

## Overview and Certification

# Lawrence Housing Authority Annual Plan for Fiscal Year 2025 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 Lawrence Housing Authority's Annual Plan for their 2025 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. LTO-RAB Letter
  - b. Public Comments
  - c. Cover sheet for tenant satisfaction surveys
  - d. Tenant Satisfaction Survey 200 and 705 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
667-01	Elderly	BRUNSWICK HOUSE 667-01	1	1982	71
200-02	Family	HANCOCK COURTS 200-02	11	1951	194
200-01	Family	STADIUM COURTS 200-01	35	1950	256
Total			47		521

**Massachusetts Rental Voucher Program (MRVP)**

The Massachusetts Rental Voucher Program (MRVP) is a state-funded program that provides rental subsidies to low-income families and individuals. In most cases, a “mobile” voucher is issued to the household, which is valid for any market-rate housing unit that meets the standards of the state sanitary code and program rent limitations. In some cases, vouchers are “project-based” into a specific housing development; such vouchers remain at the development if the tenant decides to move out.

Lawrence Housing Authority manages 57 MRVP vouchers.

**Federally Assisted Developments**

Lawrence Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 2162 households.

**LHA Central Office**

Lawrence Housing Authority  
353 Elm Street, Lawrence, MA, 01842  
Efrain Rolon, Acting Executive Director  
Phone: 978-685-3811  
Email: LHAMAIL@lawrencehousing.org

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Hugo Cortes	Member		07/19/2020	07/19/2025
Patrick Driscoll	Chair	Labor Appointee	07/19/2018	07/19/2023
Zorayda Geronimo	Treasurer	Federal Tenant Rep	07/19/2019	07/19/2024
Steven Kfoury	Member		07/19/2022	07/19/2027
Michael Sullivan	Vice-Chair	State Appointee	08/15/2021	08/14/2026

Resident Advisory Board

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with RAB</u>
Hancock Courts Tenant Association	06/03/1997	11/30/2023

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.	11/06/2023
B. Advertise the public hearing in public postings.	10/27/2023
C. Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	10/27/2023
D. Post draft AP for tenant and public viewing.	10/27/2023
E. Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	11/30/2023
F. Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	01/09/2024
G. Executive Director presents the Annual Plan to the Board.	01/09/2024
H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	01/09/2024

## Certification

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

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

The Board and Executive Director further certify that LHA operations and all LHA Board-adopted policies are in accordance with M.G.L. c. 121B and all Massachusetts state-aided public housing regulations, including, but not limited to 760 CMR 4.00; 5.00; 6.00; 8.00; and 11:00, as well as adhere to Department-promulgated guidance.

Date of certification: 01/17/2024

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on April 8, 2024. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

## Capital Improvement Plan (CIP)

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$2,051,473.89		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$307,721.08		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$1,743,752.81	\$1,794,736.33	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$39,011.64	\$39,011.64	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)	\$1,704,741.17	\$1,755,724.69	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$508,153.50	\$482,653.50	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city of town for specific projects.
Operating Reserve(OR) Funds	\$155,090.33	\$155,090.33	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$2,406,996.64	\$2,432,480.17	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)

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
149067	ADA Updates - Hearing Impaired Tenant's Unit	STADIUM COURTS 200-01	\$2,000	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0
149070	ADA - Reasonable Accommodation - TBD	STADIUM COURTS 200-01	\$16,697	\$0	\$0	\$16,697	\$0	\$0	\$0	\$0
149071	Replace roof Admin. Bldg and Brunswick House	200-2 and 667-1	\$461,199	\$459,449	\$0	\$1,750	\$0	\$0	\$0	\$0
149072	ARPA FF: High voltage equipment replacement	STADIUM COURTS 200-01	\$1,654,714	\$39,282	\$0	\$415,782	\$1,075,277	\$0	\$0	\$0
149073	Unit Rehab & Common Area - Replace Carpets	BRUNSWICK HOUSE 667-01	\$258,199	\$11,111	\$0	\$200,888	\$0	\$0	\$0	\$0
149077	Metal bulkhead hatches	STADIUM COURTS 200-01	\$23,100	\$0	\$0	\$23,100	\$0	\$0	\$0	\$0
149078	Parking Lot Reconfiguration and Gate Installation	BRUNSWICK HOUSE 667-01	\$112,670	\$0	\$0	\$0	\$0	\$2,552	\$0	\$0
149081	Walkway Repairs	BRUNSWICK HOUSE 667-01	\$10,436	\$0	\$0	\$10,436	\$0	\$0	\$0	\$0
149082	Replace gas stoves w/electric & upgrade electrical	HANCOCK COURTS 200-02	\$2,537,109	\$0	\$0	\$49,067	\$2,095,580	\$392,463	\$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
149083	Decarbonization Feasibility Study - SUST	STADIUM COURTS 200-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Replace Siding - Stadium Courts Phase 1	STADIUM COURTS 200-01	\$1,334,781	\$0	\$0	\$0	\$0	\$104,170	\$456,439	\$774,173
•	ADA (Unit) Kitchen Updates-1	BRUNSWICK HOUSE 667-01	\$31,763	\$0	\$0	\$0	\$0	\$31,763	\$0	\$0

**FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD**

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
149072	ARPA FF: High voltage equipment replacement	ARPA Formula Funding	\$0	\$0	\$0	\$493,971	\$0	\$0	\$0	\$0
149073	Unit Rehab & Common Area - Replace Carpets		\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	\$0
149078	Parking Lot Reconfiguration and Gate Installation		\$0	\$0	\$0	\$0	\$0	\$0	\$110,118	\$0

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

### **1. Request for increased spending flexibility.**

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

Lawrence Housing Authority has submitted an Alternate CIP with the following justification:

- Projected spending on projects currently in bidding or construction exceeds Cap Share in one or more years of the CIP.

Projected spending on projects currently in bidding or construction exceeds Cap Share in one or more years of the CIP due to a series of approved FISH Projects.

### **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.

Lawrence Housing Authority has requested \$2,181,670.76 in DHCD Sustainability funding for project #149-200-02-0-20-1017, Replace gas stoves w/electric & upgrade electrical. Reason: We will be replacing all the gas stove with electric stove to upcoming possible state regulation. In order to replace the gas stove many modifications need to be addressed for installing the electric needs

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

The primary focus over the next several years will be the upgrade of the high voltage electrical network at the Stadium Courts as well as the electrification of the ranges at the Hancock Courts. The will require a development wide electrical upgrade, but will ultimately improve the indoor air quality in the apartments and remove an existing potential hazard (interior gas lines). The successful completion of both of these projects will ensure that we can continue to provide safe and decent housing with reliable heat, hot water & electricity for all of our residents. The LHA will also look towards replacing the flooring throughout the apartments, hallways, and common areas at the Brunswick House which is long overdue. Finally, the LHA will begin working towards replacing the deteriorating siding throughout the Stadium Courts development.

**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:

We have added the following projects to our plan. At our 200-01 Replace Siding - Stadium Courts Phase 1. Then at our 667-01 ADA Kitchen Upgrades

**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 08/01/2023.

**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 11/15/2021.

**8. Project priorities**

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

**9. High priority deficiencies**

We have not been able to include all of our high priority (CPS priority 1 and 2) projects in our CIP:

We have depleted our funding resources at this time. We will continue to address further deficiencies when additional funds become available

**10. Accessibility**

We have identified the following accessibility deficiencies in our portfolio:

We have an series of ADA unit upgrades in plan

We have incorporated the following projects in our CIP to address accessibility deficiencies:

We have an series of ADA unit upgrades in plan

**11. Special needs development**

Lawrence 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 9/2022 to 8/2023.

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
	200-02	200-02		200-01 200-02

We have replaced ever single boiler with high efficiency ones at this development to address the Gas usage. We are looking into lowering cost with other resources in conversations with Greg Abbe. We also have a Decarbonization Feasibility Study - SUST in our plan which may help reduce the issues.

**13. Energy or water saving initiatives**

Lawrence 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.)

- 7% c. 667 (DHCD Goal 2%)
- 0% c. 200 (DHCD Goal 2%)
- 0% c. 705 (DHCD Goal 2%)

Lawrence Housing Authority will address the excess vacancies in the following manner:  
We have temp relocations units at our 667 due to the flooring projects

# CIP Approval For Lawrence Housing Authority for FY 2024

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

2/1/2024

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

- No new projects assigned. Design all projects to resilient standards as needed. EOHLC strongly encourages to LHA to pause the siding replacement project at Stadium Courts until the feasibility study is complete, as the study may provide guidance related to replacing the siding. This project should be heavily informed by what we learn from the decarbonization study that is underway.

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

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

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

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

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

This document was created on 2/1/2024 by Linda Katsudas, 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.**

### **Additional Remarks by the Lawrence Housing Authority**

HAB

**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	978-689-0281	after hours 4:30PM - 8:30AM Saturda
Call LHA at Phone Number	978-689-0281	Monday - Friday 8:30AM -4:30PM

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 Lawrence 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	978-689-0281	04:30pm -8:30am Mon-Fri. Saturday &
Call Housing Authority Office	978-689-0281	08:30am-4:30pm
Submit Online at Website		
Email to Following Email		
Other		

**Work Order Management**

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

**Maintenance Plan Narrative**

Following are Lawrence 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?

Maintenance Operations continue to be in full compliance. All work orders and unit turnovers are completed in a timely manner. The main priority is always to address the reported issues by our tenants and staff. The quality of work provided by Maintenance Operations is excellent and often praised by the tenants.

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

Our policies have remained the same. We continue to take the necessary precautions for our tenants' and staff's health and safety. Maintenance Operations continues to do an excellent job managing all of the units in the developments.

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

Tenants of the LHA will continue to live in respectable, safe housing. We will continue to work to enhance certain management tasks, such as site management and site attractiveness. We will keep working with the neighborhood police department to undertake security upgrades for public housing.

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	\$1,401,325.00	\$0.00
Last Fiscal Year Actual Spending	\$1,052,347.00	\$0.00
Current Fiscal Year Budget	\$1,440,530.00	\$0.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	21
Average time from date vacated to make Unit "Maintenance Ready"	11 days
Average time from date vacated to lease up of unit	15 days

**Attachments**

These items have been prepared by the Lawrence 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.



## Preventive Maintenance Procedure

### Elevator

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check cables for deterioration. 2. Listen for unusual knocks or noises. 3. Inspect break shoes for deterioration. 4. Check all panel buttons in car(s) and on each floor for proper functioning. 5. Check operation of elevator car doors, including electric eye safety devices. 6. Test emergency communication system.					X X X X X X	
Inspected by state yearly/Maintain Service Contracts						

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually



## Preventive Maintenance Procedure

### Gas Boilers – Hot Water/Steam

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check unit for proper operation and fill in daily operating log (provided by the boiler manufacturer):	x					
a) Blow down water column.						
b) Check water level in boilers and expansion tanks.						
c) Check water pressures and temperatures.						
d) Check pressures and condensate return temperatures.						
e) Check ignition or pilot light operation and flame failure detection system.						
f) Check operation of the gas valve.						
g) Look at the color and distribution of the flame and check flue temperature.						
h) Check the suction and discharge pressure of each circulating or condensate pump.						
i) Listen for any unusual noises or vibration and correct.						
j) Inspect all piping, valves and connectors for leaks.						
k) Inspect handholes and manholes for leakage.						
2. Review operating log for any marked changes in recorded water levels, temperatures and pressures.	x					
3. Notify Maintenance Supervisor of any unusual noises, vibration, temperatures, pressures or water level changes.	x					
4. Oil blower motors.						x
5. Clean exterior of equipment.						x
6. Treat corroded areas of exterior surfaces and repaint.						x
7. Perform combustion efficiency tests and adjust dampers and burners for proper fuel/air ratio (CO2 test).						x
8. Test all safety controls and valves.		x				
9. Sequence test all operating and safety controls and check.		x				
10. Check and clean pilot, igniters and burners.					x	
11. Clean blower blades.						x
12. Clean flues, dampers and water tubes.						x
13. Inspect flues, dampers and water tubes.						x
14. Perform operational check of all safety controls.						x
15. Inspect condition of refectory.						x
16. Drain and flush boiler.						x
17. Perform hydrostatic test pressure parts as required by Insurance carrier or after tube repair or replacement.						x
18. Check general condition of boiler and make necessary repairs.						x
19. Conduct Inspection of boiler with Insurance carrier.						x



## Preventive Maintenance Procedure

### Trash Compactors

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check to see if unit is operating properly: <ul style="list-style-type: none"> <li>a. Check limit switch operation.</li> <li>b. Check ram operation.</li> <li>c. Check electric eye and clean reflector.</li> <li>d. Check hopper door for proper closing.</li> <li>e. Check if fire system (water and electric) is on – test by heating.</li> <li>f. Check last bag switch for proper operation.</li> </ul>	x					
2. Check hydraulic fluid level (if used) and add, if required. Inspect for oil leaks.						x
3. Check sanitizing spray system (be sure fluid concentrate is being injected).						x
4. Remove debris from back of machine if there is any.		x				

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually





## Preventive Maintenance Procedure

### Sump Pumps

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check to see if unit is operating properly. 2. Lubricate all non-related bearings. 3. Clean as needed. 4. Check all controls.	x					x x x

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually



## Preventive Maintenance Procedure Domestic Hot Water Heaters (NG & Elec)

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check operation, including controls.						X
2. Inspect unit and piping for leaks.						X
3. Drain water from heater until it clears to remove sediment.						X
4. Natural gas lined units:						X
a. Inspect and clean burners.						
b. Check auto pilot operation.						
c. Inspect condition flue and clean.						
5. On electrical units, conduct amp/volt test.						X
6. Set temperature control no higher than 120 degrees F.						X
7. Check temperature/pressure valve for proper operation, and check that drain pipe has a length sufficient to satisfy code requirements.						X

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually





## Preventive Maintenance Procedure

### Refrigerators

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check operation by turning thermostat to highest and lowest setting and listen to hear if the compressor responds.						X
2. Clean compressor and compressor compartment. Inspect for any refrigerant oil leaks. Notify Maintenance Supervisor of any leaks.						X
3. Clean condenser coils.						X
4. Check condition of door gasket and adjust or replace it if necessary.						X
5. Inspect cord and plug. Replace if insulation is broken.						X
6. Lubricate door hinges.						X
7. Inspect interior of unit for interior wall cracks.						X
8. If refrigerator has fan:						
a. Check operation of fan motor.						
b. Lubricate non-scaled bearings.						
c. Clean fan motor and blades.						

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure Interior Building Surfaces

TASK DESCRIPTION	D	W	M	Q	S	A
<u>Walls and Ceilings</u>						
1. Check for general condition. Patch all cracks and holes.						X
2. Look for water stains as an indication of roof or plumbing leaks.						X
3. Check ceramic tile walls for grouting condition, and cracked or missing tiles. Replace as required.						X
4. Check bathroom mirrors and cabinets. Replace broken glass.						X
<u>Floors</u>						
1. Inspect concrete floor for cracks and pitting. Patch as required.						X
2. Check tile floors for missing, cracked or loose tiles. Replace as required						X
3. Check carpeted floors for wear, loose seams, tears and condition. Repair as required.						X
4. Check for loose baseboards and reattach.						X
<u>Cabinets, Desks, Bookshelves and Other Furniture</u>						
1. Check for general condition. Look for warping, missing panels, missing hardware and loose fonnica.						X
2. Tighten latches and hinges.						X
3. Lubricate hinges.						X
<u>Stairs</u>						
1. Look for loose stair treads and reattach.						X
2. Tighten loose handrails.						X

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure Windows and Window Hardware

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check general condition of windows and window frames. Make any necessary repairs. <ul style="list-style-type: none"> <li>a. Replace broken or cracked panes.</li> <li>b. Replace rotten window sills or frames.</li> <li>c. Prime pitted metal frames.</li> <li>d. Recaulk missing or cracked caulking.</li> </ul> 2. Check window lock operation.           3. Open and close windows to check operation.           4. Check window screens and replace torn screens.						X     X X X

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure Doors and Door Hardware

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check door latching and locking operation: <ul style="list-style-type: none"> <li>a. Open and close door – check for any difficulties or problems and correct.</li> <li>b. Make sure panic bars, doorknobs and door pulls work and are not loose.</li> <li>c. Lock and unlock doors – check for any problems.</li> </ul>						X
2. Check, adjust and lubricate door closures.						X
3. Lubricate door hinges – using door hinge lubrication.						X
4. Inspect door and door frame for general condition and alignment and make necessary repairs. Check door glass, kick plates, push plates, weather stripping, etc..						X

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually





## Preventive Maintenance Procedure

### Roof

TASK DESCRIPTION	D	W	M	Q	S	A
1. Remove any trash or debris from roof.						x
2. Note areas of standing water on flat roofs and check condition of drains.						x
3. Thoroughly inspect roof for damage and deterioration before each rainy season. Check for the following:						x
a. Blisters, wrinkles, cracks or loose seams.						
b. Punctures.						
c. Raised fasteners.						
d. Bare felt.						
e. Lack of aggregate.						
f. Loose or damaged gravel guards.						
g. Loose or cracked flashing.						
h. Cracked or loose expansion joints.						
i. Damaged scuppers and hatches						
j. Leaking plich pans.						
k. Caulking and solder joints.						
l. Gutters and downspouts (check to see if they are clean; clean when necessary).						
m. Ridge and saddle condition.						
4. Perform minor roof repairs, as needed.						x
5. Clean gutters and downspouts. Some buildings with gutters are shaded by trees and; therefore, the gutters may require cleaning two or more times a year, including one after trees lose their leaves.						x

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure Exterior Building Surfaces

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check for graffiti and remove.	x					
2. Make sure foundation vents are open in the summer and closed in the winter.						x
3. Inspect walls for cracks, painting requirements and condition of grout on brick walls.						x
4. Check building numbers and signs – repaint and tighten as required.						x
5. Check condition of entrance steps, handrails, porches and patios – make necessary repairs.						x

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually



## Preventive Maintenance Procedure

### Small Bathroom Exhaust Fans

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check switch operation.						X
2. Check operation of fans:						X
a. Listen for any unusual noises or vibrations for indication of misaligned fan.						
b. Check fan for proper speed.						X
3. Open housing and clean fan motor and blades if required.						

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually







## Preventive Maintenance Procedure

### Emergency Generator

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check batteries and charger. Maintain proper level in batteries with distilled water.		X				
2. Check engine coolant and inspect unit for coolant leaks.		X				
3. Check engine crankcase oil. If low, add oil per manufacturer's recommendation.		X				
4. Check converter oil (if not direct hookup).		X				
5. If connected as a diesel unit, check fuel level and reorder if low.		X				
6. Perform operational check under load and document.		X				
7. Inspect and clean and/or replace air filter.		X				
8. Brush or vacuum clean radiator core.			X			
9. Check all control operations.			X			
10. Change engine crankcase oil and filters.				X		
11. Drain and flush coolant system. Replace coolant.					X	
12. Inspect all belts and hoses and replace as required.						X
13. Complete engine tune-up and check and change converter oil as required.						X
14. Annual inspection and operational checks:						X
a. Test operation under load.						
b. Test all controls and switch gear.						
c. Take voltage/amperage readings.						
d. Check generator bearings.						
e. Review log kept by HVAC Mechanic.						

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure

### Electrical Motors

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check motor alignment. 2. Check motor mounts. 3. Check amperage draws and voltage on all electric motors. Compare with nameplate and/or engineering data. 4. Check bearing wear. (Lubricate motor bearing as specified in manufacturer's literature).						x x x x

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure

### Electrical Ranges

TASK DESCRIPTION	D	W	M	Q	S	A
1. Check voltage to unit. Notify Maintenance Supervisor of any abnormal readings.						X
2. Check unit for proper operation. Check oven and surface heating elements at various temperatures.						X
3. Check oven door operation.						X
4. Check oven light and replace as required.						X
5. Clean grease from all electrical connections.						X
6. Inspect power supply cord and plug. Replace if insulation is broken.						X
7. Clean unit.						X

**D** – Daily

**W** – Weekly

**M** – Monthly

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**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure

### Electric Wall Heaters

TASK DESCRIPTION	D	W	M	Q	S	A
1. If radiant heat, check for proper operation, including thermostat. 2. Units with blowers: a. Check fan for proper operation. b. Check fan for vibration and proper speed. c. Clean fan motor and blades, if required. 3. Vacuum out dust.						x
						x
						x

- D** – Daily
- W** – Weekly
- M** – Monthly
- Q** – Quarterly
- S** – Semi-Annually
- A** – Annually





## Preventive Maintenance Procedure

### Electrical Systems

TASK DESCRIPTION	D	W	M	Q	S	A
<u>Electric Motors</u>						
1. Lubricate non-scaled bearings per manufacturer's recommendations.						X
2. Check motor alignment, motor mounts, bearing wear, amperage draw and voltage.						X
<u>Lighting Fixtures and Switches</u>						
1. Check operation of light fixtures and switches by turning lights on and off.					X	
2. Check for broken light globes, diffusers and reflectors and replace.					X	
3. Check for broken or missing light switch covers and replace.			X		X	X
<u>Outlets</u>						
1. Use test light to check outlets. If test light does not glow, identify and correct problem. Check polarity.						
<u>Electrical Panel, Meters and Motor Starters</u>						
1. Check electrical equipment rooms:						X
a. Be sure they are clean and properly ventilated.						X
b. Make sure they are properly SECURED. For safety reason, NEVER leave an electrical room unlocked.		Every 5 years				
2. Check electrical panel for signs of heating and tighten all connectors.						
3. Test circuit breaker operation.						
4. Tighten all connectors on electrical panels, meters and motor starters. Check contacts for pitting, corrosion and wear. Check load with amp. probe. Check HA owned meters for proper operation.						
5. Tighten main power switch gear completely. Clean contactors, tighten lugs, replace springs where required, etc..						
6. Check all electrical buss ducts and connections for hot spots.						

**D** – Daily

**W** – Weekly

**M** – Monthly

**Q** – Quarterly

**S** – Semi-Annually

**A** – Annually



## Preventive Maintenance Procedure

### Electrical Systems

TASK DESCRIPTION	D	W	M	Q	S	A
<u>Transformers</u> 1. Monitor peak and electrical load on transformer. 2. Keep trash off transformers. DO NOT stack anything whatsoever on the transformers. 3. Clean transformer surfaces. 4. Tighten all connections and visually inspect entire unit. 5. Check unit, check all connectors, check transformer protection, and conduct electrical test.	x		x			x x
		Every 5 years				

- D** – Daily
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- Q** – Quarterly
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*Lawrence  
Housing  
Authority  
Maintenance  
Policy  
Handbook*

Updated 1997

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## 1) *Introduction:*

This first edition of the Lawrence Massachusetts Housing Authority Maintenance Handbook was undertaken in order to create written policies and procedures so that management and staff may have a clear, concise understanding of management of the authorities properties and facilities.

### 1.1 Maintenance Definition

The act of maintaining, as by supporting, upholding, preserving, etc. 2. The work in maintaining; care, upkeep. These dictionary definitions of the word maintenance generally define not only the word but also the responsibilities of management and staff as it related to L.H.A. properties and facilities.

### 1.2 Manager

The site Manager is responsible for supervising and directing the maintenance operations at the site. Responsibilities also include assigning, supervising and directing on site maintenance staff. As well, the manager is also responsible for the supervision of assigned tradesmen and outside contractors while they are assigned to his or her particular development. In terms of outside contractors the manager's role may vary depending on size and scope of the project. The site manager's role also includes planning, inspection and monitoring of all related maintenance tasks.

### 1.3 Site Managers Resources

Maintenance Staff; assigned tradesmen; materials and supplies; tools and equipment; and outside vendors.

#### *A. Assigned Maintenance Staff*

Each site or development has an assigned maintenance team that works specifically at each site. Each team generally consists of a combination of "maintenance" personnel and "custodial" personnel.

Maintenance personnel have the ability and responsibility to perform diverse tasks in repair and maintenance of the properties and facilities. These tasks can be of a skilled and or unskilled nature. These assignments can include but may not be limited to buildings, apartments, grounds, equipment and mechanical systems.

Custodial personnel perform a variety of tasks in the maintenance and upkeep of the properties and facilities. These tasks include but may not be limited to grounds cleaning, yard work, snow removal, minor repairs and other tasks as required.

The Manager is the on-site supervisor of these employees and is responsible for establishing regular work schedules, assigning specific tasks and monitoring work.

### ***B. Unassigned Maintenance Staff***

The unassigned maintenance staff and tradesmen work out of the Central Maintenance office and are under the supervision of the Deputy Director of Maintenance. The unassigned staff includes:

Plumber  
Electrician  
Heating Technicians  
Carpenters

In addition, there are maintenance aides/painters who are assigned by the Deputy Director. Once assigned to a site it is the responsibility of the site manager to supervise the maintenance aide/painter. Also for the purpose of refurbishing vacant apartments there is also a personnel assigned from the central maintenance who are responsible for the refurbishing of the hardwood floors. The relationship is the same as that of the maintenance aide/painter.

### ***C. Materials and Supplies***

Maintenance work requires a steady supply of materials and supplies. An adequate amount of supplies shall be maintained at each site. Supplies should be requisitioned on a regular basis from central maintenance. The maintenance staff, assigned and unassigned will make regular use of these on site supplies. Whether for replenishing on-site inventory or for use in a specific situation, there are only two sources for materials and supplies: The Authority's Central Stockroom or outside vendors. In the event that an outside vendor is necessary the manager shall confer with the Deputy Director of Maintenance to insure correct procurement procedures.

### ***D. Tools and Equipment***

Each maintenance worker and in some cases custodial personnel shall be furnished with the necessary tools for his or her own use at work. In addition, each site should have more specialized tools on hand for special tasks. Maintaining all tools for his or her own use at work. In addition, each site should have more specialized tools on hand for special tasks. Maintaining all tools and equipment shall be the responsibility of the maintenance staff and ultimately the manager.

The manager is responsible for requisitioning tools and equipment to replace lost or worn out tools or to meet specific needs at a specific site. The manager must also account for tools and equipment by performing periodic inventory.

The procedures for purchasing or requisitioning tools and equipment are the same as those outlined for materials and supplies.

**E. *Outside Services***

The manager is responsible for all maintenance at his or her work site. From time to time the use of outside vendors may be necessary. When this situation occurs the Manager shall confer with the Deputy Director of Maintenance to insure that there is no duplication of efforts and to insure that the correct purchase of service process is utilized.

**2) THE WORK ORDER SYSTEM**

The work order is what initiates all work. These work orders are organized in the following categories:

**A EMERGENCIES:** This emergency status is given to any task which if left undone would pose an immediate threat to life, health, safety or property. In some cases judgement is necessary. The policy is "when in doubt use emergency status." Emergency work orders shall be completed immediately and receive top priority. Managers must ensure that emergency work orders are completed before the end of each day. Once completed, the manager shall communicate this to the central maintenance office so that that the work.

**B URGENT:** This designation is used for emergency work orders, which cannot be completed immediately because of extenuating circumstances. These urgent work orders shall remain top priority and require the manager's constant attention through completion.

**C ROUTINE:** These account for the lion's share of work orders produced. These are tasks that do not pose an immediate threat to life, health, safety or property.

**D VACANCY:** This designation is assigned to work orders related to the refurbishing of vacant apartments. These work orders are largely generated by the manager's "intent to vacate" form, which is completed and sent to the main office as well as central maintenance as an apartment is vacated. The manager shall use diligence in completing these work orders. The manager shall also remain in contact with the Deputy Director of Operations in order to insure the proper scheduling of tradesmen, painters and floormen. Vacant apartments shall be refurbished in fifteen days and at no time longer than twenty days.

**E SCHEDULED:** This designation is for repetitive routine tasks. Largely these are tasks to be completed in the PHA's common areas. These tasks may include but are not limited to mopping hallways, grounds, mowing grass and other such tasks needed on a daily basis. These are day to day tasks that the Authority performs in order to maintain the operation and appearance of the PHA.

#### **2-1 Generation of Work Orders**

Most work orders are generated by tenant complaints. The Lawrence Housing Authority policy is that the authority will respond within twenty-four hours, it is the manager's responsibility to maintain this standard.

Work orders can also be generated in other ways:

- a. Manger's daily walk through inspection
- b. Yearly systematic unit inspection
- c. Vacant unit inspection (intent to vacate form)
- d. As reported by maintenance or custodial staff and others

Regardless of how a task is reported it shall be immediately called into the Central Maintenance Office.

#### **2-2 Intake**

- a) Staff shall use best efforts to have complaints go through the manager's office or the central maintenance office. In the event that management or maintenance staff is approached outside the two offices they should advise the complainant to call in the complaint to the manager's office or the central maintenance office.
- b) When a tenant complaint is filed it shall be immediately called in to the central maintenance office so that it will be entered into the system and a work order will be issued which will then be forwarded to the site computer.
- c) Work orders initiated in other ways, such as the daily walk through inspection shall also be called into the central maintenance department in order for a work order to be generated.
- d) The manager and central maintenance staff shall confer as to the work order designation and the type of personnel assignment necessary to complete the task.

### **2-3 Response - Assigned Staff**

- a) For assigned site staff the manager makes a judgement as to the priority of the work order and the maintenance worker whom should handle it, and assigns it accordingly.
- b) The worker checks out the problem and makes an on the spot determination of what is required to correct it. The result of this step could be that the worker:  
Completes the necessary work then and there and has the tenant sign the work order to certify that the problem was solved satisfactorily.

Determines that he or she can complete the work, but does not have  
The necessary tools; or

Determines that the problem requires skilled tradesmen, i.e.  
Unassigned maintenance personnel

The worker then reports back to the manager. If the worker has corrected the problem, the manager closed out the work order by signing and dating the work order and sending it back to central maintenance. All completed job work orders shall be returned to central maintenance on a daily basis.

If the worker must make one or more return trip to complete the work, the manager shall make the necessary arrangements, which may include requisitioning materials and arranging for access to the unit. The manager shall notify the tenant of the delay and given an estimate of when the job will be done.

The work order remains at the site until the work is completed. The manager should also communicate the status of outstanding work orders to the central maintenance staff at the end of the day.

### **2-4 Response - Unassigned staff**

- a. If the problem requires unassigned staff, the manager must request assistance from central maintenance. This referral to a particular tradesman will be noted on the work order.
- b. Scheduling of the unassigned staff is the responsibility of the Deputy Director of Operations. The manger shall confer with the Deputy Director to insure proper scheduling and timely completion.
- c. The Manager is responsible for letting the tenant know when the work will be done and arranging access to the unassigned worker and providing keys when necessary.

- d. Unassigned staff shall report to the manager when they arrive at or leave the job site. While unassigned staff is at a site they are under the supervision of the manager and they shall keep the manager apprised of the status of the job.
- e. When the work order is complete the unassigned staff shall have the Manager sign off on the work order, leave a copy at the site and return remaining copies to the central maintenance office.

## 2-5 Close-Out

- a) All completed work order shall be signed and dated and returned to the central maintenance office.
- b) Throughout this process, the manager must monitor on a daily basis all outstanding work orders. The manager must determine what actions are necessary to complete the task and close out the work order.
- c) On occasion, the manager shall inspect the work that is done. This is for assigned and unassigned staff. In this way, the manager can check to see that proper materials were used and further, that proper workmanship was used and that the area was left in a clean, safe manner. In this way, the manager can be aware of the quality of work being done, put staff on notice that their work is being monitored and demonstrate to the tenant that the manager is concerned and is in fact doing follow-up.

### 3) PREVENTATIVE MAINTENANCE PROGRAM

The preventative maintenance program at the Lawrence Housing Authority is a program which goal is to guarantee the long term viability of the physical developments. The Lawrence Housing Authority views preventative measures as an investment. The benefit to this type of program is longer life for our infra-structure as well as the prevention of emergency situations that could threaten our residents, visitors, and employees. Further, prevention avoids situations that could ultimately threaten the financial stability of the agency.

#### *Programs for Preventative Maintenance*

- a. The managers daily walk-through inspection
- b. Yearly systematic unit inspection
- c. Yearly modernization review and needs assessment
- d. Contracted services

- 3-1 The managers daily walk-through is an important part of our prevention program. Each manager is required to make a grounds and building inspection each day. This allows the manager the ability to monitor the condition of the property and identify the appropriate follow up actions.

Upon completion of the tour, the manager shall do the following:

- a) Issue work orders for specific problems
- b) Send notice to tenant to address any tenant related problem
- c) Notify tenant council president if review or discussion is necessary at the next tenant meeting.
- d) Make note of any physical elements or problems that need to be addressed during the modernization review and assessment period.

- 3-2 The managers yearly systematic unit inspection is performed each year and insures that every unit on LHA property is fully inspected at least once per year.

- a) Inspect each unit using the authority's standardized unit inspection form
- b) Immediately following inspection, file one copy of report in tenants file and forward another copy to central maintenance so that appropriate work orders can be issued. A third copy is also retained in a central location.
- c) Send notice to tenant regarding any housekeeping or other problem that was observed during inspections
- d) Make note of any observed issues that can or should be addressed during the yearly review and needs assessment period
- e) When all the unit inspections are completed, the manager must submit a memo to this effect to the Director of Operations.

- 3-3 The Authority performs a yearly modernization review and needs assessment. This comprehensive assessment is an exercise to determine the needs of the physical developments.
- a) Tenant association meetings are held at each site in order to achieve tenant input as to the need for physical improvements.
  - b) Each participating resident is asked to complete a general questionnaire regarding their likes and dislikes of their particular developments.
  - c) Meetings are held with the Comprehensive Grant team to further review needs and formulate a list of needs in order of priority. The needs assessment team is made up of the following people: The Executive Director, the Modernization Coordinator, Construction clerk/s, federal site managers and tenant association presidents.
  - d) Review annual report from heating technician for recommended upgrades and improvements to the heating and hot water systems (these systems shall remain in the agency's highest priorities)
  - e) The culmination of this review process is the completion and updating of the five year capitol improvement budget that shall reveal what will be accomplished, when it will be accomplished and finally how it will be funded. It should be noted that some issues will be resolved through use of resources in the operating maintenance budget
- 3-4 Contracted services and LHA staff monitoring is in place to insure the ongoing systematic oversight, overhaul and replacement of systems base don susceptibility to wear and life expectancy.
- a) Generators under contract with manufacturers also monitored by staff electricians to ensure efficient operations.
  - b) Lighting, monitored on a daily basis by managers, maintenance staff and electricians
  - c) Security lighting, monitored on a daily basis by electricians, maintenance staff and public safety personnel as well as site managers. Components repaired and replaced on an ongoing basis.
  - d) Elevators, maintained and serviced mechanically through service contracts with the manufacturers representatives. The elevators are inspected annually by the Commonwealth of MA inspectors. Further elevators are checked for cleanliness on a daily basis by in-house maintenance personnel
  - e) Smoke detectors, vacant units are inspected following renovations and repairs, by the City of Lawrence Inspectional Services Department.
  - f) Fire alarm system (including fire booster pumps, automatic sprinkler systems and pull boxes) maintained with a preventative maintenance contract with Lawrence Fire Alarm. All fire alarms are tied to the Central Fire Station. These alarms are also monitored on an ongoing basis by authority personnel



- g) Fire extinguishers, maintained by outside vendor under a service contract
- h) Riser and standpipe system-inspected on an annual basis
- i) Trash compacting and chute systems - monitored on a daily basis by LHA staff
- j) Heating and hot water systems - monitored on a daily basis by staff plumbers, electricians and heating technicians. Further these systems are analyzed on a yearly basis so that major upgrades and repairs can be made with modernization resources through capitol budget planning.
- k) Door buzzer systems - monitored on a daily basis by LHA staff
- l) Building entrance locks - monitored and checked on a daily basis by maintenance and security personnel
- m) Playgrounds and equipment - monitored on a daily basis by LHA staff

The Lawrence Housing Authority places the highest priority on maintaining the housing stock, which it owns and operates, in good physical condition. The goal is simply to provide our residents with the safest and best possible housing.

The Authority is committed to continuing to further establish and sustain the very highest in maintenance standards in all family and elderly developments. This will ensure that we meet full compliance with Article II of the state sanitary code and that we use this code as a minimum benchmark.

The Authority will continue to monitor and utilize a work order system that ensures effective, efficient and timely service to our residents. This will guarantee that we continue to be assessed as a "high performer"

The Authority (as stated above) will also continue to employ a preventative maintenance program that will provide systematic inspection and maintenance for each development. This program will guarantee increased quality of life for our residents and increased safety for our employees. These policies will also enhance the most efficient operation and the longest service life of all-mechanical systems and equipment.

### 3) **ADDITIONAL MAINTENANCE ACTIVITIES**

Some maintenance activities are not included in the maintenance procedures outlined above. Some are related to specific situations that do not occur on a regular basis. Regardless, these problematic situations are also the responsibility of the manager. The following are the established procedures for each of the aforementioned situations and problems.

#### **4-1 Maintenance Emergency**

Occasionally there will be maintenance problems of an emergency nature, such as no heat in cold weather, flooding, fire, blocked stack, etc. In these and other emergency situations, the manager must act diligently and decisively. The manager should use the following as a guideline to deal with the emergency situations.

- a) Verify the facts surrounding the emergency. This may be apparent or further investigation may be necessary. Follow up telephone calls or a visit to the emergency site may be required.
- b) If possible the manager should take immediate steps to eliminate the source of the problem - for example, shut off water in the case of a major leak.
- c) Notify central maintenance office, if possible confer with the Deputy Director of Operations.
- d) Formulate and execute utilizing the expertise and experience of assigned and unassigned staff available to you. Remember that many staff members have history on particular units and situations, let this be an asset to you. Then, execute your plan to resolve the emergency situation and repair any damage it may have caused.
- e) Make sure that the safety and comfort of the residents is arranged for during and after the emergency.

#### **4-2 Health Code Violations**

Law requires the Authority to maintain its housing stock in compliance with Article II of the state sanitary code. The state sanitary code establishes minimum standards for the conditions of residential property as well as the services landlords must provide.

If a resident complains to the inspectional services department about the condition of their apartment, an inspector will perform an inspection. If violations exist, the inspector will issue a report that will list violations and indicate the amount of time given to make each repair. The inspector will give a copy of the report to the tenant and deliver or mail a copy to the landlord, in this case, the authority. Remember that the tenant is well within their rights to contact inspectional services and these complaints shall be treated seriously and in a professional manner.

Upon receiving the citation, the Deputy Director of Operations shall contact the site manager immediately to make him or her aware of the situation. The Deputy Director shall also insure that the work orders are issued with the appropriate designation. This is important, as the work order designation must match the time given for completion by the inspectional services department.

Once the violations have been corrected, the manager shall contact the department of inspectional services to arrange for a reinspection. The manager shall accompany the inspector so that any questions or concerns can be addressed. Management should keep in mind that the goal of the department of inspectional services and the authority is the same; that is, to provide safe, sanitary and affordable housing to our residents.

The manager should file the completed inspection form attached to the appropriate job work orders in a separate file. A similar copy shall also be stored in the central maintenance office.

#### 4-3 *Vacant Units*

The authority's standard is to limit the vacancy turnaround to 15 days. The process shall at no time take longer than 20 days. The manager is responsible to meet this standard. In cases when there are extenuating circumstances, the manager shall remain in contact with the Deputy Director of Operations so that best efforts can be made to reduce the time for unit turn around as much as possible.

The manager shall inspect at the apartment as soon as the tenant gives notice. The manager should use a standard inspection form. A copy of this completed form should be attached to the completed "intent to vacate" form and sent to the department of occupancy, so that they can make efforts to lease up the unit. A copy must also be sent to central maintenance so that the appropriate work orders can be produced. Remember that although the inspection takes place upon the tenant notice, the work will not begin until the unit is vacant.

All vacant units are cleaned, repainted and the floors refinished as a standard procedure. Additional work may be necessary, such as, appliance repair or replacement, and minor or major repair.

The manager shall not submit the intent to vacate form until the apartment is vacant. Upon the tenant's notice, the manager shall confer with the Deputy Director of Operations so that he may organize unassigned personnel as necessary. The manager shall also notify the occupancy department following the tenant notices so that they may begin preparations for re-leasing the unit at the earliest possible date. It is important to note that good teamwork in this area is crucial, as authority's effectiveness is determined by the length of time an apartment is vacant, not simply by the amount of time it takes to re-furbish it.

Finally, the manager will indicate the completed date and the lease up date on the weekly vacancy report.

4) **RISK CONTROL WORK PLAN (On file at the Authority**

### Scheduled/Deferred Work Orders Statement

The Lawrence Housing Authority does not have an official Deferred Maintenance Plan. We utilize our work order tracking system to enter jobs, tasks, and repairs that cannot be addressed immediately but are identified as a deficiency. When such a task has been identified by either staff or tenant, it is entered into our work order system as "Scheduled".

Scheduled work orders can arise from numerous scenarios which include but not limited to:

- Work that can only be completed when a unit is vacant
- Seasonal outdoor work e.g. tree removal or flower bed weeding
- Tasks at multiple locations that can be grouped together for efficiency
- Organizational and Upkeep tasks

Any work order that poses a threat to health and safety will be treated as an emergency and addressed with a 24-hour time frame.



**Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 03/31/2023. It also shows the approved budget for the current year (2024) 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**

Budget has been submitted to EOHLIC.

**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 Lawrence Housing Authority operating reserve at the end of fiscal year 2023 was \$2,155,380.00, which is 98.5% 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 Lawrence Housing Authority.						
<b>REVENUE</b>						
Account Number	Account Class	2023 Approved Revenue Budget	2023 Actual Amounts Received	2024 Approved Revenue Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted per Unit per Month
3110	Shelter Rent -Tenants	\$2,914,220.00	\$3,031,578.00	\$3,096,140.00	2.1%	\$494.28
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent -Federal Section 8\MRVP One-time Leased up Rev.	\$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	\$10,000.00	\$29,306.00	\$30,000.00	2.4%	\$4.79
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$18,300.00	\$38,672.00	\$13,000.00	-66.4%	\$2.08
3691	Other Revenue - Retained	\$0.00	\$137,800.00	\$0.00	-100%	\$0.00
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$129,393.00	\$0.00	-100%	\$0.00
3801	Operating Subsidy - EOHLC (4001)	\$1,672,330.00	\$963,713.00	\$2,173,916.00	125.6%	\$347.05
3802	Operating Subsidy - MRVP Landlords	\$0.00	\$0.00	\$0.00	0%	\$0.00
3803	Restricted Grants Received	\$0.00	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$4,614,850.00	\$4,330,462.00	\$5,313,056.00	22.7%	\$848.19



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2023 Approved Expense Budget	2023 Actual Amounts Spent	2024 Approved Expense Budget	% Change from 2023 Actual to 2024 Budget.	2024 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$514,675.00	\$473,422.00	\$535,424.00	13.1%	\$85.48
4120	Compensated Absences	\$0.00	\$1,101.00	\$0.00	-100%	\$0.00
4130	Legal	\$25,750.00	\$680.00	\$26,000.00	3723.5%	\$4.15
4140	Members Compensation	\$50,000.00	\$56,000.00	\$50,000.00	-10.7%	\$7.98
4150	Travel & Related Expenses	\$4,800.00	\$38.00	\$4,800.00	12531.6%	\$0.77
4170	Accounting Services	\$10,256.00	\$8,634.00	\$11,100.00	28.6%	\$1.77
4171	Audit Costs	\$11,415.00	\$9,842.00	\$11,788.00	19.8%	\$1.88
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$63,910.00	\$93,478.00	\$76,317.00	-18.4%	\$12.18
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$680,806.00	\$643,195.00	\$715,429.00	11.2%	\$114.21
4310	Water	\$383,500.00	\$383,695.00	\$405,000.00	5.6%	\$64.66
4320	Electricity	\$651,480.00	\$845,855.00	\$905,250.00	7%	\$144.52
4330	Gas	\$382,800.00	\$473,352.00	\$518,000.00	9.4%	\$82.69
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$258,785.00	\$0.00	-100%	\$0.00
4390	Other	\$0.00	\$0.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$414,704.00	\$0.00	-100%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	-\$673,489.00	\$0.00	-100%	\$0.00
4300	TOTAL UTILITIES	\$1,417,780.0	\$1,702,902.0	\$1,828,250.	7.4%	\$291.87

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2023 Approved Expense Budget	2023 Actual Amounts Spent	2024 Approved Expense Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$1,059,368.00	\$698,452.00	\$1,115,017.00	59.6%	\$178.00
4420	Materials & Supplies	\$188,297.00	\$212,866.00	\$193,473.00	-9.1%	\$30.89
4430	Contract Costs	\$153,660.00	\$141,029.00	\$132,040.00	-6.4%	\$21.08
4400	TOTAL MAINTENANCE	\$1,401,325.00	\$1,052,347.00	\$1,440,530.00	36.9%	\$229.97
4510	Insurance	\$141,338.00	\$148,032.00	\$162,625.00	9.9%	\$25.96
4520	Payment in Lieu of Taxes	\$16,236.00	\$16,236.00	\$16,236.00	0%	\$2.59
4540	Employee Benefits	\$638,703.00	\$742,338.00	\$652,062.00	-12.2%	\$104.10
4541	Employee Benefits - GASB 45	\$0.00	\$-97,246.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$14,571.00	\$38,102.00	\$15,481.00	-59.4%	\$2.47
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$810,848.00	\$847,462.00	\$846,404.00	-0.1%	\$135.12
4610	Extraordinary Maintenance	\$0.00	\$0.00	\$0.00	0%	\$0.00
4611	Equipment Purchases - Non Capitalized	\$0.00	\$32,815.00	\$0.00	-100%	\$0.00
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	\$496,628.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$0.00	\$529,443.00	\$0.00	-100%	\$0.00
4000	TOTAL EXPENSES	\$4,310,759.00	\$4,775,349.00	\$4,830,613.00	1.2%	\$771.17

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Lawrence Housing Authority.						
<b>SUMMARY</b>						
Account Number	Account Class	2023 Approved Budget	2023 Actual Amounts	2024 Approved Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$4,614,850.00	\$4,330,462.00	\$5,313,056.00	22.7%	\$848.19
4000	TOTAL EXPENSES	\$4,310,759.00	\$4,775,349.00	\$4,830,613.00	1.2%	\$771.17
2700	NET INCOME (DEFICIT)	\$304,091.00	\$-444,887.00	\$482,443.00	-208.4%	\$77.02
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$98,000.00	100%	\$15.64
7540	Betterments & Additions - Capitalized	\$100,000.00	\$0.00	\$100,000.00	100%	\$15.96
7500	TOTAL NONOPERATING EXPENDITURES	\$100,000.00	\$0.00	\$198,000.00	100%	\$31.61
7600	EXCESS REVENUE OVER EXPENSES	\$204,091.00	\$-444,887.00	\$284,443.00	-163.9%	\$45.41

## 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 2023 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 Lawrence 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

**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: Operational Guidance

**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: Operational Guidance

Criterion: Unit inspection reports accurately reflect necessary repairs

Rating: No Findings

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

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

Rating: 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

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 Lawrence Housing Authority:

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	03/11/1986	Collection Policy has not changed. Fees have been updated.
*Personnel Policy	06/01/1983	Currently being updated.
*Capitalization Policy	11/10/2003	Currently being updated.
*Procurement Policy	05/14/2019	
*Grievance Policy	07/08/2002	
Travel Policy	11/08/2011	
Criminal Offender Records Information (CORI) Policy	06/03/1997	System updated 05/04/2012
Fair Housing Marketing Plan	02/15/2023	
Reasonable Accommodations Policy	02/15/2023	
Language Access Plan	02/15/2023	

\* 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-2025-Lawrence Housing Authorit-00933 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.

- LTO-RAB Letter
- Public Comments
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 200 and 705 Program
- Performance Management Review



# Hancock Courts Tenant Association

December 5, 2023

To whom it may concern:

I hope this letter finds you well. I am writing on behalf of the Hancock Courts Tenant Association to share our recent meeting highlights with the Executive Director and staff of the Lawrence Housing Authority (LHA).

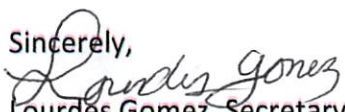
In our meeting, Mr. Rolon, the Executive Director, provided comprehensive insights into the Proposed LHA Annual Plan for Fiscal Year 2025, alongside the Capital Improvement Plan. Despite the ongoing challenges posed by emerging and re-emerging viruses, the Lawrence Housing Authority is diligently implementing necessary precautions.

During the discussion of the Annual Plan, Mr. Christopher McGuire, the Modernization Director, joined us to elaborate on the Capital Improvement Plan. We were presented with copies of the 2025 Annual Plan, covering crucial aspects such as the Maintenance Policy, Preventative Plan, and an agency overview.

Mr. McGuire annually requests inclusion in the Hancock Courts Association meeting agenda to apprise us of new projects. At this meeting, he updated us on the progress of the high voltage electrical network upgrade at the Stadium Courts and the electrical distribution upgrade /range electrification at the Hancock Courts. These projects are emphasizing the primary focus on ensuring safe and decent housing with reliable heat, hot water, and electricity. He also outlined the flooring project at the Brunswick House which has been prolonged due to the detection of asbestos at the sight.

The Hancock Courts Tenant Association expresses gratitude to the LHA for its ongoing efforts to enhance property conditions and fulfill residents' goals. The constant concern demonstrated by the Lawrence Housing Authority for its residents and the commitment to maintaining a safe living environment are truly commendable. We appreciate the valuable information shared during the meeting, which has deepened our understanding of the significant work carried out by the LHA in preserving state developments.

If you have any questions or require further clarification, please feel free to contact me.

Sincerely,  
  
Lourdes Gomez, Secretary  
Hancock Courts Association



## Public Meeting Comments

The Lawrence Housing Authority conducted a public meeting regarding the Annual Plan and the Capital Improvement Plan on January 9, 2024. This meeting was held in person. There were no public comments made or submitted prior to the public meeting for changes to either plan.

## **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.

# Lawrence Housing Authority

## Chapter 200 & Chapter 705 Family Housing

### Fall 2020

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 2020, surveys were sent to 10,163 family housing units (Chapters 200 and 705). 2,124 surveys were filled out and returned.

In the **Lawrence Housing Authority**, surveys were sent to a total of **225** Lawrence housing units, **42** surveys were completed.

This report provides some information about how the residents from the **Lawrence Housing Authority** answered the survey. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeast Massachusetts include: Gloucester, Peabody, and Salem. (Please note that survey data may not have been received from each one of these nearby LHAs.)

## Communication

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

	Lawrence Housing Authority	Large LHAs in Northeastern MA *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	67%	72%	71%
Knew the Executive Director held a meeting with residents.....	54%	14%	15%

\* Large LHAs in Northeastern MA include: Gloucester, Lawrence, Peabody, Salem. (Please note that survey data may not have been received from each one of these nearby LHAs.)

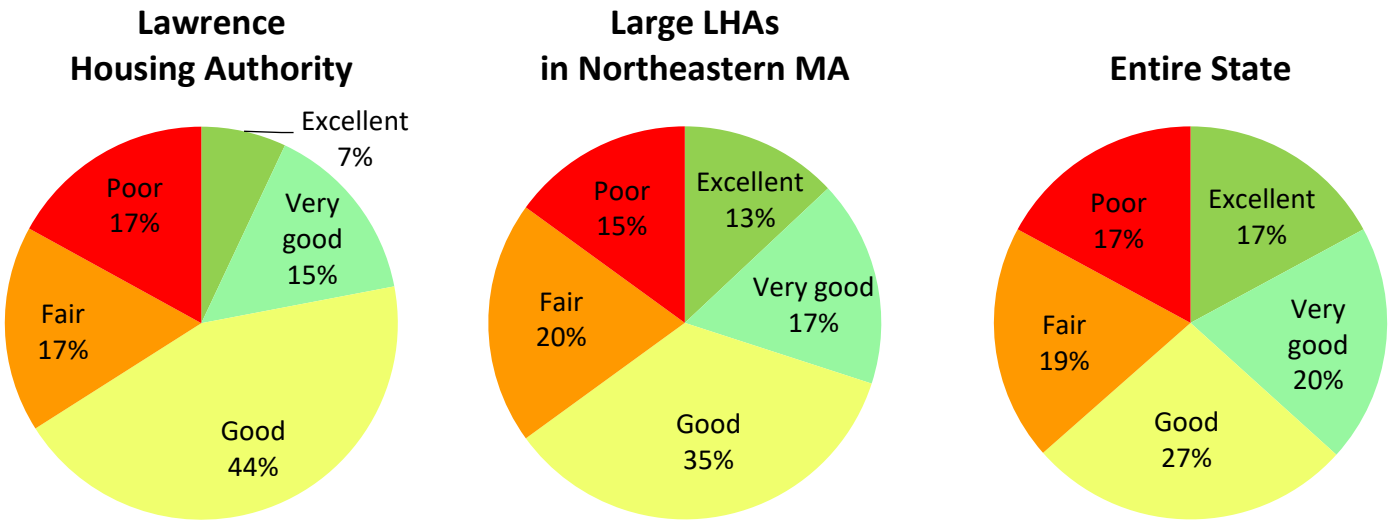
# Maintenance and Repair

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

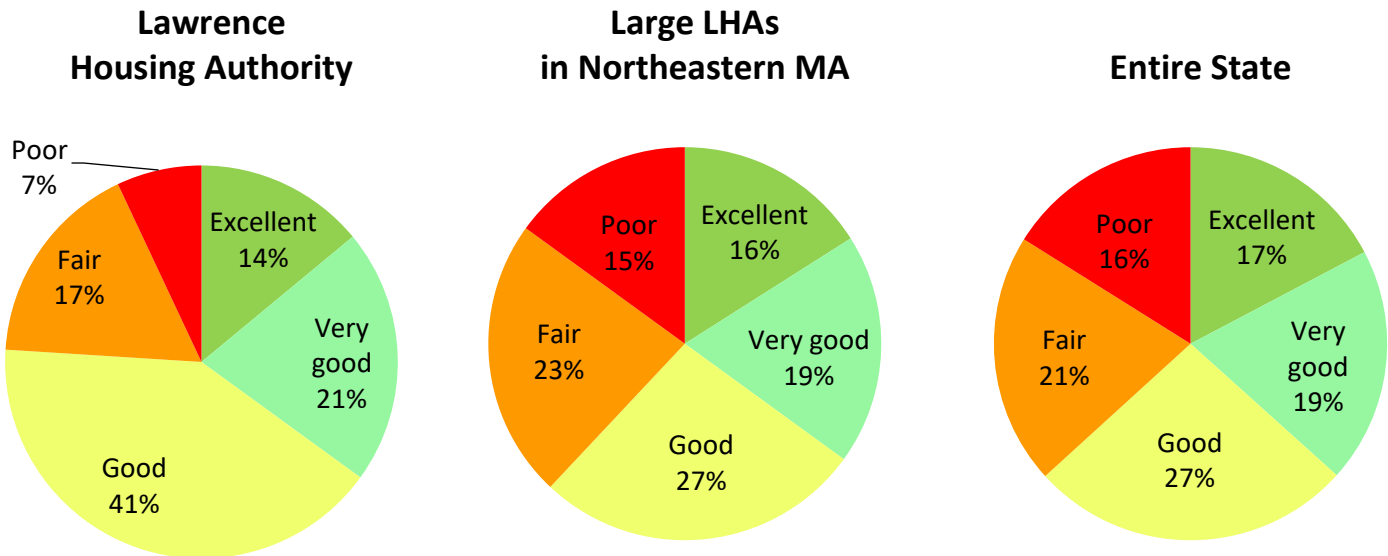
	Lawrence Housing Authority	Large LHAs in Northeastern MA	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted maintenance.....	67%	77%	75%
Were contacted by the Housing Authority before staff entered their apartment.....	88%	88%	86%

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

**Building maintenance:**



**Outdoor maintenance:**



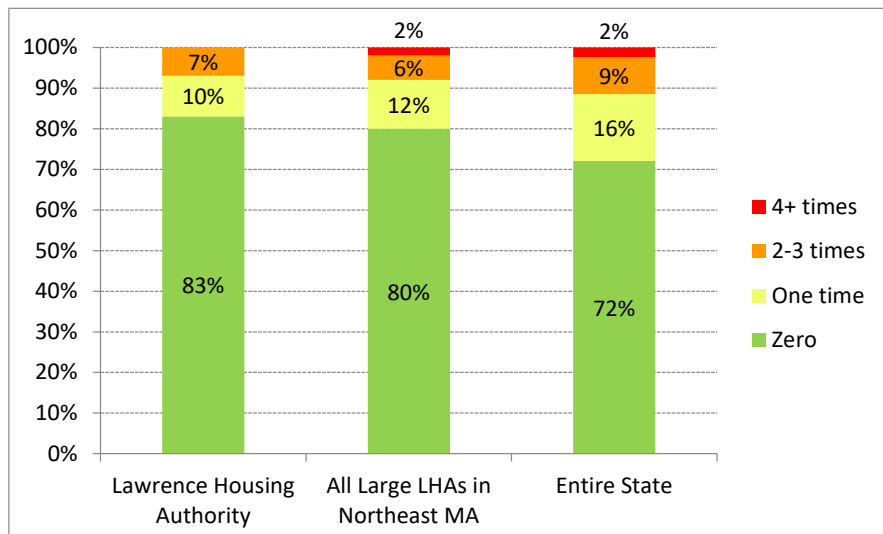
- **Heating and Water Problems:** About one-half of respondents had a problem with their heating and about two-thirds had a plumbing problem in the last 12 months.

	Lawrence Housing Authority	Large LHAs in Northeastern MA	Entire State
Had any heating problem.....	59%	57%	56%
Had any water problem.....	69%	75%	74%

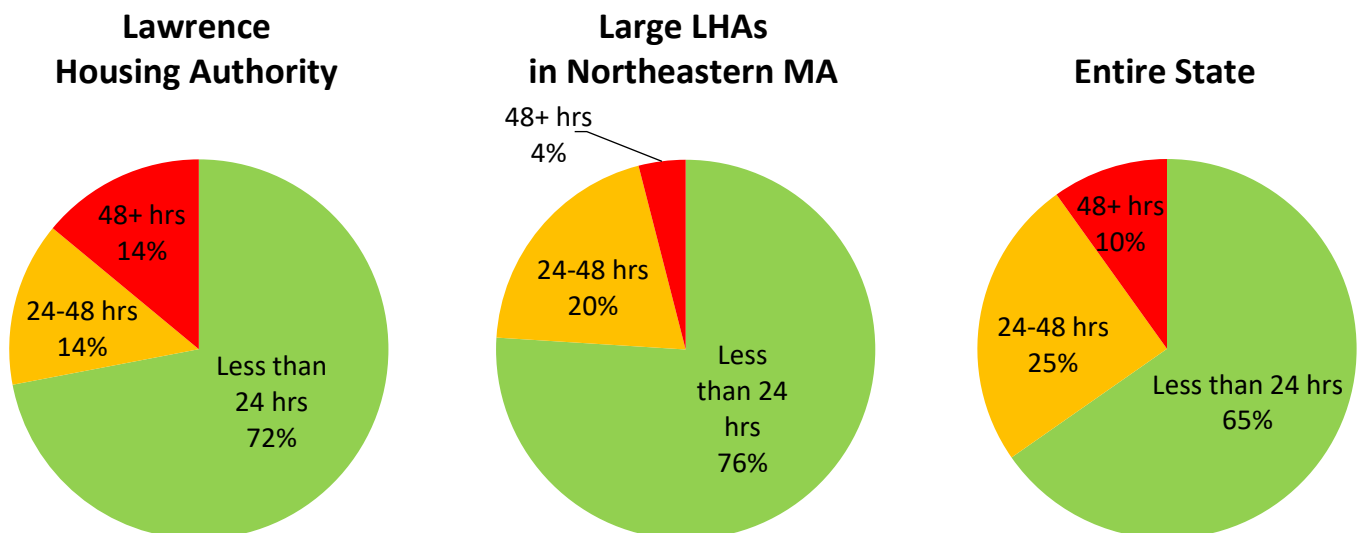
- **Heating Problems**

**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 never completely lost heat. The yellow shows who lost heat one time. The orange shows those who lost heat 2-3 times. And the red shows those who lost heat 4 or more times in the last 12 months.



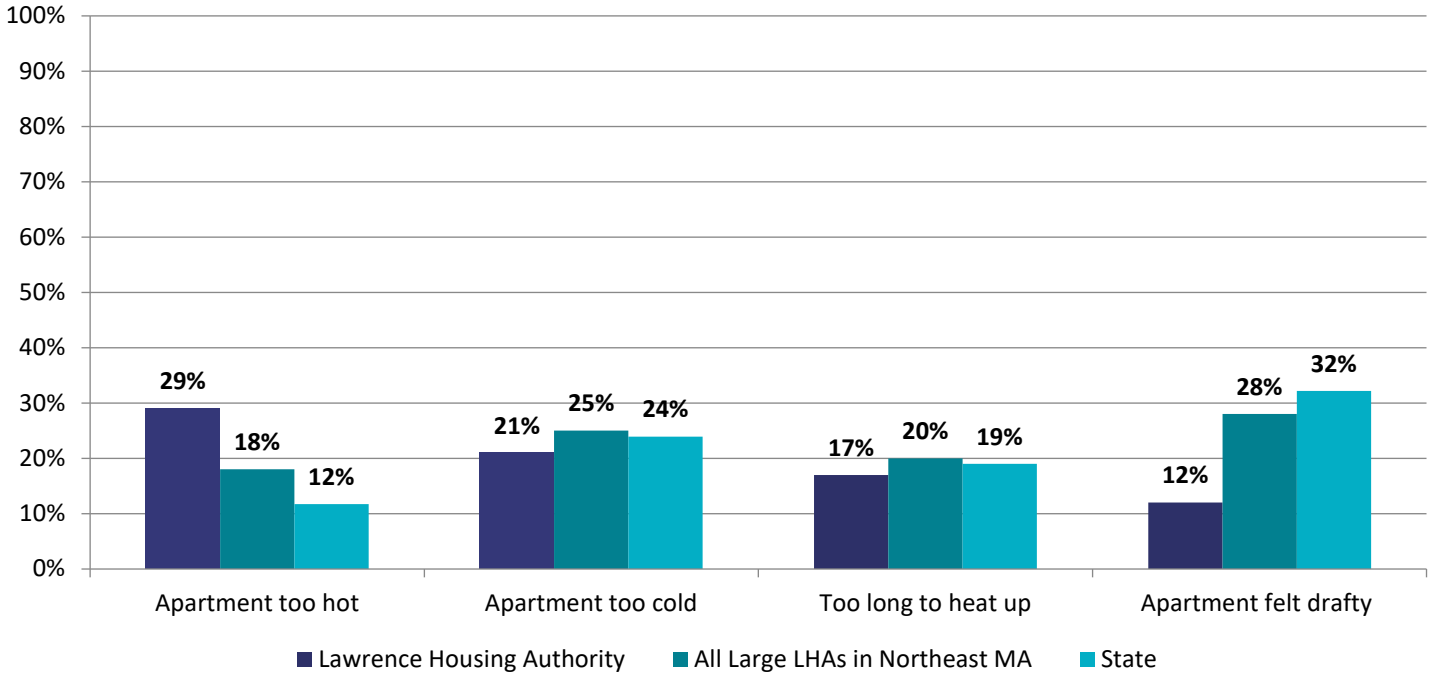
**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



- **Other Heating Problems**

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

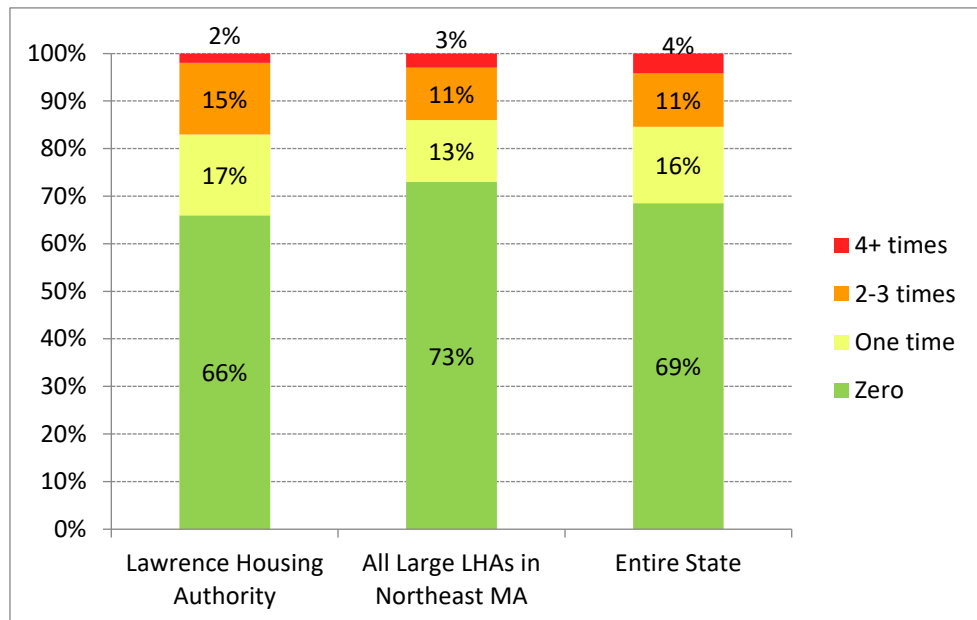
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



- **Water or Plumbing Problems**

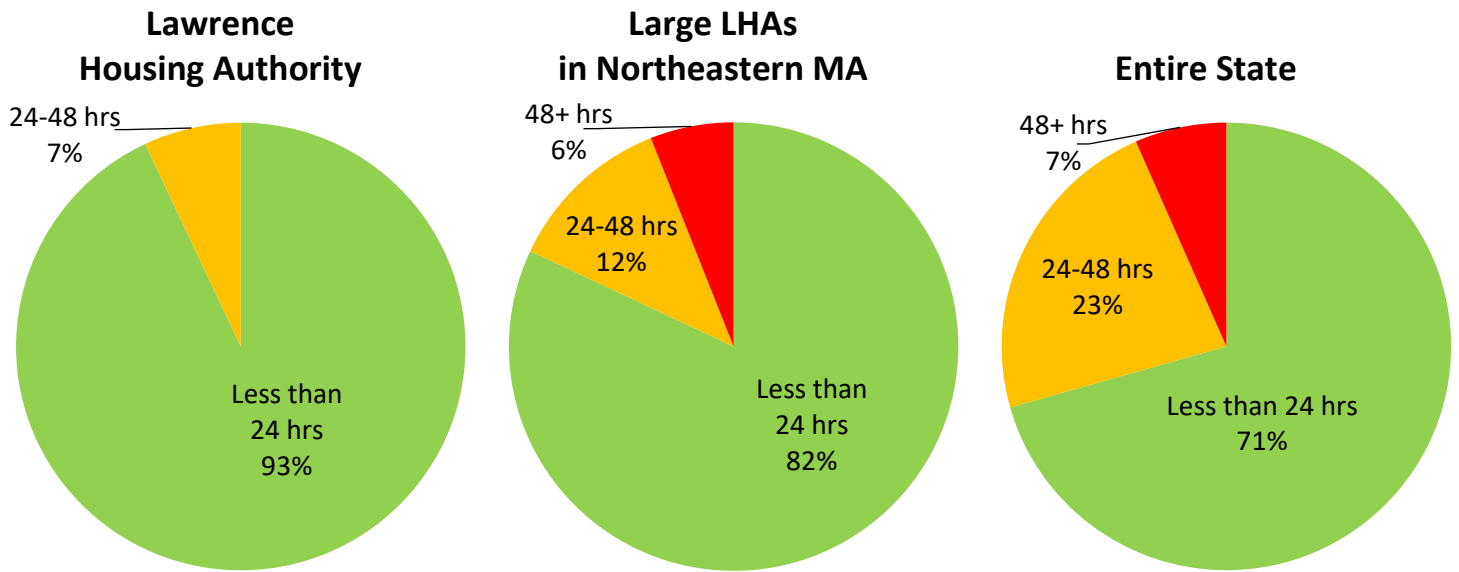
**How many times did residents have no hot water in their apartment?**

The chart below shows how many times respondents did not have hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents never had this problem. The yellow shows who lost hot water one time. The orange shows those who lost hot water 2-3 times. And the red shows those who lost hot water 4 or more times in the last 12 months.





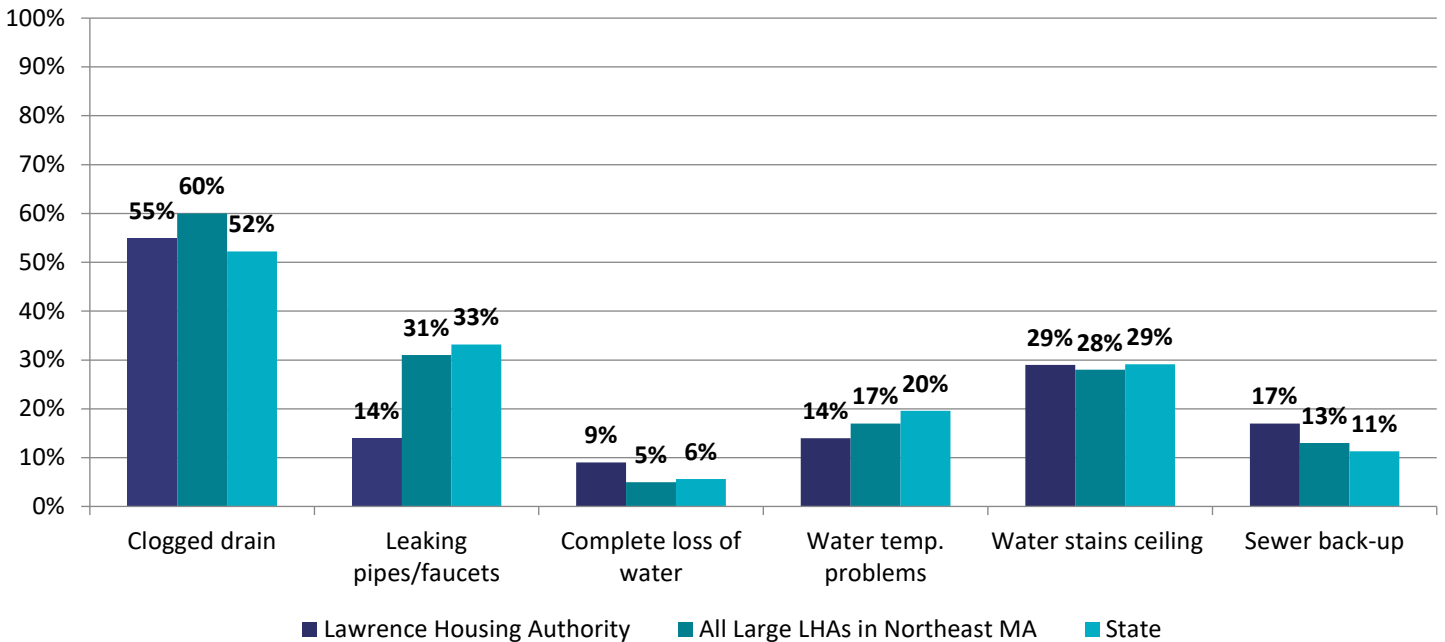
**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



• **Other Water or Plumbing Problems**

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

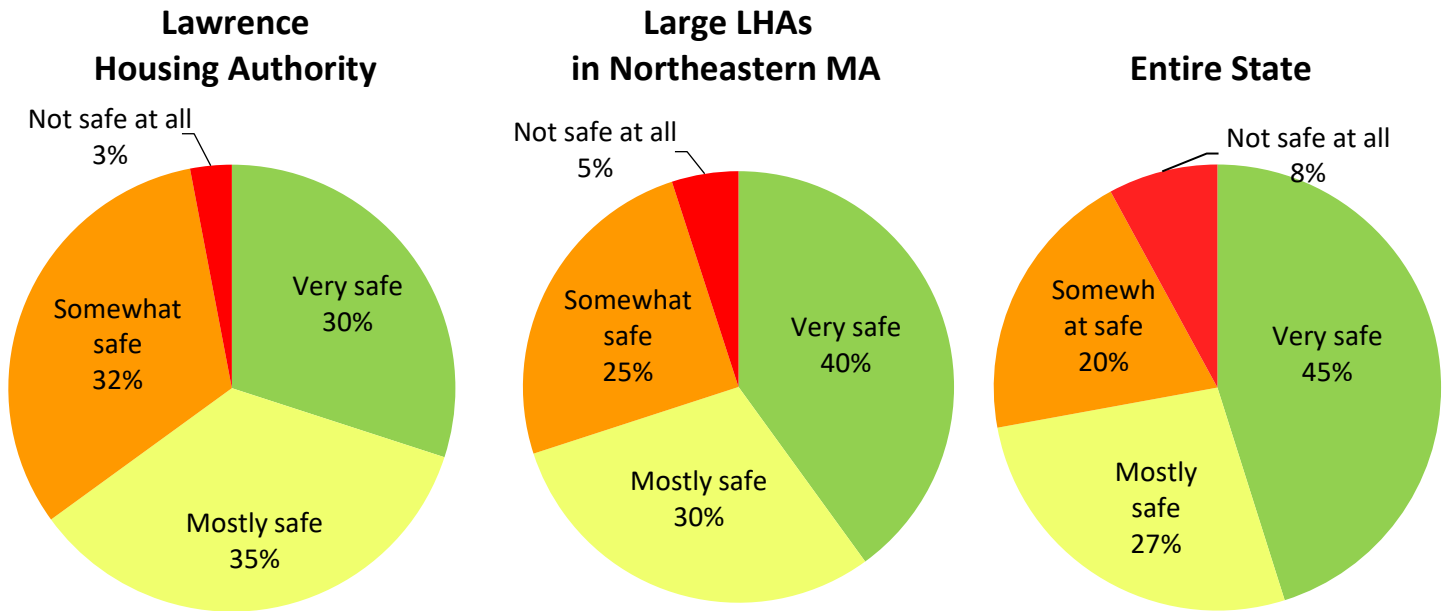
The chart below shows what percentage of residents experienced other water or plumbing problems in the last 12 months.



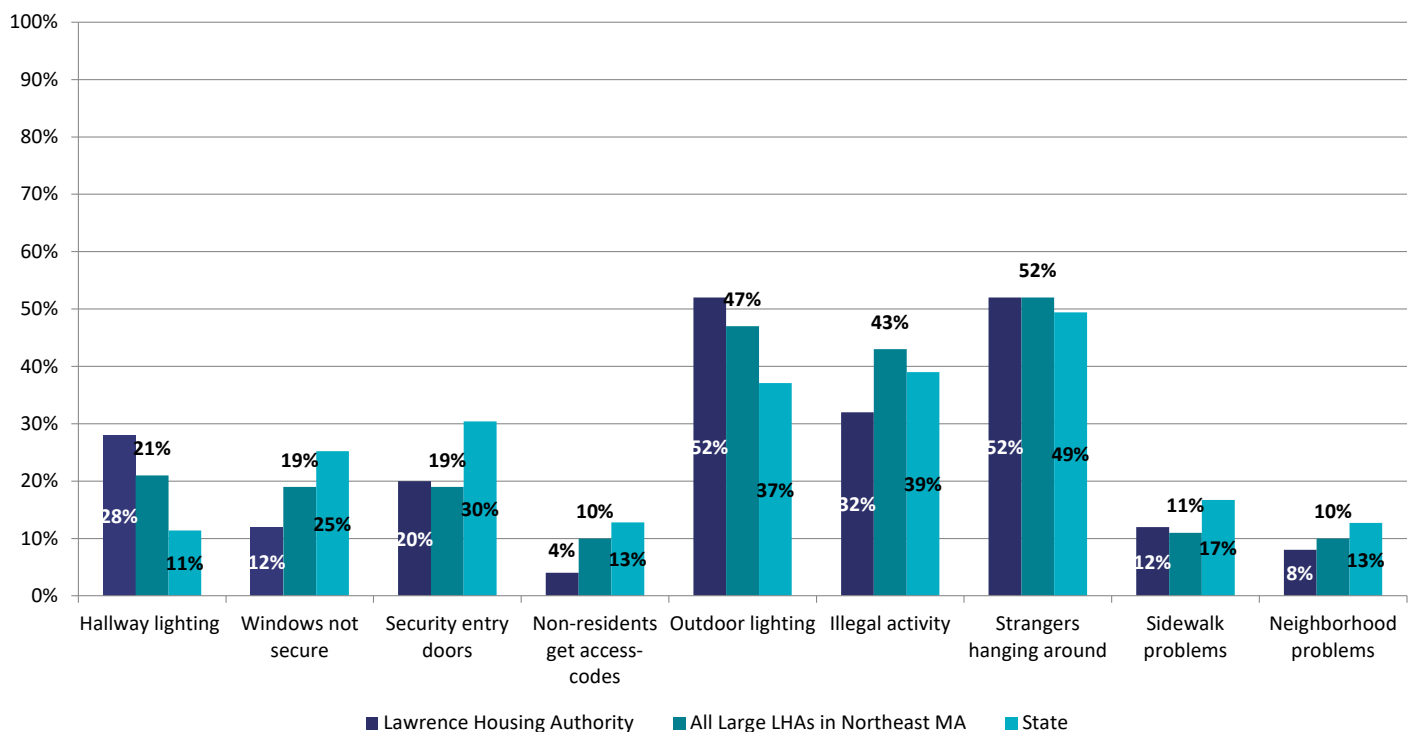


# Safety

**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.



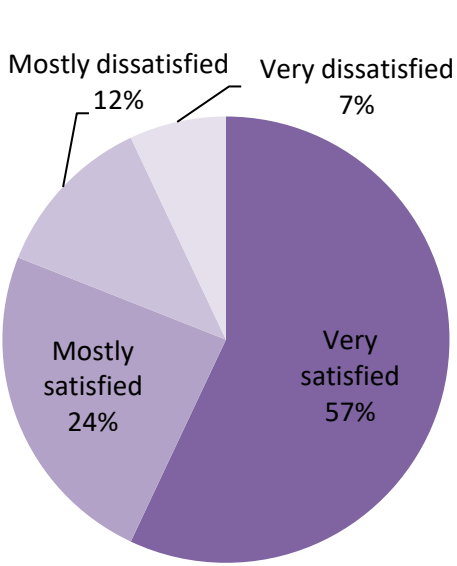
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



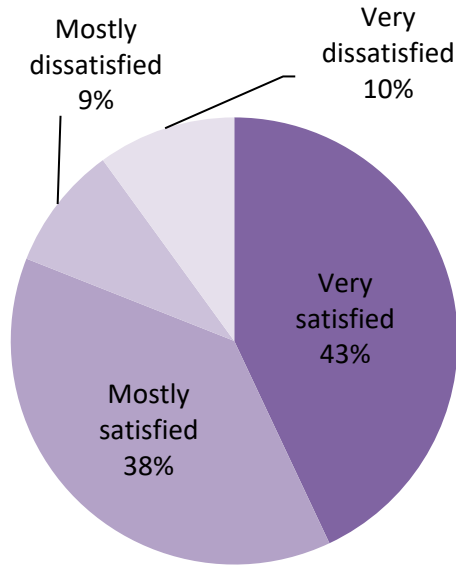
# Overall Satisfaction

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*.

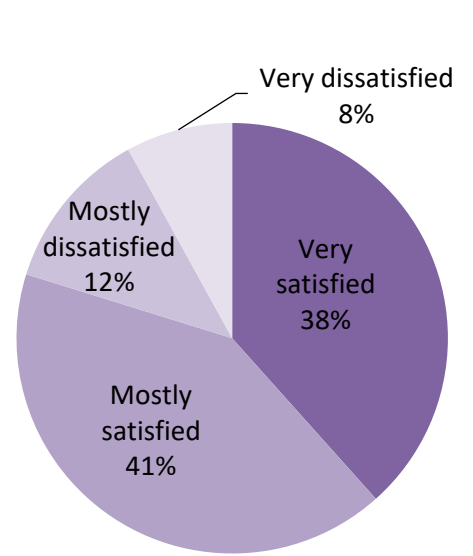
**Lawrence  
Housing Authority**



**Large LHAs  
in Northeastern MA**



**Entire State**



# LAWRENCE HOUSING AUTHORITY

## Performance Management Review (PMR) Report

Fiscal Year End 03/31/2023

\*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 Official Published PMR Record</b> For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority				
Housing Authority	Lawrence Housing Authority			
Fiscal Year Ending	03/31/2023			
Housing Management Specialist	Thomas Lee			
Facilities Management Specialist	Todd Lawson			
Criteria	Score/Rating			
	Management			
Occupancy Rate	c.667	c.705	c.200	Cumulative
	No Findings	Not Applicable	No Findings	No Findings
Tenant Accounts Receivable (TAR)	c.667	c.705	c.200	Cumulative
	No Findings	Not Applicable	No Findings	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	LAWRENCE HOUSING AUTHORITY
FYE	03/31/2023
HMS Name	Tommy Lee
FMS Name	Todd Lawson

Criteria	Rating
Staff Certification and Training	No Findings

## LAWRENCE HOUSING AUTHORITY

## Occupancy

Rating All: No Findings  
 Rating 667: No Findings  
 Rating 705: Not Applicable  
 Rating 200: 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.
- Please refer to PHN 2022-15 Vacancy Waiver Policy Update, Attachment B.
- Other:**

## Tenant Accounts Receivable (TAR)

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

## 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.
- 

## 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).
- 

## Operating Reserve

**Rating:** No Findings

- Please refer to 2019-01 Revisions to PMR Criteria for 1st Publishing Year and 2018-04 PHN 2018-04 Operating Reserve Augmentation and New Spending Thresholds and current budget guidelines.  
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*.
- 

## 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)
-

## Staff Training and Certification

Rating: No Findings

- Develop an employee training policy (including how to request training, training options)
- Assess workplace to determine office capabilities to access learning options (e.g. available workspace, hardware equipped to fully participate in webinars)
- Create a shared calendar of current and upcoming trainings to gauge employee interest.
- Diversify the LHAs learning options (i.e., online, recorded, phased, in person, etc.) ; Survey the workforce to determine which learning options are preferred
- Subscribe staff to DHCD Public Housing Constant Contact to receive updates on upcoming DHCD trainings (i.e. CHAMP, FMS, etc.)
- Other:**

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

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

Housing Authority	Lawrence Housing Authority
Fiscal Year End Date	March 31, 2023
Dates	April 1, 2022 to March 31, 2023
HMS Name	Tommy Lee

**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: Operational Guidance

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

Criteria 2B: Vacancies Filled Using CHAMP

Rating: No Findings

Recommendations: 1. No recommendations.

Report Date: July 27, 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	LAWRENCE HOUSING AUTHORITY
FYE	03/31/2023
HMS Name	Tommy Lee
FMS Name	Todd Lawson

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: Operational Guidance

Recommendations: 1. No recommendations

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No recommendations

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

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No recommendations

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

Rating: No Findings

Recommendations: 1. No recommendations

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

Rating: No Findings

Recommendations: 1. 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. No recommendations

### **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.