required to maintain the curb appeal of the property. This curb appeal is required to maintain the attractiveness of the property for both current and prospective residents. The existence of these standards shall not prevent the LHA from setting a higher standard that will make the property more competitive in the local market.

Building and grounds inspections must cover these areas:

- |  |                             |
|--|-----------------------------|
| 1. Office  | 9. Grounds                  |
| 2. Hallways  | 10. Porches or patios       |
| 3. Stairwells  | 11. Parking lots            |
| 4. Community room and other common spaces such as kitchens or public restrooms |                             |
| 5. Laundry facilities  | 12. Sidewalks and fences    |
| 6. Lobbies   | 13. Lawns, shrubs and trees |
| 7. Common areas  | 14. Collection areas        |
| 8. Basements   | 15. Building foundations    |

Nothing in this policy shall prevent any LHA staff member from reporting any needed work that they see in the regular course of their work. Such work items shall be reported to the office, a work order shall be prepared and the work completed.

### C. Systems Inspections

The regular inspection of all major systems is fundamental to a sound maintenance program. The major systems inspection program overlaps with the preventive maintenance program in some areas. To the extent that inspections, in addition to those required for scheduled service intervals, are needed, they will be a part of the inspection schedule.

## **SCHEDULED ROUTINE MAINTENANCE**

The LHA includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

### A. Cleaning of office and staff areas

1. Cleaning of bathroom and community room;
2. Checking lights in and out of the building;
3. Pest control/extermination

The LHA will make all efforts to provide a healthy and pest-free environment for its residents. It will determine which, if any, pests infest the properties and will then provide the best possible treatment for the eradication of those pests. Only a contractor or licensed LHA personnel shall provide whatever work is necessary.

### B. Landscaping and Grounds

The LHA's Maintenance Crew Supervisor will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continued attractiveness and marketability. Routine grounds maintenance includes numerous activities: litter control, lawn care, maintenance of driveways, sidewalks and parking lots, maintenance of benches, care of flowers and shrubbery beds and trees, except for those flowers, etc., planted and maintained by residents, and snow removal.



The Maintenance Crew Supervisor shall be responsible for the development of a routine maintenance schedule that will include but not be limited to the following:

1. A clearly articulated standard of appearance for the grounds;
2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;
3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and a separate snow removal plan including a schedule for preparing equipment for the season and the procurement of other necessary materials and supplies.

C. Building Exteriors and Interior Common Areas

The appearance of the outside of LHA buildings as well as their interior common areas is important to their marketability. The Maintenance Crew Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. Therefore, the LHA has established a routine maintenance schedule to ensure that they are always maintained in good condition. The components to be maintained include:

- |                            |                                      |
|----------------------------|--------------------------------------|
| 1. Office areas            | 6. Lighting fixtures                 |
| 2. Lobbies                 | 7. Common rooms and community spaces |
| 3. Hallways and stairwells | 8. Exterior porches and railings     |
| 4. Elevators               | 9. Building walls                    |
| 5. Public restrooms        | 10. Windows                          |

D. Interior Painting

All vacant units must be painted prior to occupancy. As part of this plan, painting standards will be developed that include:

- |                                       |                                    |
|---------------------------------------|------------------------------------|
| 1. Surface preparation                | 4. Paint quality                   |
| 2. Protection of non-painted surfaces | 5. Methods of application approved |
| 3. Color and finish                   |                                    |

**RESIDENT WORK ORDERS**

This category of work order refers to all non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance. It is the policy of the LHA to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the LHA believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost effective manner.

## **ADDENDUM A**

### **Sample Format for Preventive Maintenance Schedule From PHN 2016-18**

Following is a uniform set of tasks in order to effectively preserve and extend the useful life of materials, equipment, fixtures and other elements of the LHA's property. The program is a set of reminders and is not to be interpreted as a complete and comprehensive preventive maintenance program. This program will help to avoid costly emergency situations that threaten the budget and health and safety of the staff and residents.

### **JANUARY PREVENTIVE MAINTENANCE TASKS**

1. Snow removal - to be performed at each location's parking, sidewalk, driveway areas. Tenants will remove cars from those areas prior to plowing.
2. Monitor and issue on-going snow removal work orders.
3. Hot air furnace/boiler - winter preventive maintenance (PM)
4. Oil circulator pumps
5. Clean dryer vents
6. Vehicle inspections:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check underbody for corrosion and hose off
  - Change engine oil in all vehicles (1st quarter)
7. Check smoke and carbon monoxide detectors during annual inspections.
8. Inventory tools, equipment, refrigerators and stoves in stock.
9. Inventory of supplies and small parts.
10. Unit inspections - schedule so as to complete 100% each year.
  - They will be completed by the Executive Director, the Maintenance Crew Supervisor, and a Maintenance staff employee. This will ensure that both the Executive Director and Maintenance staff will be aware of the property conditions and any lease violations.
  - There is a 14-day period for all maintenance deficiencies to be completed.
11. Lease enforcement: snow removal from front and rear egress.
12. Keep all chimneys, exhaust, dryer exhaust and intake vents free of snow throughout the winter season.

## **FEBRUARY PREVENTIVE MAINTENANCE TASKS**

1. Monitor and issue on-going snow removal tasks.
2. A/C, heat, and air handler filter change.
3. Clean sanitary systems, lubricate valves and pumps.
4. Strip, wax and buff VAT and linoleum flooring.
5. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check underbody for corrosion and hose off
6. Check Smoke and Carbon Monoxide detectors during annual inspections.
7. Inventory of supplies and small parts.
8. Unit inspections - schedule so as to complete 100% each year.
9. Lease enforcement: Clear common hallways and stairs free from all obstructions  
According to the State Sanitary Code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.
10. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## **MARCH PREVENTIVE MAINTENANCE TASKS**

1. Second Sunday, reset light timers and clocks for daylight savings time.
2. Monitor and issue on-going snow removal tasks.
3. Clean storage rooms and maintenance areas.
4. Touch up all common area paint.
5. Clean heater vents in all common areas.
6. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check underbody for corrosion and hose off
7. Check Smoke and Carbon Monoxide detectors during annual inspections.
8. Unit inspections - schedule so as to complete 100% each year.
9. Lease enforcement: Furniture, trash and debris free from exteriors.
10. Inventory of supplies and small parts.
11. Keep all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## **APRIL PREVENTIVE MAINTENANCE TASKS**

1. Fire extinguisher annual recertification.
2. Inspect all entry doors.
3. Clean dryer vents, exhaust vents and roof vent motors.
4. Service lawn equipment.
5. Inspect roofs and siding.
6. Clean common area flooring and carpeting.
7. Clean/disinfect dumpsters.
8. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
9. Inspect trees and trim as needed (maintain 10 ft. distance from buildings).
10. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check engine oil in all vehicles (2nd quarter).
11. Inventory of supplies and small parts.

## **MAY PREVENTIVE MAINTENANCE TASKS**

1. Clean all manholes.
2. Sidewalk and parking lot cracks and crevices sealing and repair.
3. Edge all planting beds.  
Please note: that in accordance with 527 CMR 17, which took effect September, 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited.
4. Clean/disinfect dumpsters.
5. Prune/trim all shrubs and bushes away from buildings (maintain a 2 ft. clearance from all structures).
6. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
7. Inventory of supplies and small parts.
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Unit inspections - scheduled so as to complete 100% each year.
10. Lease enforcement: Check for proper AC installation (according to Policy).

## **JUNE PREVENTIVE MAINTENANCE TASKS**

1. Summer boiler shut-down and preventive maintenance service. (non-heating season June 16 to September 14).
2. Change A/C, heat and air handler filters.
3. Check interior emergency lighting.
4. Weed and edge all planting beds every 2 weeks (June 1 to October 1).  
Please note: that in accordance with 527 CMR 17, which took effect September, 2012, the new application of mulch within 18 inches around combustible exteriors of buildings such as wood or vinyl, but not brick or concrete, is prohibited.
5. Inspect site railings, walkways and stairs for potential hazards. Identify and repair as needed.
6. Check flags and replace as needed.
7. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Inventory of supplies and small parts.
10. Unit inspections - scheduled so as to complete 100% each year.

## **JULY PREVENTIVE MAINTENANCE TASKS**

1. Clean dryer vents, exhaust vents and roof vent motors.
2. Inspect gutters, downspouts and splash blocks - repair as needed.
3. Inspect common area windows (glass, seals, balances and locks).
4. Inspect and repair site fencing.
5. Clean/disinfect dumpsters.
6. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Change engine oil in all (3rd quarter).
7. Inventory of supplies and small parts.
8. Check Smoke and Carbon Monoxide detectors during annual inspections.
9. Unit inspections - scheduled so as to complete 100% each year.
10. Lease enforcement: Pet Policy (according to pet policy).



## **AUGUST PREVENTIVE MAINTENANCE TASKS**

1. Make up air units preventive maintenance.
2. Strip, wax and buff VAT and linoleum flooring.
3. Clean/disinfect dumpsters.
4. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
5. Inventory of supplies and small parts.
6. Check Smoke and Carbon Monoxide detectors during annual inspections.
7. Unit inspections - scheduled so as to complete 100% each year.
8. Lease enforcement: Common hallways and stairs free from all obstructions.

According to the State Sanitary Code 105 CMR 410.451 - No person shall obstruct any exit or passageway. The owner is responsible for maintaining free from obstruction every exit used or intended for use by occupants of more than one dwelling unit. The occupant shall be responsible for maintaining free from obstruction all means of exit leading from his unit and not common to the exit of any other unit.

## **SEPTEMBER PREVENTIVE MAINTENANCE TASKS**

1. Check electrical panels in boiler rooms and all common areas.
2. Domestic hot water system preventive maintenance.
3. Clean storage rooms and all maintenance areas.
4. Touch up all common area paint.
5. Clean heater vents in all common areas.
6. Clean/disinfect dumpsters.
7. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
8. Inventory of supplies and small parts.
9. Check Smoke and Carbon Monoxide detectors during annual inspections.
10. Unit inspections - scheduled so as to complete 100% each year.
11. Lease enforcement: Removal of all A/C's (according to Policy).

## **OCTOBER PREVENTIVE MAINTENANCE TASKS**

1. Fire Prevention Month - Perform preventive maintenance and check all fire systems, sprinklers, fire pumps, fire extinguishers, common area agress, etc.
2. Boiler tune-up (heating season runs September 15 through June 15).
3. Change heat and air handler filters.
4. Clean/disinfect dumpsters.
5. Annual cleaning of all gutters.
6. Leaf removal.
7. Prune and trim all shrubs and bushes. (maintain 24ft. Clearance from all structures).
8. Fertilize lawns.
9. Buy and stock ice melt for winter.
10. Clean dryer vents, exhaust vents and roof vent motors.
11. Service snow blowers.
12. Cleaning of parking areas, roadways, driveways, walkways and storm drains.
13. Clean, service and store lawn equipment.
14. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Change engine oil in all vehicles (4th quarter).
15. Inventory of supplies and small parts.
16. Check Smoke and Carbon Monoxide detectors during annual inspections.
17. Unit inspections - scheduled so as to complete 100% each year.
18. Lease enforcement: Decorations (Halloween) cords running through doors and windows.
  - A. Inspect all basements for proper clearance room heating systems (5 ft.)
  - B. Fire prevention notices to tenants.

## **NOVEMBER PREVENTIVE MAINTENANCE TASKS**

1. First Saturday in November, reset light timers and clocks back 1 hour for daylight savings time.
2. Monitor and issue on-going snow removal work orders.
3. Inspect trees and trim as needed (maintain 10 ft. clearance from all structures).
4. Clean common area carpets and flooring.
5. Clean heater vents in all common areas.
6. Clean/disinfect dumpsters.
7. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check underbody for corrosion and hose off.
8. Inventory of supplies and small parts.
9. Lease enforcement: Blocked egresses.
10. Keep all chimneys, exhaust vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## **DECEMBER PREVENTIVE MAINTENANCE TASKS**

1. Monitor and issue on-going snow removal work orders
2. Check and replace flags as needed.
3. Clean/disinfect dumpsters.
4. Vehicle inspection:
  - Check all fluid levels: crankcase, transmission, etc.
  - Check antifreeze, radiator rust inhibitor and thermostat
  - Check windshield washer fluid
  - Check belts and hoses
  - Check plugs, wiring, battery, clean and grease terminals
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear)
  - Check heater and defroster
  - Check wiper blades for wear
  - Check underbody for corrosion and hose off.
5. Inventory of supplies and small parts.
6. Lease enforcement: Decorations (Christmas) cords running through doors and windows.
7. Keep all chimneys, exhaust vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

Signed and executed this 18th day of May, 2022 by the Board of Commissioners:

---

Susan Stanek, Chairperson

---

David Sepanek, Assistant Chairperson

---

Audrey Polmanteer, Treasurer

---

Raymond Anderson, Commissioner

---

Robin Carvide, Secretary

## Employee Sign Off

This acknowledges that I have received the Ludlow Housing Authority's Maintenance Policy. By signing this form, I acknowledge that I have read and understand the policies and procedures adopted by the Ludlow Housing Authority. I agree to review periodically any changes or modifications.

I further understand that as a condition of employment, I must abide by the terms of this Policy. I recognize that the law and associated Policy regarding Maintenance are continually evolving. Therefore, I understand that my regular review of this Policy as it may be amended, is required.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

---

Maintenance Crew Supervisor

*To be included in employee's personnel file*



User:

Robin Carvide ?

Agency:

Ludlow Housing Authority

Site Search

Search



[Home](#) | [Help](#) | [My Profile](#) | [Accounting](#) | [Tenants](#) | [Applicants](#) | [Facilities](#) | [Administration](#) | [Sign Out](#) |

[Inventory](#) [Work Orders](#)

## Deferred Maintenance Plans

Deferred Maint. Plan updated.

Search Filters

Status

(all) ▼

Starting Deferred Date 4/1/2022



Ending Deferred Date 4/30/2023



8 Deferred Maint. Plans found — Show: All ▼

Action	Source Work Order	Date Deferred	Reason Deferred	Estimated Completion Date	Current Status	Actual Completion Date	Estimated Costs
	27149	1/1/2023	Staff capacity and setting up for funding to paint occupied apartments Tenant wants apartment entirely repainted offered transfer denied	12/31/2023	Pending		\$35,000.00
	27067	7/18/2022	Working with tenant. House in disarray. Hired Done right to haul away entire basement and garage of debris	9/16/2022	Completed	9/30/2022	\$0.00
	27068	7/18/2022	appointment set for mold remiation. Garage has been emptied by Ludlow maintenance Appointment July 28 & 29, 2022	9/16/2022	Completed	7/29/2022	\$3,000.00
	26983	5/1/2022	Tenant access and looking for contractor to complete repair	9/30/2022	Completed	10/3/2022	\$4,600.00
	0	8/31/2022	maintenance projects Might be duplicate	12/31/2022	Terminated		\$400.00
	27367	7/1/2022	maintenance time with projects and vacancies work order # 27367	12/31/2022	Terminated		\$400.00
	27860	3/31/2023	Bulbs keep burning out. make an appointment with Electrician to change out socket	5/30/2023	Pending		\$50.00
	27880	3/31/2023	Colin is ordering new exterior door. Jim did temporary patch so door will open and close	5/30/2023	Pending		\$0.00



**Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 09/30/2022. 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.

**LHA Comments**

Ludlow Housing Authority along with Granby Housing Authority were approved for a grant to hire a Resident Service Coordinator. This position should be filled by June 30, 2023.

**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 Ludlow Housing Authority operating reserve at the end of fiscal year 2022 was \$233,629.00, which is 46.5% 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 Ludlow Housing Authority.						
<b>REVENUE</b>						
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	\$720,228.00	\$713,465.00	\$728,940.00	2.2%	\$365.93
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$16,627.00	\$0.00	-100%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$100.00	\$47.00	\$150.00	219.1%	\$0.08
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$3,500.00	\$3,656.00	\$4,000.00	9.4%	\$2.01
3691	Other Revenue - Retained	\$12,000.00	\$43,440.00	\$19,000.00	-56.3%	\$9.54
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$12,000.00	\$8,708.00	\$9,000.00	3.4%	\$4.52
3801	Operating Subsidy - DHCD (4001)	\$168,147.00	\$165,666.00	\$208,726.00	26%	\$104.78
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	\$3,200.00	\$0.00	-100%	\$0.00
3000	TOTAL REVENUE	\$915,975.00	\$954,809.00	\$969,816.00	1.6%	\$486.86

**Annual Plan 2024**  
**Annual Operating Budget**

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Ludlow Housing Authority.						
<b>EXPENSES</b>						
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	\$122,213.00	\$111,959.00	\$128,125.00	14.4%	\$64.32
4120	Compensated Absences	\$0.00	\$11,658.00	\$0.00	-100%	\$0.00
4130	Legal	\$5,000.00	\$8,079.00	\$5,000.00	-38.1%	\$2.51
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$3,500.00	\$3,530.00	\$4,000.00	13.3%	\$2.01
4170	Accounting Services	\$9,007.00	\$9,000.00	\$9,435.00	4.8%	\$4.74
4171	Audit Costs	\$3,780.00	\$3,780.00	\$4,500.00	19%	\$2.26
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$37,622.00	\$45,346.00	\$41,200.00	-9.1%	\$20.68
4191	Tenant Organization	\$660.00	\$0.00	\$660.00	100%	\$0.33
4100	TOTAL ADMINISTRATION	\$181,782.00	\$193,352.00	\$192,919.00	-0.2%	\$96.85
4310	Water	\$55,000.00	\$47,655.00	\$50,000.00	4.9%	\$25.10
4320	Electricity	\$120,000.00	\$110,080.00	\$115,000.00	4.5%	\$57.73
4330	Gas	\$61,000.00	\$66,736.00	\$68,000.00	1.9%	\$34.14
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$17,415.00	\$70,000.00	302%	\$35.14
4390	Other	\$550.00	\$550.00	\$550.00	0%	\$0.28
4391	Solar Operator Costs	\$0.00	\$69,875.00	\$18,000.00	-74.2%	\$9.04
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$-87,290.00	\$-88,000.00	0.8%	\$-44.18
4300	TOTAL UTILITIES	\$236,550.00	\$225,021.00	\$233,550.00	3.8%	\$117.24

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Ludlow Housing Authority.						
<b>EXPENSES</b>						
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	\$176,090.00	\$167,231.00	\$180,079.00	7.7%	\$90.40
4420	Materials & Supplies	\$48,000.00	\$56,768.00	\$52,000.00	-8.4%	\$26.10
4430	Contract Costs	\$63,720.00	\$65,682.00	\$65,000.00	-1%	\$32.63
4400	TOTAL MAINTENANCE	\$287,809.00	\$289,681.00	\$297,079.00	2.6%	\$149.14
4510	Insurance	\$42,621.00	\$48,182.00	\$49,466.00	2.7%	\$24.83
4520	Payment in Lieu of Taxes	\$4,300.00	\$4,200.00	\$4,300.00	2.4%	\$2.16
4540	Employee Benefits	\$136,943.00	\$136,536.00	\$165,350.00	21.1%	\$83.01
4541	Employee Benefits - GASB 45	\$0.00	\$94,878.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$33,025.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$0.00	\$668.00	\$0.00	-100%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$16,627.00	\$0.00	-100%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$183,864.00	\$334,116.00	\$219,116.00	-34.4%	\$110.00
4610	Extraordinary Maintenance	\$54,370.00	\$72,839.00	\$58,700.00	-19.4%	\$29.47
4611	Equipment Purchases - Non Capitalized	\$13,500.00	\$17,976.00	\$14,050.00	-21.8%	\$7.05
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	\$352,739.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$67,870.00	\$443,554.00	\$72,750.00	-83.6%	\$36.52
4000	TOTAL EXPENSES	\$957,875.00	\$1,485,724.00	\$1,015,414.00	-31.7%	\$509.75

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Ludlow Housing Authority.						
<b>SUMMARY</b>						
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	\$915,975.00	\$954,809.00	\$969,816.00	1.6%	\$486.86
4000	TOTAL EXPENSES	\$957,875.00	\$1,485,724.00	\$1,015,414.00	-31.7%	\$509.75
2700	NET INCOME (DEFICIT)	\$-41,900.00	\$-530,915.00	\$-45,598.00	-91.4%	\$-22.89
7520	Replacements of Equip. - Capitalized	\$45,000.00	\$51,071.00	\$9,527.00	-81.3%	\$4.78
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$45,000.00	\$51,071.00	\$9,527.00	-81.3%	\$4.78
7600	EXCESS REVENUE OVER EXPENSES	\$-86,900.00	\$-581,986.00	\$-55,125.00	-90.5%	\$-27.67

## Explanation of Budget Accounts

The following explains how each of the line items is to be prepared.

3110: Shelter Rent: The shelter rent projection should be based on the current rent roll plus anticipated changes expected from annual rent re-determinations or as a result of regulatory amendments.

3111: Shelter Rent – Tenants - Fraud/Retroactive: This account should be used for the reporting of total rent receipts from residents due to unreported income. These are often called fraud or retroactive balances. In cases where deficit LHAs discover, pursue cases, and have entered into a written fraud/retroactive re-payment agreement **with a present or former tenant who did not report income**, the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

3115: Shelter Rent - Section 8: This account applies only to those developments receiving support through the federal government's Housing and Urban Development (HUD) Section 8 New Construction and/or Substantial Rehab Programs.

3190: Non-Dwelling Rental: This account should be credited with the rents, other than tenants rents reported in line 3110 and 3115, including charges for utilities and equipment, billed to lessees of non-dwelling facilities as well as apartments rented for non-dwelling purposes, such as social service programs.

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is \$50.00 per unit per month, as of July 1, 2020.

3610: Interest on Investments – Unrestricted: This account should be credited with interest earned on unrestricted administrative fund investments.

3611: Interest on Investments – Restricted: This account should be credited with interest earned on restricted administrative fund investments. For example, an LHA may receive a grant whose use is restricted to a specific purpose, and the interest income earned on that grant may also be restricted to the same purpose.

3690: Other Operating Revenues: This account should be credited with income from the operation of the project that cannot be otherwise classified. Income credits to this account include, but are not limited to, penalties for delinquent payments, rental of equipment, charges for use of community space, charges to other projects or programs for the use of central office management and maintenance space, commissions and profits from vending machines, including washing machines, and certain charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Department's regulations on lease provisions..

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with

the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

3692: Other Revenue - Operating Reserves: This account should be credited with funds that LHAs plan to utilize from their operating reserve accounts in excess of the Allowable Non-Utility Expense Level (ANUEL). To be approvable, LHA must maintain the DHCD prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

3693: Other Revenue – Net Meter: This account should normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter \$0 here. Savings are calculated as the value of the net meter credits appearing on the LHA’s electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/20 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691. LHAs can keep 50% of savings effective 7/1/2020.

3801: Operating Subsidy – DHCD (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:

The credit balance in this account represents the anticipated total receipts from DHCD during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

3920: Gain/Loss from Sale or Disposition of Property (Capitalized or Non-Capitalized): The debit or credit balance of this account represents the following items: a) Cash proceeds from the sale of property that was either: 1) non-capitalized; or 2) capitalized and has been fully depreciated, and b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.

4110: Administrative Salaries: This account should be charged with the gross salaries of LHA personnel engaged in administrative duties and in the supervision, planning, and direction of maintenance activities and operating services during the operations period. It should include the salaries of the executive director, assistant executive director, accountants, accounting clerks, clerks, secretaries, project managers, management aides, purchasing agents, engineers, draftsmen, maintenance superintendents, and all other employees assigned to administrative duties.

4120: Compensated Absences: The debit balance in this account represents the actual cost incurred during the fiscal year for vacation, paid holidays, vested sick leave and earned compensatory time. This account includes both the direct compensated absences cost and associated employer payroll expenses (employment taxes, pension cost, etc.).

4130: Legal Expense: This account should be charged with retainers and fees paid to attorneys for legal services relating to the operation of the projects.



4140: Compensation to Authority Members: A local authority may compensate its members for performance of their duties and such other services as they may render to the authority in connection with its Chapter 200 development(s). Compensation for any other program is not authorized. Because of this, LHAs must base such compensation only on the actual rent receipts for these developments plus a prorated share of other operating receipts of funds on a per unit basis. The precise amount that members may be compensated is defined by statute to a maximum of \$40 per member per day, and \$50 for the chairperson per day. The total of all compensation to all board members is not to exceed two percent (2%) of actual gross income of Chapter 200 developments in any given year, consistent with the approved budget amount. In no case shall the payment of compensation exceed \$12,500 annually for the chairperson, or \$10,000 for any member other than the chairperson. Please note the statute requires the member to perform housing authority business in order to receive compensation.

4150: Travel and Related Expense: Legitimate travel expenses incurred by board members and staff in the discharge of their duties for any **state-aided program** are reimbursable from this account, as consistent with Department policy.

4170: Contractual Accounting Services: Fees for accounting services that are provided routinely and are contracted for on an annual basis. Only accounting services performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provides routine accounting services should be included in Account 4110, Administrative Salaries.

4171: Audit Costs: This account includes the state program's prorated share of audit fees paid to an Independent Public Accountant (IPA). The procurement of an IPA is necessary to satisfy the Federal Government's audit requirements. Costs for these services should be shared with all state and federal programs of LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon procedures (AUP) audit costs for state-assisted public housing programs should also be included in this account.

4180: Penalties and Interest: Any expenses incurred from penalties, fees, and interest paid on delinquent accounts shall be included in this line item.

4190: Administrative Other: This account is provided for recording the cost of administrative items for which no specific amount is prescribed in this 4100 group of accounts. It includes, but is not limited to, the cost of such items as: reports and accounting forms; stationery and other office supplies; postage; telephone services; messenger service; rental of office space; advertising for bids; publications; membership dues; collection agency & court costs, training costs; management fees, and fiscal agent fees.

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of \$6.00 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTO(s) or an annual total of \$500.00 prorated among all such LTO(s), whichever is more. For more information on the creation and funding of LTOs see 760 CMR 6.09.

Authorities which operate computer learning centers, which are funded by the state consolidated budget or by other sources (which are typically recorded in line #3691 as "Other Revenue Retained", should budget the cost of the centers on this line.

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

4320: Electricity: This account should be charged with the total cost of electricity purchased for all purposes. Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off- site solar electricity-generating site. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased or in some cases receives a direct cash payment from their utility company. Please ensure that the amount charged to this account is the total cost of electricity BEFORE any reductions due to the receipt of net meter credits.

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

4340: Fuel: This account should be charged with the cost of coal, fuel oil, steam purchased, and any other fuels (except electricity and gas) used in connection with Local Housing Authority operation of plants for the heating of space or water supplied to tenants as a part of rent.

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

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360. In addition, for all quarterly or year-end operating statements 9/30/20 or later, and all budgets 6/30/21 or later, please use this line to record the total net meter credits earned as reported in Line 4392, MINUS the Solar Operator Costs reported in Line 4391, with the result expressed as a positive number. For example, if you reported -\$20,000 in Net Meter Utility Credits in Line 4392 and \$15,000 in Solar Operator Costs in Line 4391, you would subtract the \$15,000 reported on Line 4391 from the -\$20,000 reported on Line 4392, and post the remainder of \$5,000 on Line 4360, as a positive number. This number essentially represents the "net" savings the LHA earned from its net meter credit contract.

4391: Solar Operator Costs: Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. The LHA makes regular (usually monthly) payments to the developer for its contracted share of the solar electricity produced by the site. Those payments should be entered in this account.

4392: Net Meter Utility Credit (Negative Amount): As noted in account #4391 above, many LHAs have executed Net Meter Credit Power Purchase Agreements (PPA's). In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased from the developer, which reduces the balance on its electric bill, or, in some cases, the credits are paid in cash to the LHA by the utility company. The total gross amount of the net meter credits that appear on the LHA's utility bills should be carried in this account and entered as a negative number. In cases where credits are paid in cash to the Host LHA, the net balance after paying out the amounts due the participating housing authorities, should also be carried in this account and entered as a negative number.

4410: Maintenance Labor: This account should be charged with the gross salaries and wages, or applicable portions thereof, for LHA personnel engaged in the routine maintenance of the project.

4420: Materials & Supplies: This account should be charged with the cost of materials, supplies, and expendable equipment used in connection with the routine maintenance of the project. This includes the operation and maintenance of automotive and other movable equipment, and the cost of materials, supplies, and expendable equipment used in connection with operating services such as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

4430: Contract Costs: This account should be charged with contract costs (i.e. the cost of services for labor, materials, and supplies furnished by a firm or by persons other than Local Authority employees) incurred in connection with the routine maintenance of the project, including the maintenance of automotive and other movable equipment. This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, fire alarm and elevator service, extermination of rodents and household pests, rubbish and garbage collection, snow removal, landscape services, oil burner maintenance, etc.

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by DHCD on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:

This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract.

Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

4541: Employee Benefits - GASB 45: This line covers "Other Post-Employment Benefits" (OPEB). Of the total benefits offered by employers to attract and retain qualified employees, some benefits, including salaries and active-employee healthcare are taken while the employees are in active service, whereas other benefits, including post-employment healthcare and other OPEB are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services. In accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4542: Pension Expense – GASB 68: The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pension costs. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. As with account 4541 above, in accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4570: Collection Loss: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents. Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

4571: Collection Loss – Fraud/Retroactive: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents due to unreported income, i.e. fraud/retroactive balances.

4580: Interest Expense: The debit balance in this account represents the interest expense paid and accrued on loans and notes payable. This debt can be from operating borrowings or capital borrowings.

4590: Other General Expense: This account represents the cost of all items of general expenses for which no specific account is prescribed in the general group of accounts.

4610: Extraordinary Maintenance – Non-Capitalized: This account should be debited with all *costs* (labor, materials and supplies, expendable equipment (such as many tools or routine repair parts), and contract work) of repairs, replacements (but not replacements of non-expendable equipment), and rehabilitation of such a substantial nature that the work is clearly not a part of the routine maintenance and operating program. The items charged to this account should not increase the useful life or value of the asset being repaired. These items are not capitalized and are not added as an increase to fixed assets at the time of completion. Nor are these items depreciated. An example of this would be scheduled repainting of apartments.

4611: Equipment Purchases – Non-Capitalized: This account should be debited with the costs of equipment that does not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as a fixed asset and therefore will not be depreciated. These items include stoves, refrigerators, small tools, most computers and software, etc.

The budget is a planning tool and as our portfolio ages it is essential that LHAs evaluate their properties annually and plan for extraordinary maintenance. To that end DHCD very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

4715: Housing Assistance Payments: This account should be debited with all housing assistance payments paid to landlords for the MRVP program on a monthly basis.

4801: Depreciation Expense: This account should be debited with annual fixed asset depreciation expenses as determined by the LHA's capitalization policy.

7520: Replacement of Equipment – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment purchased as a replacement of equipment of substantially the same kind. These items, such as vehicles, computers, or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life.

7540: Betterments & Additions – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as a betterment or addition. These items meet the LHA's criteria for capitalization and will also be added to fixed

assets and therefore depreciated over the useful life of the asset. Examples are: major roof replacement, structural repairs such as siding, or major paving work.

In accordance with GAAP accounting, inventory purchases (Replacement of Equipment and Betterments & Additions) are distinguished between capitalized and non-capitalized items. Any inventory or equipment purchase greater than \$5,000 is required by DHCD to be capitalized, inventoried and depreciated. Any inventory or equipment purchase costing \$1,000 to \$4,999 should be inventoried by LHA staff for control purposes only but is not subject to capitalization or depreciation, it is, however, required to be expensed when the items are paid for. An LHA's inventory listing should include both capitalized and non-capitalized items of \$1,000 and more, as well as all refrigerators and stoves of any value. All items that appear on the inventory listing should be tagged with a unique identification number, and all refrigerators and stoves (regardless of value) should be tagged. LHAs may adopt a capitalization policy that capitalizes inventory purchases at a lesser amount than the \$5,000 requirement (i.e. \$1,000 - \$4,999); however, no capitalization policy can have an amount higher than \$5,000. Any inventory or equipment purchases costing \$0 to \$999 are to be expensed when paid for.

**Narrative Responses to the Performance Management Review (PMR) Findings**

The Performance Management Review conducted by the Department of Housing and Community Development (DHCD) for the 2022 LHA fiscal year resulted in the following ratings. Criteria which received a 'Corrective Action' rating show both a reason for the rating and a response by the LHA. The reason indicates Ludlow Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

**Category: Management**

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

Criterion: Completion of mandatory online board member training

Rating: No Findings

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

Rating: No Findings

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: Operational Guidance

Reason: Ludlow Housing Authority had a project for two boilers in the residence area of Chestnut Street. These boilers were covered by the LEAN program with no costs to the Housing Authority. We also had a large project that was in common area at Chestnut Street. This project was to replace common area flooring. Due to high COVID cases this project was not started. The % to pass was above 80% and we were at 80%.

Response: We are watching Formula Funding closely and will well surpass the quotas this year. We are striving too complete all of the Formula Funding that the Housing Authority has control of and RCAT is working diligently on the projects that they direct.

**Category: CHAMP**

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

Rating: No Findings

Criterion: Vacancies are recorded correctly and occupied using CHAMP

Rating: No Findings

**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: No Findings

Criterion: Unit inspection reports accurately reflect necessary repairs

Rating: Operational Guidance

Reason: Due to COVID we missed a series of inspections. In the 705's we had many large repairs that had to be completed and we just had too many and lack of funds to contract out.

Response: The Housing Authority will be marking Formula Funds for needed 705 repairs and upgrades. We will also try to spread out inspections so we can complete needed repairs in a timely manner and not be overloaded with large projects at onetime.

**Category: Facility Management - Vacancy Turnover Standards and Practices**

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

Rating: No Findings

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

**Additional Remarks:**

Having a maintenance supervisor will help with the coordination of maintenance, inspections, Formula Funding and repairs.



## Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
<b>Management</b>	
Occupancy Rate	<p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> <li>• “No Findings” : Occupancy Rate is at or above 98%</li> <li>• Operational Guidance: Occupancy rate is at 95% up to 97.9%</li> <li>• Corrective Action: Adjusted occupancy rate is less than 95%</li> </ul>
Tenant Accounts Receivable (TAR)	<p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> <li>• “No Findings” : At or below 2%</li> <li>• “Operational Guidance”: More than 2% , but less than 5%</li> <li>• “Corrective Action”: 5% or more</li> </ul>
Certifications and Reporting Submissions	<p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> <li>• “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time.</li> <li>• “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.</li> </ul>
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> <li>• “No Findings” : 80% or more completed training</li> <li>• “Operational Guidance” : 60-79.9% completed training</li> <li>• “Corrective Action” : &lt;60 % completed training</li> </ul>
Staff Certifications and Training	<p>Each LHA must have at least one staff member complete a relevant certification or training During the fiscal year. The number of required trainings varies by LHA size.</p> <ul style="list-style-type: none"> <li>• No Findings: LHAs completed the required number of trainings</li> <li>Corrective Action: LHAs have not completed any trainings</li> </ul>
Annual Plan (AP) Submitted	<p>Housing authorities are required to submit an annual plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time</li> <li>• “Operational Guidance” =Up to 45 days late</li> <li>• “Corrective Action” =More than 45 days late</li> </ul>

CRITERION	DESCRIPTION
<b>CHAMP</b>	
Paper applications	<p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> </ul> <p>Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp</p>
Vacancies occupied using CHAMP	<p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul>

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

CRITERION	DESCRIPTION
<b>Health &amp; Safety</b>	
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.
<b>Facility Management – Inspection Standards and Practices</b>	
100% Unit Inspections	All units inspected at LHA during FY under review <ul style="list-style-type: none"> <li>No Findings: 100% of units inspected</li> </ul> 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 <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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)</li> </ul>
Accuracy of LHA Inspections	Unit inspection reports accurately reflect necessary repairs <ul style="list-style-type: none"> <li>No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies</li> <li>Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies</li> </ul> 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
<b>Facility Management – Vacancy Turnover Standards and Practices</b>	

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

CRITERION	DESCRIPTION
	<ul style="list-style-type: none"> <li>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</li> </ul>
Requested Work Orders	<p>All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP</p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul> <p>Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP</p>

## **Policies**

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	10/17/2013	
*Personnel Policy	02/17/2021	
*Capitalization Policy	05/18/2022	
*Procurement Policy	09/18/2013	
*Grievance Policy	09/27/2022	
Anti-Discriminatory Harassment Policy	11/02/2000	
Emergency Response Plan	05/17/2011	
Credit/Debit Card Policy	02/17/2021	
Maintenance and Other Charges	03/17/2021	
Other – Define in the ‘Notes’ column	05/17/2011	Legal Fee & Court Charges
Equal Employment Opportunity Policy and Affirmative Action Plan	09/15/2021	
Fair Housing Marketing Plan	08/23/2022	
Other – Define in the ‘Notes’ column	09/15/2021	Lost Key & Lock Change Policy
Other – Define in the ‘Notes’ column	11/25/2020	Privacy Policy
Pet Policy	11/22/2022	
Sexual Harassment Policy	09/15/2021	
Smoking Policy	05/18/2022	

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Travel Policy	09/18/2013	
Other – Define in the ‘Notes’ column	03/17/2021	Board Appearance Policy
Other – Define in the ‘Notes’ column	11/16/2016	Retroactive Payment Policy
Other – Define in the ‘Notes’ column	10/17/2019	Bad Debt write-off Policy
Other – Define in the ‘Notes’ column	03/17/2021	Cable Installation Policy
Other – Define in the ‘Notes’ column	04/19/2017	Laundry Room Policy
Other – Define in the ‘Notes’ column	05/18/2022	Maintenance Policy
Other – Define in the ‘Notes’ column	01/20/2021	Progressive Discipline Policy
Other – Define in the ‘Notes’ column	02/17/2021	Alcohol/Drugs/Marijuana Policy
Other – Define in the ‘Notes’ column	03/16/2022	Air Conditioner Policy
Other – Define in the ‘Notes’ column	03/17/2021	Coronavirus/COVID-19 Policy
Other – Define in the ‘Notes’ column	11/25/2020	Vehicle Policy
Reasonable Accommodations Policy	08/23/2022	
Reasonable Accommodations Policy	03/28/2023	Addendum Animals
Community Room Use	09/27/2022	
Other – Define in the ‘Notes’ column	10/25/2022	Candle Policy
Language Access Plan	08/23/2022	



<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Other – Define in the ‘Notes’ column	11/22/2022	Space Heater Policy
Other – Define in the ‘Notes’ column	03/16/2022	Juneteenth Policy Addendum to Personnel Policy
Other – Define in the ‘Notes’ column	06/01/2000	Grievance Procedure

\* 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-Ludlow Housing Authority-00820 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

**ANUEL:** Allowable Non-Utility Expense Level

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

**DHCD:** Massachusetts Department of Housing & Community Development

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

**HHA:** Host Housing Authority for the RCAT program.

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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

## **Attachments**

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

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

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

Ludlow Housing Authority  
114 Wilson Street  
Ludlow, MA 01056  
(413) 589-7272 (413) 589-7273 FAX  
Robin@Ludlowhousing.com

June 27, 2023

Annual Plan Public Hearing:

The Ludlow Housing Authority Annual Plan Public Hearing was held on Tuesday, June 27, 2023, at 11:00 am.

Board Members Present were as follows: Susan Stanek, Audrey Polmanteer, Raymond Anderson, and Jon Baldwin. The Ludlow Housing Authority Executive Director Robin Carvide was also present.

There were no others in attendance. The Annual Plan packet was reviewed and discussed.

The Board voted unanimously to approve the proposed Ludlow Housing Authority Annual Plan and CIP for FYE 2024

Sincerely

*Robin Carvide*

Robin Carvide  
Executive Director  
Ludlow Housing Authority

## **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.



# Ludlow Housing Authority

## Chapter 667 Housing

### Fall 2019

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

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

In the **Ludlow Housing Authority**, surveys were sent to a total of **150** Ludlow housing units (Chapter 667); **69** surveys were completed.

This report provides some information about how the residents from the **Ludlow 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 Western Massachusetts. These small LHAs in Western Massachusetts include: Adams, Brimfield, Granby, Hatfield, Holyoke, Lee, Ludlow, Montague, Orange, Palmer, Shelburne, Southwick, and Williamstown.

## Communication

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

	Ludlow Housing Authority	Small LHAs in Western MA *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	96%	88%	87%
Knew the Executive Director held a meeting with residents.....	45%	47%	54%

\* Small LHAs in Western Massachusetts include: Adams, Brimfield, Granby, Hatfield, Holyoke, Lee, Ludlow, Montague, Orange, Palmer, Shelburne, and Southwick.

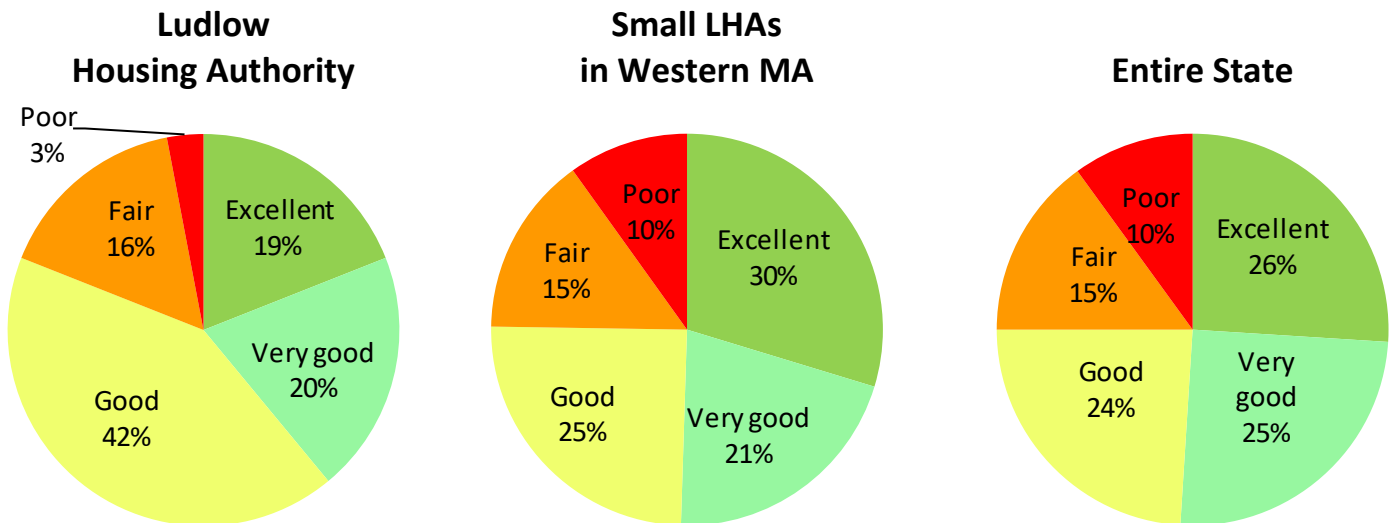
## Maintenance and Repair

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

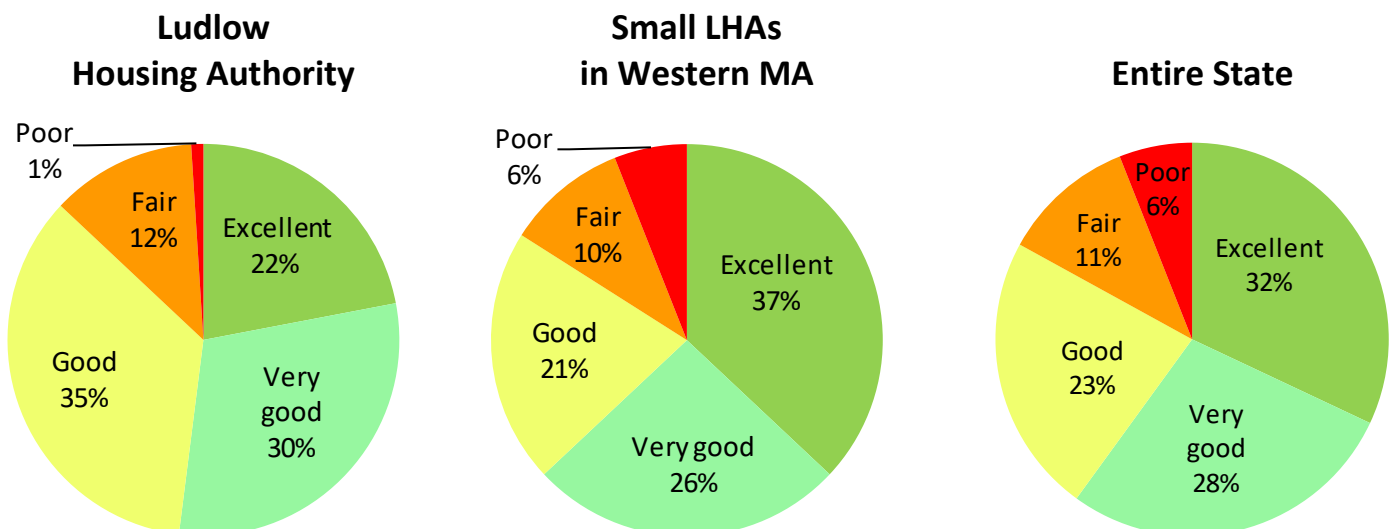
	Ludlow Housing Authority	Small LHAs in Western MA	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	94%	91%	89%
Were contacted by the Housing Authority before entering their apartment.....	99%	95%	92%

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

### Building maintenance:



### Outdoor maintenance:



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

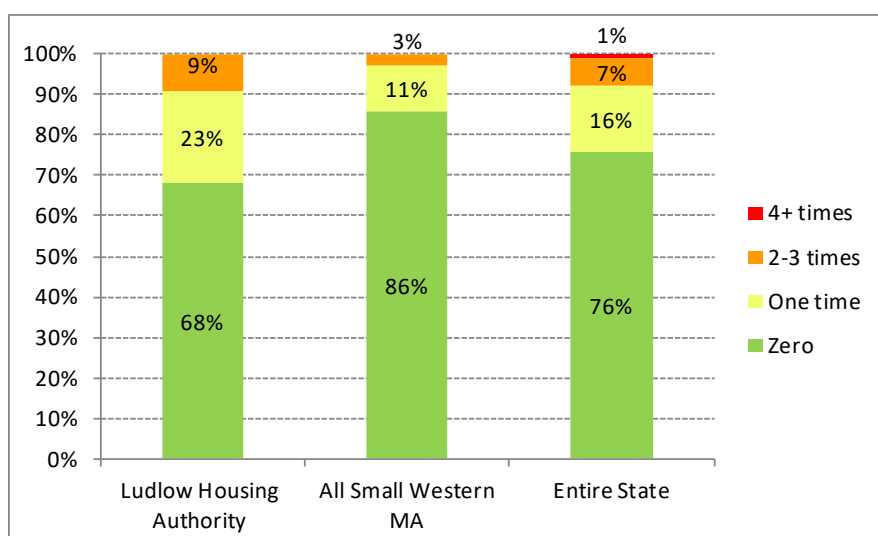
	Ludlow Housing Authority	Small LHAs in Western MA	Entire State
Had any heating problem.....	54%	37%	40%
Had any water problem.....	61%	53%	57%

## • Heating Problems

### How many times did residents completely lose heat?

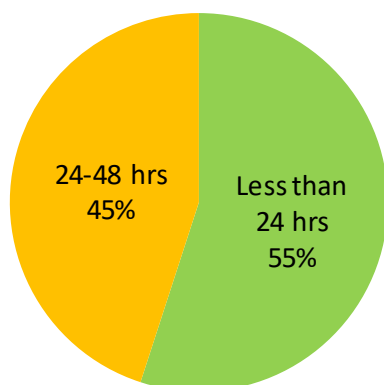
The chart below shows how many times respondents had completely lost heat in the last 12 months.

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

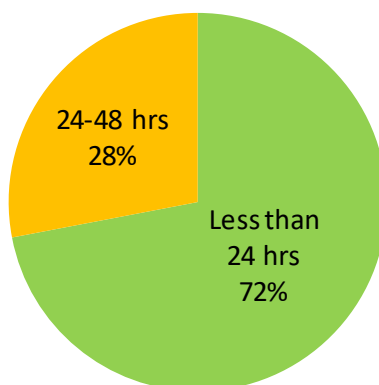


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

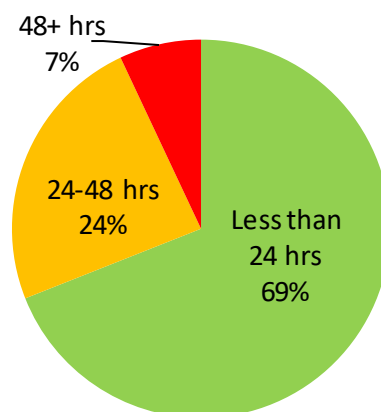
### Ludlow Housing Authority



### Small LHAs in Western MA



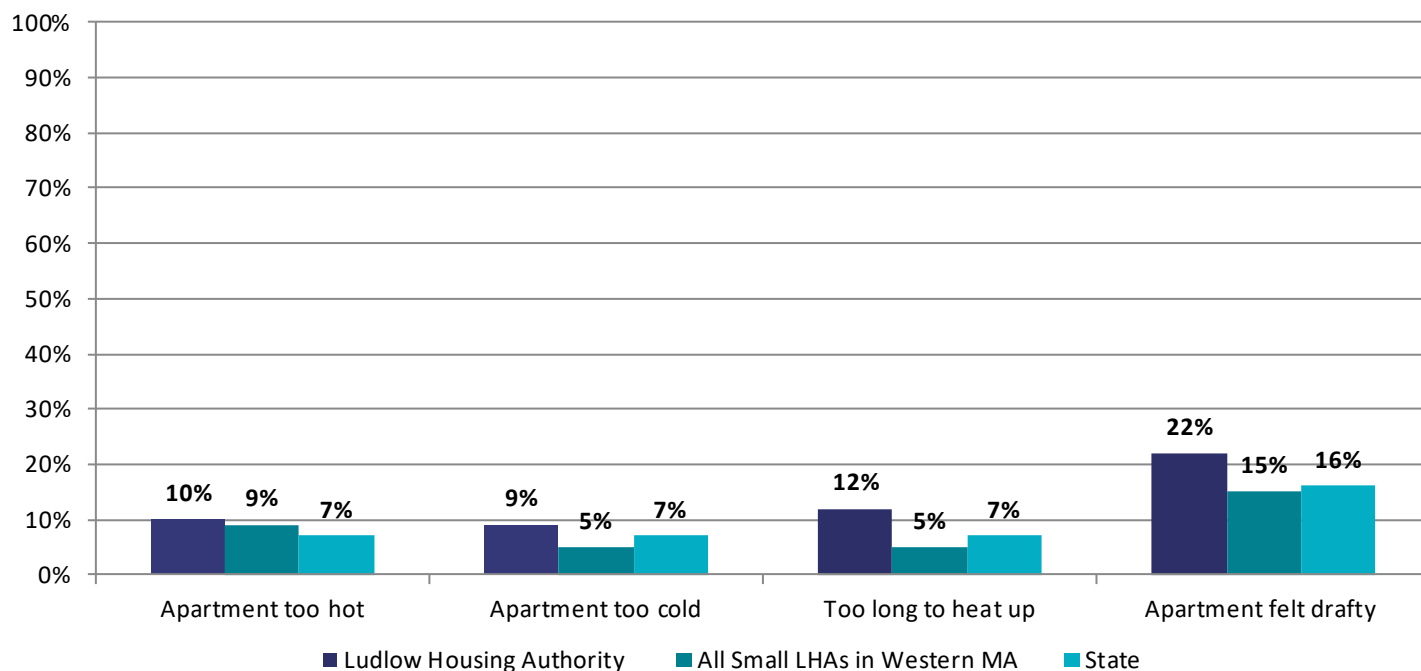
### Entire State



- **Other Heating Problems**

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

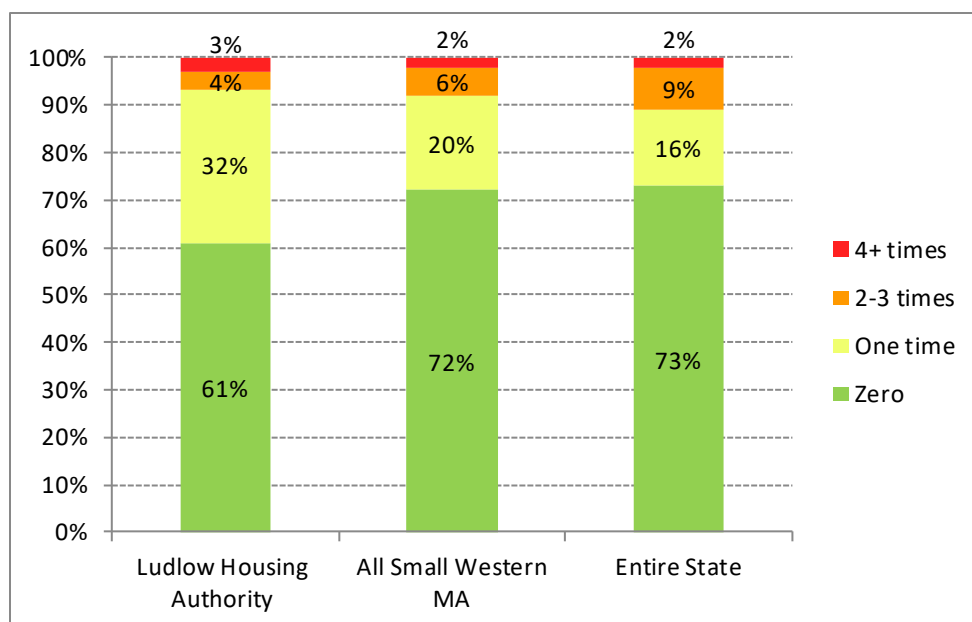
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



- **Water or Plumbing Problems**

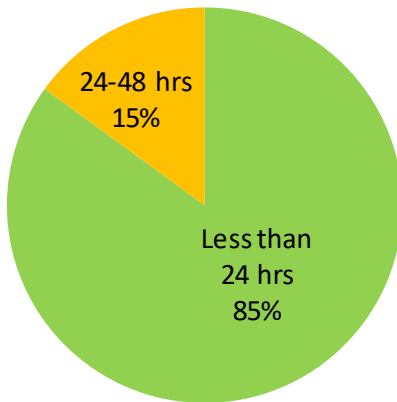
**How many times did residents have no hot water in their apartment?**

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

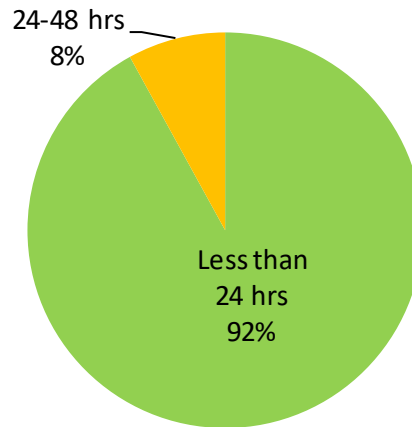


**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

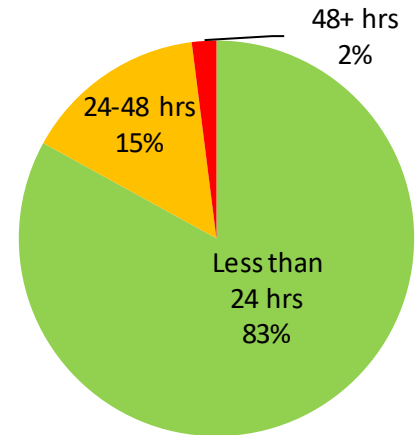
**Ludlow  
Housing Authority**



**Small LHAs  
in Western MA**



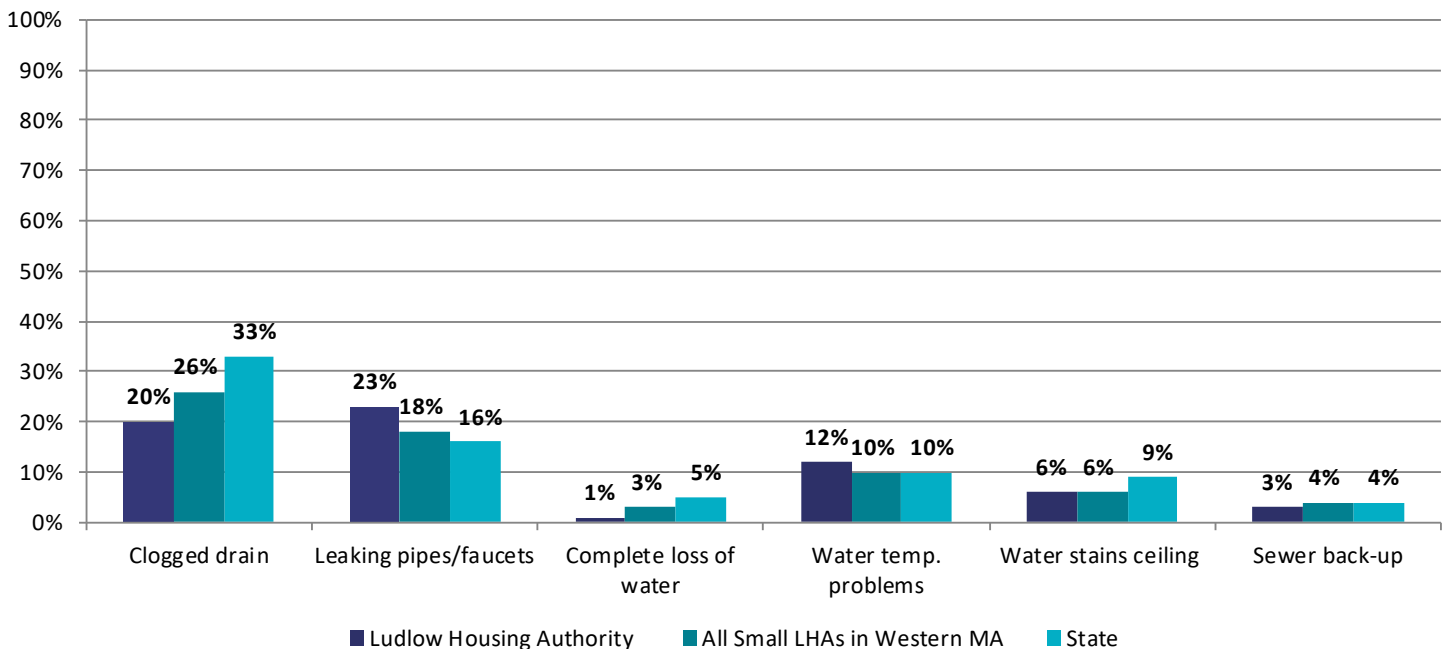
**Entire State**



- Other Water or Plumbing Problems**

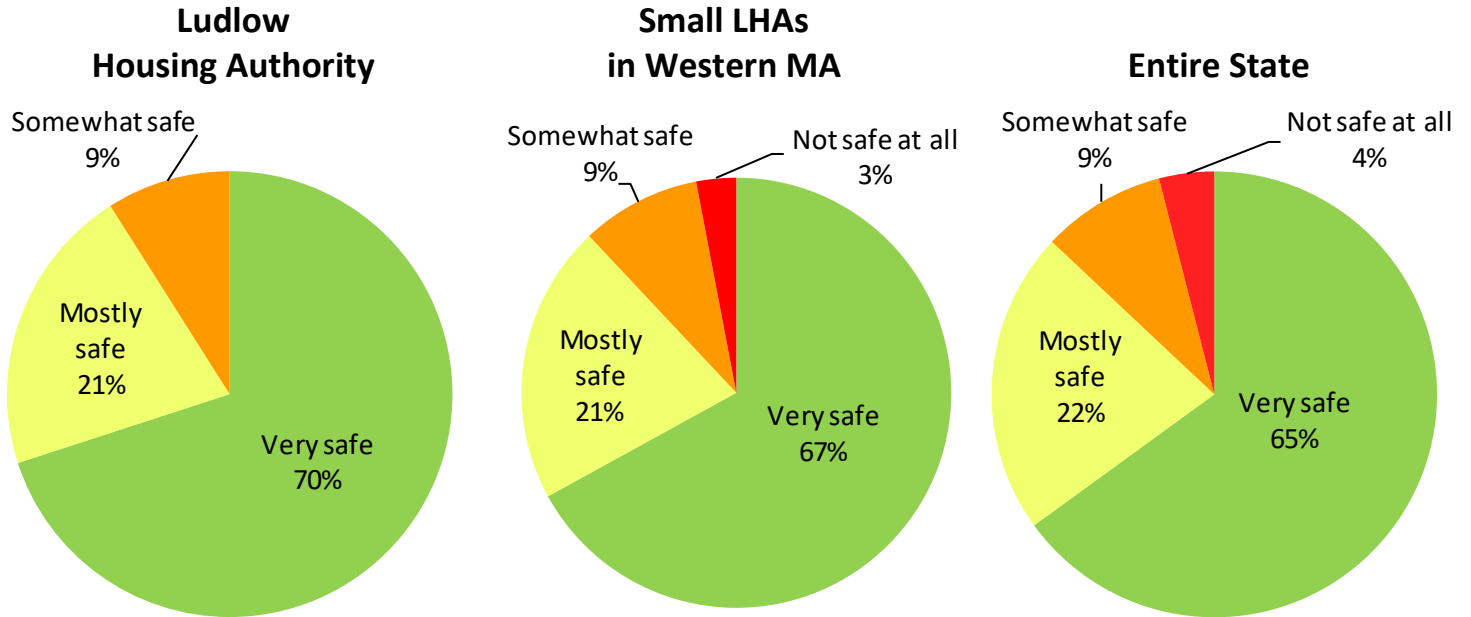
**In the last 12 months did residents have other water or plumbing problems?**

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

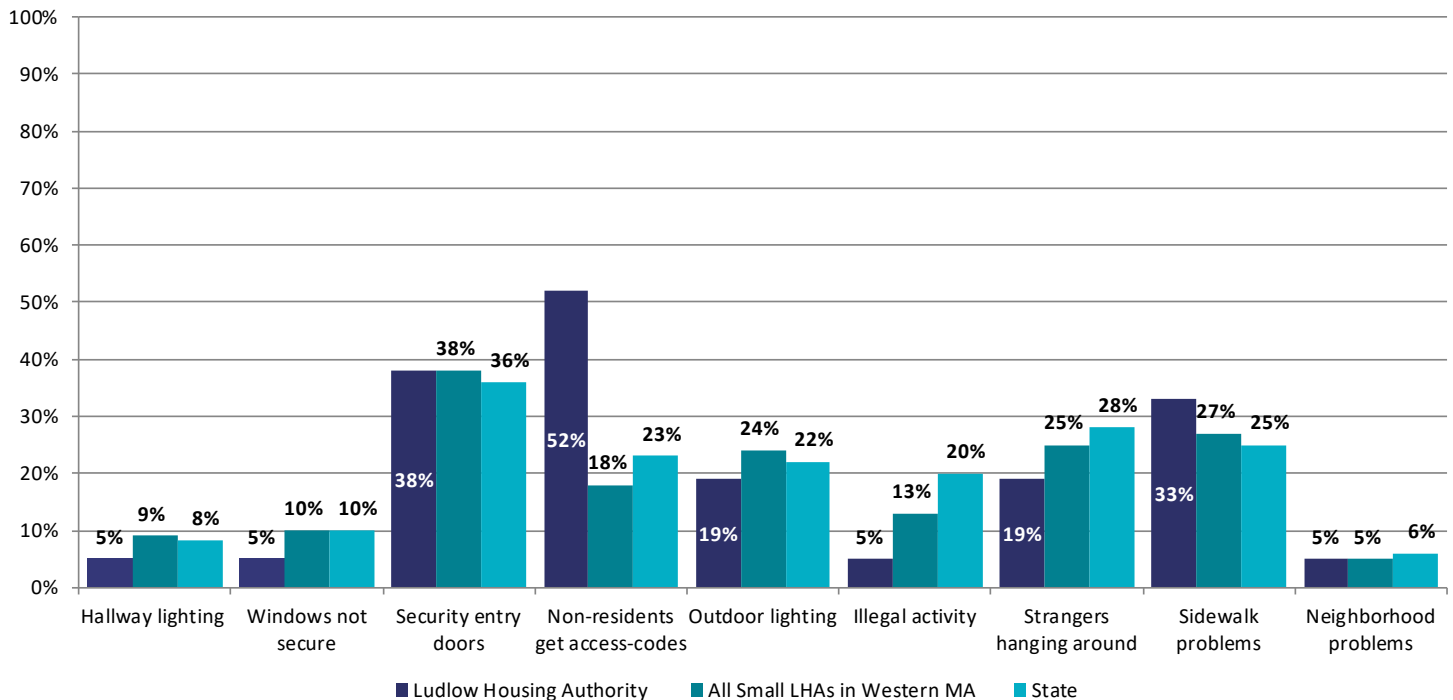


## Safety

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



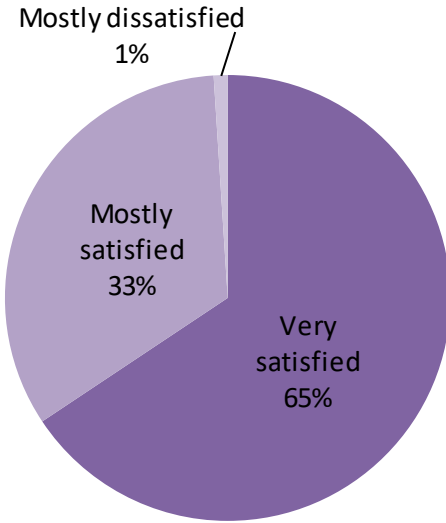
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



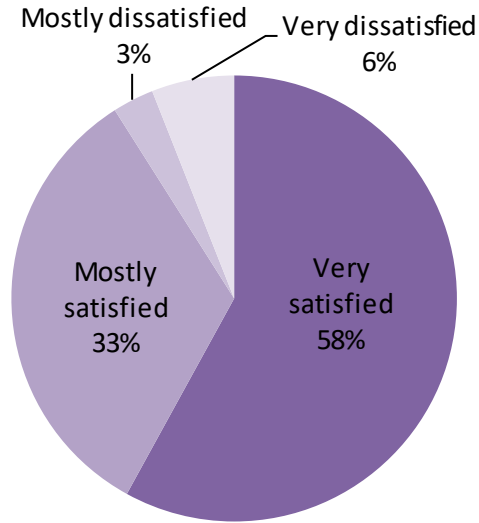
## Overall Satisfaction

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

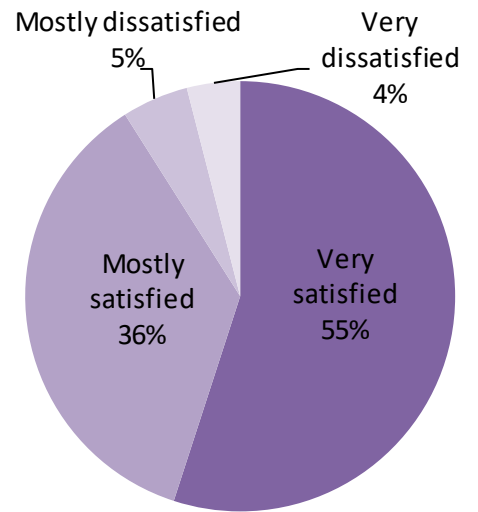
**Ludlow  
Housing Authority**



**Small LHAs  
in Western MA**



**Entire State**





Resident Survey  
**LUDLOW HOUSING AUTHORITY**  
Chapter 667 Housing  
Fall 2019

**NOTE**

This copy of the survey shows the percentage of respondents who chose each answer. DHCD also collected demographic information from survey respondents, such as gender, race, education, and age. The responses to these demographic questions are not included in this report in order to protect the anonymity of respondents.

In the fall of 2019, surveys were sent to **124** housing units (Chapter 667) in the Ludlow Housing Authority **75** surveys were completed. The percentages presented here are based on that number.

**1. How many years have you lived in your current apartment?**

- 13%** Less than 2 years
- 46%** 2 to 5 years
- 19%** 6 to 10 years
- 22%** More than 10 years

**Maintenance & Repair**

- 8. In the last 12 months, how often were you treated with courtesy and respect by the maintenance staff of your development??**
- 1%** Never
  - 4%** Sometimes
  - 22%** Usually
  - 72%** Always
- 9. Does the Housing Authority let you know before they enter your apartment??**
- 99%** Yes
  - 1%** No
  - 0%** Don't Know
- 10. "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance??**
- 3%** Poor
  - 16%** Fair
  - 42%** Good
  - 20%** Very Good
  - 19%** Excellent
- 11. In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?**
- 1%** Poor
  - 12%** Fair
  - 35%** Good
  - 30%** Very Good
  - 22%** Excellent
- 12. In the last 12 months, how many times did you completely lose heat in your apartment?**
- 68%** Never → **If Never, go to #14**
  - 23%** Once
  - 9%** 2 or 3 times
  - 0%** 4 times or more



13. How long did it usually take for your heat to come back on?

**55%** Less than 24 hours

**45%** 24 to 48 hours

**0%** More than 48 hours

14. In the last 12 months, did you have any of these other heating problems?

	Yes
a. Apartment was too hot	<b>10%</b>
b. Apartment was too cold	<b>9%</b>
c. Took too long for apartment to heat up	<b>12%</b>
d. Apartment felt too drafty	<b>22%</b>

15. In the last 12 months, how many times did you have no hot water in your apartment?

**61%** Never → **If Never, go to #17**

**32%** Once

**4%** 2 or 3 times

**3%** 4 times or more

16. How long did it usually take for the hot water to come back on?

**85%** Less than 24 hours

**15%** 24 to 48 hours

**0%** More than 48 hours

17. In the last 12 months, did you have any of these other water or plumbing problems?

	Yes
a. Clogged drains (sink, toilet, shower)	<b>20%</b>
b. Leaking pipes or faucets	<b>23%</b>
c. Complete loss of water	<b>1%</b>
d. Water temperature problems (too hot, too cold, unreliable)	<b>12%</b>
e. Water stains on the ceiling	<b>6%</b>
f. Sewer backed-up into your apartment	<b>3%</b>

### Communication

18. In the last 12 months, has the Executive Director at your development held any meetings with residents??

**45%** Yes

**18%** No

**37%** Don't remember

19. In the last 12 months, how often were you treated with courtesy and respect by the management office of your development?

**0%** Never

**4%** Sometimes

**27%** Usually

**68%** Always

### Safety

20. In the last 12 months, in general, how safe did you feel in your development?

**70%** Very safe → **If Very safe, go to #22**

**21%** Mostly safe

**9%** Somewhat safe

**0%** Not at all safe

21. For those who felt not at all, somewhat, or mostly safe: Why do you feel unsafe in your development? (Check all that apply.)

#### Building/Indoor Concerns

**5%** Not enough lighting in the hallways

**5%** Windows are not secure

**38%** Security of entry doors

**52%** Other tenants give door access code to non-residents

#### Outdoor Concerns

**19%** Not enough outdoor lights

**5%** Illegal activity in the development

**19%** Strangers hanging around who should not be there

**33%** Sidewalks are difficult to walk on

#### Other Concerns

**5%** The neighborhood/area the development is in

**5%** Another reason

22. Overall, how satisfied are you living in your development?

**65%** Very satisfied

**33%** Mostly satisfied

**1%** Mostly dissatisfied

**0%** Very dissatisfied

LUDLOW

HOUSING AUTHORITY

Performance Management Review  
(PMR) Report

Fiscal Year End 09/30/2022

\*For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority

# Performance Management Review

<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)</b> <b>PMR Desk Audit Ratings Summary</b> <b>Official Published PMR Record</b> <b>For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority</b>				
Housing Authority	Ludlow Housing Authority			
Fiscal Year Ending	09/30/2022			
Housing Management Specialist	Evelyn Muasya			
Facilities Management Specialist	Chad Howard			
Criteria	Score/Rating			
	Management			
Occupancy Rate	<b>c.667</b>	<b>c.705</b>	<b>c.200</b>	<b>Cumulative</b>
	No Findings	No Findings	Not Applicable	No Findings
Tenant Accounts Receivable (TAR)	<b>c.667</b>	<b>c.705</b>	<b>c.200</b>	<b>Cumulative</b>
	No Findings	No Findings	Not Applicable	No Findings
Board Member Training	No Findings			
Certifications and Reporting Submissions	No Findings			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			
	Capital			
Capital Spending	Operational Guidance			

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)**  
**Staff Certification & Training Rating**

**For any questions on your FMS PMR Ratings, please contact your HMS.**

LHA Name	LUDLOW HOUSING AUTHORITY
FYE	09/30/2022
HMS Name	Evelyn Muasya
FMS Name	Chad Howard

Criteria	Rating
Staff Certification and Training	No Findings

## Occupancy

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

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

## Tenant Accounts Receivable (TAR)

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

- ☐ 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:

## 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:** No Findings

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

## 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 eviction 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: Please see Public Housing Notice 2018-08 for due dates.**

## 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:**

## Capital Spending

**Rating:** Operational Guidance

- ☐ 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: Capital spending was close to the threshold at 79.8%. My special thanks to you and your team for a job well done. The PMR results evidence your hard work and dedication to Ludlow Housing Authority and its**



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

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

Housing Authority	Ludlow Housing Authority
Fiscal Year End Date	September 30, 2022
Dates	October 1, 2021 to September 30, 2022
HMS Name	Evelyn Muasya

**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: No Findings

Recommendations: 1. No recommendations.

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

Criteria 2A: Vacancies Reported and Recorded on Time

Rating: No Findings

Recommendations: 1. No recommendations.

Criteria 2B: Vacancies Filled Using CHAMP

Rating: No Findings

Recommendations: 1. No recommendations.

Report Date: Jan. 18, 2023

**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	LUDLOW HOUSING AUTHORITY
FYE	09/30/2022
HMS Name	Evelyn Muasya
FMS Name	Chad Howard

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

Rating: No Findings

Recommendations: 1. No recommendations

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: No Findings

Recommendations: 1. No recommendations

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: Operational Guidance

Recommendations: 1. No recommendations

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

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. 116-130 Wilson St, Bldg. 6, Unit #134 was inspected in lieu of 109-113, Bldg. 1, Unit #103C

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

Rating: No Findings

Recommendations: 1. 116-130 Wilson St, Bldg. 6, Unit #134 was inspected in lieu of 109-113, Bldg. 1, Unit #103C

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

Rating: No Findings

Recommendations: 1. No recommendations

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. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP

2. Some WO are being miscategorized; ensure all emergency work orders are categorized properly and completed within 48hrs.

3. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP

4. Some WO are being miscategorized; ensure all emergency work orders are categorized properly and completed within 48hrs.

#### **Health & Safety Deficiencies**

Inspection reports were provided to the LHA at the time of the DHCD site visit. Health and safety deficiencies were identified during the PMR Inspection. These items must be completed or initiated within 48 hours. Following completion of these health and safety deficiencies, the Executive Director must login to the FMS software application and certify, by electronic signature, that all health and safety deficiencies have been completed. Please contact your assigned FMS for further assistance.