

Overview and Certification

Falmouth 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 Falmouth 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. Public Comments and LHA Responses
 - b. Cover sheet for tenant satisfaction surveys
 - c. Tenant Satisfaction Survey 667 Program
 - d. Performance Management Review
 - e. MAINTENANCE AND REPAIR PLAN Narrative questions 1-3

Overview and Certification**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	MAYFLOWER 667-01	4	1956	24
667-02	Elderly	SALT SEA 667-02	7	1960	30
	Family	Family units in smaller developments	25		25
	Other	Special Occupancy units	1		8
Total			37		87

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.

Falmouth Housing Authority manages 38 MRVP vouchers.

LHA Central Office

Falmouth Housing Authority
 115 Scranton Ave., Falmouth, MA, 02540
 Bobbi Richards, Executive Director
 Phone: 508-548-1977
 Email: brichards@falmouthhousing.org

Overview and CertificationLHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Patricia Favulli	Member	State Appointee	05/15/2021	07/31/2025
Michael Galasso	Member		05/24/2021	05/26/2026
Kathleen Haynes	Member	Federal Tenant Rep	09/13/2021	06/30/2026
Stephen Patton	Chair		05/27/2019	05/27/2024

Plan History

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

REQUIREMENT	DATE COMPLETED
A. Advertise the public hearing on the LHA website.	01/15/2024
B. Advertise the public hearing in public postings.	01/15/2024
C. Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D. Post draft AP for tenant and public viewing.	04/22/2024
E. Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F. Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	04/29/2024
G. Executive Director presents the Annual Plan to the Board.	04/29/2024
H. Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	04/29/2024

Certification

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

I, Bobbi Richards, Executive Director of the Falmouth Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Falmouth 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 Falmouth 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, Bobbi Richards, Executive Director of the Falmouth 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: 04/30/2024

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

Capital Improvement Plan (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)	\$728,822.28		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$72,882.23		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$655,940.05	\$710,305.90	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$0.00	\$0.00	Accessibility projects
DMH Set-aside	\$46,417.67	\$46,417.67	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$609,522.38	\$663,888.23	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$587,228.40	\$507,368.40	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$349,960.79	\$349,960.79	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$1,593,129.24	\$1,567,635.09	Total of all anticipated funding available for planned projects and the total of planned spending.

Capital Improvement Plan (CIP)

Additional notes about funding:

FHA is delighted to announce that it has secured \$100,000 in funding to undertake an extensive needs assessment across its federal and state portfolios. The outcomes of this assessment will be pivotal in pursuing further support from municipal, state, federal, and private stakeholders, aimed at enhancing FHA's public housing initiatives.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.
- o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.
- o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2024	fy2025 Planned	fy2026	fy2027	fy2028	fy2029
096027	2008 FF Master CFA	MAYFLOWER 667-01	\$8,500	\$8,500	\$0	\$0	\$0	\$0	\$0	\$0
096072	Screen doors, bulkhead and window screens	BAYBERRY HOUSE 167-01	\$9,132	\$0	\$3,740	\$5,393	\$0	\$0	\$0	\$0
096077	Repair / Replace Existing A/C System	BAYBERRY HOUSE 167-01	\$86,857	\$6,200	\$950	\$0	\$0	\$0	\$0	\$0
096086	ARPA TAR & FF 38 Marshall Drive- Vacant Unit Turnover	Pinecrest Beach Drive	\$192,784	\$17,550	\$18,165	\$0	\$0	\$0	\$0	\$0
096090	Roof Replacement Project	MEREDITH DRIVE 705-A	\$46,541	\$0	\$24,821	\$15,220	\$0	\$0	\$0	\$0
096091	Vacant Unit Rehab 130 Edgewater West	EDGEWATER DRIVE WEST 705-H	\$236,129	\$55,120	\$21,691	\$0	\$0	\$0	\$0	\$0
096092	Kitchen Rehab Project	ASHTON AVENUE 705-I	\$59,896	\$0	\$1,175	\$58,722	\$0	\$0	\$0	\$0
096095	EMG Water Heater Replacement 28 Milton	MILTON STREET 705-N	\$4,142	\$0	\$710	\$1,269	\$0	\$0	\$0	\$0
096096	Vacant Unit Turnover 20 Madeline Rd	MADELINE ROAD 705-D	\$205,293	\$6,049	\$2,699	\$185,046	\$0	\$0	\$0	\$0
096099	ARPA FF: New Windows & Painting at Sea Salt	SALT SEA 667-02	\$439,484	\$0	\$0	\$86,984	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2024	fy2025 Planned	fy2026	fy2027	fy2028	fy2029
096100	Basement/Boiler Room Stairwell Retaining Wall Repair	MAYFLOWER 667-01	\$50,171	\$0	\$10,899	\$39,272	\$0	\$0	\$0	\$0
096101	Vacant Unit Turnover 44 Carolyn Ln	CAROLYN LANE 705-B	\$183,407	\$0	\$8,424	\$158,260	\$0	\$0	\$0	\$0
096102	EMG Asbestos Abatement Unit #22 Salt Sea 667-1	SALT SEA 667-02	\$26,160	\$0	\$0	\$26,160	\$0	\$0	\$0	\$0
096103	Vacant Unit Turnover 189 Old Barnstable Rd.	OLD BARNSTABLE ROAD 705-V	\$190,260	\$0	\$0	\$159,355	\$30,906	\$0	\$0	\$0
096104	Site Drainage & Crawlspace Waterproofing 667-1	MAYFLOWER 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Doors and Window Replacement 167-1 (Bayberry)	BAYBERRY HOUSE 167-01	\$105,883	\$0	\$0	\$0	\$4,152	\$101,732	\$0	\$0
•	Window Replacement (Choate Ln.)	MAYFLOWER 667-01	\$221,708	\$0	\$0	\$0	\$0	\$40,390	\$181,319	\$0
•	Replace Gas Ranges with Electric Ranges 667-1	MAYFLOWER 667-01	\$110,356	\$0	\$0	\$0	\$110,356	\$0	\$0	\$0
•	Additional Parking Spaces	MAYFLOWER 667-01	\$11,418	\$0	\$0	\$9,328	\$2,091	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2024	fy2025 Planned	fy2026	fy2027	fy2028	fy2029
•	Replace wood shingles	SALT SEA 667-02	\$436,111	\$0	\$0	\$0	\$0	\$0	\$0	\$4,836
•	Accessibility Project	SALT SEA 667-02	\$274,317	\$0	\$0	\$0	\$0	\$0	\$0	\$37,946
•	Replace Gas Ranges with Electric Ranges 667-2	SALT SEA 667-02	\$116,994	\$0	\$0	\$0	\$116,994	\$0	\$0	\$0
•	Roof Replacement Project	PINECREST BEACH DRIVE 705-G	\$33,532	\$0	\$0	\$33,532	\$0	\$0	\$0	\$0
•	Siding, Windows & Door Replacement	MILTON STREET 705-N	\$101,604	\$0	\$0	\$0	\$0	\$37,899	\$63,706	\$0
•	Replace Septic System-Windswept	WINDSWEPT DRIVE 705-W	\$59,623	\$0	\$0	\$59,623	\$0	\$0	\$0	\$0
•	Tree Trimming & Removal 705/667-1	MAYFLOWER	\$44,528	\$0	\$0	\$44,528	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain-ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
096086	ARPA TAR & FF 38 Marshall Drive- Vacant Unit Turnover	vacant unit repairs	\$0	\$0	\$0	\$46,135	\$0	\$0	\$0	\$0
096091	Vacant Unit Rehab 130 Edgewater West	vacant unit rehab	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0
096096	Vacant Unit Turnover 20 Madeline Rd	vacant unit	\$0	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0
096099	ARPA FF: New Windows & Painting at Sea Salt		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
096100	Basement/Boiler Room Stairwell Retaining Wall Repair	boiler rm stairwell retaining wall repair	\$36,210	\$0	\$0	\$0	\$0	\$0	\$0	\$0
096101	Vacant Unit Turnover 44 Carolyn Ln	bathroom repairs	\$0	\$0	\$0	\$99,891	\$0	\$0	\$0	\$0
096102	EMG Asbestos Abatement Unit #22 Salt Sea 667-1	asbestos	\$0	\$26,160	\$0	\$0	\$0	\$0	\$0	\$0
096103	Vacant Unit Turnover 189 Old Barnstable Rd.	VU2023	\$0	\$0	\$0	\$190,260	\$0	\$0	\$0	\$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.

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

- Projected spending on projects currently in bidding or construction exceeds Cap Share in one or more years of the CIP.
- The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it

This LHA continues to have several urgent high priority projects that do not fit the plan and as a result are spread across multiple years as well as projects that are currently in bidding or construction that exceed cap shares for the given year.

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.

Falmouth Housing Authority has requested \$230,273.00 in DHCD Compliance Reserve funding for project #096-667-02-0-22-2250\ 096-667-02-0-18-409, Accessibility Project. Reason: LHA working to Federalize property and add ADA compliant units and amenities

Falmouth Housing Authority has requested \$110,356.00 in DHCD Sustainability funding for project #096-667-01-0-23-1534, Replace Gas Ranges with Electric Ranges 667-1. Reason: Existing gas ranges have expired and are beyond their useful life. The LHA wishes to replace all gas ranges with electric.

Falmouth Housing Authority has requested \$116,994.00 in DHCD Sustainability funding for project #096-667-02-0-23-1535, Replace Gas Ranges with Electric Ranges 667-2. Reason: Existing gas ranges have expired and are beyond their useful life. The LHA wishes to replace all gas ranges with electric.

3. Overall goals of the Housing Authority's CIP

This LHA has many high priority projects that will begin to address its the needs at select 705 Family housing units including vacancies and continue to address aging components at its 667-1, 667-2 and 689-1 developments.

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:

This CIP includes the addition of the following high priority projects:

Tree trimming and removal at 705-1, 667-1, Replace Gas Ranges with Electric Ranges at 667-1 and 667-2, Provide additional parking spaces at 667-1, Vacant Unit Turnover at 705-V 189 Old Barnstable Rd.

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 12/23/2023.

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 01/17/2024.

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:

This LHA has many high priority projects and will continue to address them as funding allows.

10. Accessibility

We have identified the following accessibility deficiencies in our portfolio:

There are no accessible units in this LHA's portfolio. FHA is requesting DHCD compliance reserves to address the needs of the community. The LHA is requesting that a fiscality study be conducted first to identify the best scope for the project.

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

11. Special needs development

Falmouth Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 01/10/2024.

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 10/2022 to 9/2023.

The following table lists the DHCD thresholds for Per Unit Monthly (PUM) expense for electricity, natural gas, oil, and water use and the developments at the Housing Authority that have expenses in excess of the thresholds, if any.

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
	705--H			
	705--G			
	705--D			
	705--B			

The housing authority has been working with Cape Light Compact and Rise Engineering to convert all qualified 705 units from oil/ and gas to heat pump electric. Of the 25 705-family units, FHA has successfully partnered with other agencies to finalize conversions for four (4) units as follows: 22 Oak St (2022), 466 Brick Kiln (2022), 86 Meredith (2021) and 26 Pinecrest (2022); two units are on the list for conversions this calendar year as follows: 130 Edgewater and 38 Marshall.

13. Energy or water saving initiatives

Falmouth Housing Authority is currently pursuing energy or water-saving audits or grants as note Falmouth Housing Authority received a grant of \$100k from the Town of Falmouth to provide a c review of the portfolio. This review will address known and unknown deficiencies; and will inclu energy and water saving measures. The housing authority recently (2022) replaced the lighting, aerators, and some appliances at many of the state units through a partnership with Cape Light C partnership continues into 2024.

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.)

4% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

20% c. 705 (DHCD Goal 2%)

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

This LHA has several ongoing projects at it vacant 705s and other developments with the goal of decreasing its vacancy rates.

Maintenance and Repair Plan

Maintenance Objective

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

- I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
 - **Goal: initiated with 24 to 48 hours.**

- II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
 - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
 - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**

- III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
 - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
 - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.

- IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
 - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
 - Inspections are the other source of programmed maintenance.
 - o Inspections are visual and operational examinations of parts of our property to determine their condition.
 - o All dwelling units, buildings and sites must be inspected at least annually.
 - o **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**

- V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
 - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
 - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	508-548-1977	24 Hrs. will page on-call maintenance
Call LHA at Phone Number	508-548-1977	M-F 8:30AM - 4:30PM

The emergency response system for the housing authority is:

- a. Call our main line (508-548-1977) and place a work order with our Maintenance Administrative Assistant or the Receptionist
- b. After hours, call our main line (508-548-1977) and select the option for emergencies; place a work order with our answering service. The on-call maintenance staff will be contacted and will respond to the call.

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 Falmouth Housing Authority main office.

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	508-548-1977	24 Hrs. will page on-call maintenance
Call Housing Authority Office	508-548-1977	M-F 8:30AM - 4:30PM
Submit Online at Website		
Email to Following Email		
Other		

The normal maintenance response is immediate if emergency; if not emergency but can be accomplished quickly, the work order is completed within 48 hours. Our goal for tasks requiring a particular skill set and/or considerable time involved are scheduled to be completed within 30 days.

Work Order Management

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

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

The housing authority uses the PHA-WEB online-based system for its work orders.

Maintenance Plan Narrative

Following are Falmouth 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?

Please see the extended answer at the end of this report.

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

Please see the extended answer at the end of this report.

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

Please see the extended answer at the end of this report.

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	\$0.00	\$0.00
Last Fiscal Year Actual Spending	\$0.00	\$0.00
Current Fiscal Year Budget	\$0.00	\$0.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	12
Average time from date vacated to make Unit "Maintenance Ready"	6 days
Average time from date vacated to lease up of unit	10 days

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

The administrative management team has continued to assist the maintenance department in the procurement of materials, supplies and aging equipment to better provide services to FHA's tenants. The Town of Falmouth has awarded the LHA \$100K to conduct a comprehensive Needs Assessment of the site and each unit within the housing portfolio. Sen. Susan Moran and Rep. David Vierira allocated \$350k+ to FHA to assist in the repair/renovation of a public housing development.

Attachments

These items have been prepared by the Falmouth 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 Schedule and Checklist

LHA NAME: Falmouth Housing Authority

**DEVELOPMENTS: 667's: Mayflower/Choate & Salt Sea;
Scattered 705s (as applicable)**

Buildings & Grounds Preventive Maintenance

Building Envelope															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Check cracks, water pooling, leaks, flashing	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Reseal Joints	Every 5yrs	Vendor					X								
PITCHED ROOF - Remove moss	Annually	Vendor										X			
PITCHED ROOF - Clear debris from gutters/downspouts	Bi-Annually	Staff / Vendor				X						X			
Recalk roof flashing	Every 2 Yrs / As Needed	Staff / Vendor				X									
WALLS - Repair mortar joints, Replace Bricks (as needed)	Annually / As Needed	Staff / Vendor				X									
WINDOWS - Wash, re-caulk if needed	Annually	Staff / Vendor				X									
DOORS - Wash, check weather stripping, re-paint as needed	Annually	Staff				X									
DECKS, EXT STAIRS - Wash	Annually	Staff				X									
FOUNDATION - Check cracks, vent covers	Annually	Staff				X									
EXTERIOR SURFACES, FIXTURES - Refinish	Every 10yrs	Staff / Vendor													
Re-shingle - Exteriors	Every 20 yrs	Vendor						x							
Trim Painting - Exteriors	Every 10 yrs	Vendor						x							
Building Interior															
WOOD FLOORS - Refinish, polish	As Needed	Staff													
VINYL FLOORS - Refinish, polish	As Needed	Staff													
CEILINGS - Refinish	As Needed	Staff / Vendor													
WALLS - Refinish	As Needed	Staff / Vendor													
WALLS - Recalk (kitchen and bath)	As Needed	Staff /													
FLOORS - Professionally clean common area	Annually	Vendor				X									
WALLS - Wash off hand prints and dirt in high	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Pest Control															
PEST CONTROL - Notify residents, Apply Chemicals	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	
Common Kitchen, Laundry															
KITCHEN - Clean Range, Microwave, Refrigerator	Monthly / Annually	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
GAS STOVE - Valve and line cleaning	Annually	Vendor									X				
LAUNDRY - Wipe surfaces, empty trash, mop floor, clean behind machines, check lint traps and clean as needed	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
LAUNDRY - Clean dryer vents	Bi-Annually	Staff/Vendor				X							x		

Preventive Maintenance Schedule and Checklist

LHA NAME: Falmouth Housing Authority

**DEVELOPMENTS: 667's: Mayflower/Choate & Salt Sea;
Scattered 705s (as applicable)**

Buildings & Grounds Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Trash / Recycling Room														
Clean, mop floor, wash out containers	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Cans (Trash / Recycle) - Regular pickup	Bi-Weekly / Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Landscaping														
Aerate lawn/overseed/top dress with compost	Annually	Staff/Vendor				X								
Mulch landscape beds	Annually	Staff				X								
Shrubs, Trees (remove broken, dead, deformed branches)	As needed / Seasonal	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Remove weeds (don't let weeds go to seed)	As needed / Seasonal	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Protect Shrubs (winter)	Seasonally											X	X	
Pest / Disease - Monitor, Integrated Pest Mgmt & Natural Gardening. DON'T use products harmful to environment	Monthly	Staff/Vendor				X	X	X	X	X	X	X		
Watering/Irrigation - soak (dry out before watering again)	Weekly / Seasonal	Staff				X	X	X	X	X	X	X		
Lawn Mowing	Seasonal	Staff				X	X	X	X	X	X	X		
Trim Hedges	Seasonal	Staff				X	X	X	X	X	X	X		
Irrigation System														
Spring (Start) / Fall (Shutdown) - blow out lines	Annually	Vendor					X					X		
Grounds														
Signage - inspect, clean, repair as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Walks, Paving, Curbs - monitor, clean, repair as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Parking Lot - Monitor condition, clean and reseal as needed	Annually	Staff / Vendor									X			
Fence - monitor condition, clean and repaint as needed	As needed / Annually	Staff					X							

Preventive Maintenance Schedule and Checklist

LHA NAME: Falmouth Housing Authority

**DEVELOPMENTS: 667's: Mayflower/Choate & Salt Sea;
Scattered 705s (as applicable)**

Mechanical, Electrical Systems Preventive Maintenance

HVAC (Heating, Ventilation, Air Conditioning)														
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FURNACE, AHU - Filter Changing / Cleaning, Service	Annually	Staff / Vendor					X							
FCU, Window AC Filters, Duct Cleaning - Clean, Replace as needed	Bi-Annually	Staff					X						X	
Air Source Heat Pumps - Check Oil	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Co-Gen System	Bi-Annually	Vendor					X						X	
Water system														
Test / Check Water Temperatures	Bi-Annually / Annually	Staff					X					X		
Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Clean, Test integrity, Change Washers	Annually	Staff / Vendor									X			
Test pressure	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Plumbing														
Toilets - check for leaks, running water	Annually	Staff						X						
Faucets and shut-offs - check for leaks, drips	Annually	Staff						X						
Boilers/HW Tanks - Inspect, service	Annually	Staff / Vendor											X	
Fire Sprinklers														
Inspect, Test Backflow	Annually	Vendor									X			
Sanitary system														
Clean, Lubricate valves and pumps	Bi-Annually	Vendor					X					X		
Replace toilet mechanism	Every 5yrs	Staff / Vendor									X			
Test system integrity	Annually	Staff / Vendor									X			
Septic Maintenance	As Needed	Vendor					X	X	X	X	X	X		
Storm drain system														
Gutters	Annually	Staff / Vendor									X	X		
Electrical system														
Tighten connections in transformers and junctions	As Needed	Vendor	Recommended by DHCD's Handbook.											
Clean, Test	As Needed	Vendor	However, if this was never performed, then it should be performed by licensed EC after an infrared test by a Testing Company											
Fire Alarms														
System (Hardwired) - Clean, Test	Annually	Vendor							X					
Fire Extinguishers - Test, Recharge, Replace (if necessary)	Annually	Vendor					X							

Preventive Maintenance Schedule and Checklist

LHA NAME: Falmouth Housing Authority

**DEVELOPMENTS: 667's: Mayflower/Choate & Salt Sea;
Scattered 705s (as applicable)**

Mechanical, Electrical Systems Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Emergency Lighting (Not on Generator)														
Recharge batteries	Annually	Staff							X					
Test	Monthly / Quarterly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
ALL Light Fixtures														
Lighting - clean fixtures, replace lamps as needed	As Needed	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Security systems														
Test system - Locks for Laundry/Community Room	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Elevator system														
Test lights	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Mechanical - professional service contract	Quarterly / Annually	Vendor			X			X			X			X

Dwelling Unit Preventive Maintenance

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Heat and smoke detectors														
Battery Heat / Smoke Detectors - Test, Change batteries	Annually										X			
Test hardwired detectors (with System)	Annually										X			
Pest control														
Notify Residents, Install Chemicals	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X
Floors														
Refinish floors	At Turnover / As Needed													
Ceilings														
Refinish	At Turnover / As Needed													
Walls														
Refinish	At Turnover / As Needed													
Recaulk (kitchen and bath)	At Turnover / As Needed													
Kitchen fixtures														
KITCHEN - Clean Range, Microwave, Refrigerator	Annually										X			
GAS STOVE - Valve and line cleaning	Annually	Vendor									X			
UNIT APPLIANCES - clean interior and exterior, vacuum under and behind	Annually	Resident Staff						X						
HVAC fixtures														
Air Source Heat Pumps - Vacuum, Clean Condenser	Annually	Staff										X		
Unit Forced Hot Water - Check for Air locks, Bleed	Annually	Staff / Vendor									X	X		
Unit Electrical Baseboard - Vacuum around fins	Annually	Resident										X		
Unit Forced Hot Air - Vacuum Vents	Annually	Resident										X		
Unit Bathroom Fans - Inspect, Vacuum, Clean covers	Annually	Resident						X						

Preventive Maintenance Schedule and Checklist

LHA NAME: Falmouth Housing Authority

**DEVELOPMENTS: 667's: Mayflower/Choate & Salt Sea;
Scattered 705s (as applicable)**

Machine Preventive Maintenance

Automobile

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Lubricate, Change Filters	Per Manufacturers Recommendations	Vendor										X		
Change tires	Annually (Varies)	Vendor												
Replace brakes, other fixed life parts	Per Manufacturers Recommendations	Vendor										X		
Change brushes on sweepers	Annually (Varies)	Vendor												
Annual Sticker (Vehicles, Trailers)	Annually (Varies)	Vendor												

Small Engines

ALL WORK by Service Contract	Per Manufacturers Recommendations	Vendor										X		
OIL - Check Level , Change, Replace Filter	Per Manufacturers Recommendations	Staff										X		
Air Filter - Replace Foam/Paper Air cleaner	Per Manufacturers Recommendations (OR Every Season)	Staff										X		
Replace Spark Plug, In-line Fuel Filter	Per Manufacturers Recommendations (OR Every 100 Hrs)	Staff										X		
Prep Work Season Start, Season End)	Bi-Annually	Staff			X							X		
Snow Removal and Sanding Equipment	Annually	Staff/Vendor										X		

Falmouth Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Program: (20)-Massachusetts State 667, (30)-Massachusetts State 705, (15) State MOD 2) Project: (20) 667-1 Mayflower/Choate Lane, (20) 667-2 Salt Sea, (30) 705-State Family Housing, (15) #096074 44 Carolyn Ln Water Heater & Restore +3 3) Types: All Types 4) Deferred Note: N/A 5) Completed Date: All

Work Order Number	Completed Date/Time	Deferred Note	Deferred Type
46493	2/4/2020 4:00 PM	Replace windows due to a failed thermoplane	Deferred Maintenance Plan
46531	2/24/2020 4:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
46532	2/24/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
46533	9/22/2020 12:00 AM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47751	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47752	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47753	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47754	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47755	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47757	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47758	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47759	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47760	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47761	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47762	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47763	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47764	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47765	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47766	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
47767	9/22/2020 3:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
48022	2/8/2024 10:03 AM	Replace windows due to a failed thermoplane	Capital Improvement Plan
48050	12/13/2022 12:00 PM	Windows Repl-State Unfunded Portfolio Project	Deferred Maintenance Plan
52194	1/19/2024 10:34 AM	Capitol plan	Capital Improvement Plan
53773	10/4/2023 2:30 PM	Funding	Capital Improvement Plan
53925	5/31/2023 4:00 PM	Windows Repl-State Unfunded Project	Capital Improvement Plan
54379	9/8/2023 4:00 PM	Funding	Capital Improvement Plan
54569	9/26/2023 6:56 AM	Funding	Deferred Maintenance Plan
54638	10/4/2023 3:25 PM	CIP painting, repair/replacement of rotted window	Capital Improvement Plan
54639	10/4/2023 5:00 PM	Replace windows due to a failed thermoplane	Capital Improvement Plan
54640	10/4/2023 4:09 PM	Windows Repl-State Unfunded Project	Capital Improvement Plan
54665	3/19/2024 11:25 AM	bathroom faucet and stopper replacement	Capital Improvement Plan
55055	11/15/2023 12:00 PM	replace windows due to failed thermoplane	Capital Improvement Plan
55056	11/15/2023 12:00 PM	bathroom faucet and stopper replacement	Capital Improvement Plan
55057	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55058	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55059	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55060	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55061	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55064	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55065	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55066	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55067	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55068	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55069	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55071	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55072	11/15/2023 12:00 PM	Window replacement	Deferred Maintenance Plan
55074	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55075	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55076	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55077	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan

Falmouth Housing Authority Deferred Work Order Report

Filter Criteria Includes: 1) Program: (20)-Massachusetts State 667, (30)-Massachusetts State 705, (15) State MOD 2) Project: (20) 667-1 Mayflower/Choate Lane, (20) 667-2 Salt Sea, (30) 705-State Family Housing, (15) #096074 44 Carolyn Ln Water Heater & Restore +3 3) Types: All Types 4) Deferred Note: N/A 5) Completed Date: All

55078	11/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55079	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55080	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55081	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55083	11/15/2023 12:00 PM	Window replacement	Capital Improvement Plan
55084	11/15/2023 12:31 PM	Window replacement	Capital Improvement Plan
55085	12/15/2023 12:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55086	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55087	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55088	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55089	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55090	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55091	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55092	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55093	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55094	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55095	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55096	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55097	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55098	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55099	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55100	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55101	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55102	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55103	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55104	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55105	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55106	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55107	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan
55108	11/15/2023 4:00 PM	Bathroom faucet and stopper replacement	Capital Improvement Plan
55109	11/15/2023 4:00 PM	Window replacement	Capital Improvement Plan

End of Report

Operating Budget

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 06/30/2023. 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.

Refer also to the Performance Management Review (PMR) section of this Annual Report for the LHA's response to a "Corrective Action" finding for the "Adjusted Net Income" rating.

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 Falmouth Housing Authority operating reserve at the end of fiscal year 2023 was \$0.00, which is 0% of the full reserve amount defined above.

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 Falmouth 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: Corrective Action

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

Rating: Operational Guidance

Criterion: Completion of mandatory online board member training

Rating: No Findings

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

Rating: No Findings

Criterion: Staff completed relevant certifications or trainings

Rating: No Findings

Category: Financial

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

Rating: Corrective Action

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

Rating: Corrective Action

Category: Capital Planning

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

Rating: No Findings

Category: CHAMP

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

Rating: Corrective Action

Criterion: Vacancies are recorded correctly and occupied using CHAMP

Rating: Corrective Action

Category: Facility Management - Inspection Standards and Practices

Criterion: 100% of units inspected during FYE under review

Rating: Corrective Action

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

Rating: Corrective Action

Criterion: Unit inspection reports accurately reflect necessary repairs

Rating: Corrective Action

Category: Facility Management - Vacancy Turnover Standards and Practices

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

Rating: Corrective Action

Criterion: Vacancy turnover work orders accurately reflect necessary repairs

Rating: Corrective Action

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: Corrective Action

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

Rating: No Findings

Explanation of PMR Criteria Ratings

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

CRITERION	DESCRIPTION
CHAMP	
Paper applications	<p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> • No Findings: Paper applications are available; And paper applications are date and time stamped correctly; And 90% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; And 2% or less of new paper applications are entered more than 30 days after date/time stamp • Operational Guidance: Paper applications are available; And paper applications are date and time stamped and entered correctly; And 75% - 89% of new paper applications are entered into CHAMP within 15 calendar days; And 3% - 5% of new paper applications are entered more than 30 days after date/time stamp <p>Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp</p>
Vacancies occupied using CHAMP	<p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> • No Findings: All vacancies during the fiscal year are recorded in DHCD's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between DHCD's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors • Operational Guidance: All vacancies during the fiscal year are recorded in DHCD's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between DHCD's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors • Corrective Action: All vacancies during the fiscal year are not recorded in DHCD's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between DHCD's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers

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

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

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	09/14/1993	"Rent Collection/Death of Tenant"
*Personnel Policy	06/16/2020	Union Contract
*Capitalization Policy	12/09/2015	
*Procurement Policy	11/18/2015	
*Grievance Policy	11/10/1998	
Credit/Debit Card Policy	08/18/2017	"Agency Credit Card Use Policy"
Maintenance and Other Charges	04/13/2016	"Maintenance/Preventative Maintenance Policy"
Records Conservation and Disposal Policy	07/14/2020	"Records Retention"
Sexual Harassment Policy	04/24/2018	"Sexual Harassment Prohibition Policy"
Smoking Policy	12/19/2022	"Establishment of a Designated Smoking Area"
Travel Policy	01/13/2016	
Parking	04/11/2017	
Other – Define in the ‘Notes’ column	04/20/2021	Infectious Disease - COVID 19 Policy
Other – Define in the ‘Notes’ column	12/09/2015	Whistleblower Policy
Other – Define in the ‘Notes’ column	06/12/2018	Office Closure Policy
Other – Define in the ‘Notes’ column	02/18/2020	Mobile Device Policy

Policy	Last Ratified by Board Vote	Notes
Other – Define in the ‘Notes’ column	02/18/2020	Nepotism Policy
Other – Define in the ‘Notes’ column	08/22/2019	Media Policy
Other – Define in the ‘Notes’ column	04/24/2018	MA Pregnancy Non Discrimination & Accommodation Policy
Other – Define in the ‘Notes’ column	04/24/2018	Breastfeeding Accommodatoin Policy
Other – Define in the ‘Notes’ column	05/13/2013	Drug Free Workplace Policy
Other – Define in the ‘Notes’ column	04/15/2015	Air Conditioner Installation Policy
Other – Define in the ‘Notes’ column	08/14/2018	Compensatory Time for Management Policy
Other – Define in the ‘Notes’ column	05/29/2019	Trampoline & Pool Policy
Other – Define in the ‘Notes’ column	05/29/2018	Weapons Policy
Other – Define in the ‘Notes’ column	04/11/2017	Key Policy
Other – Define in the ‘Notes’ column	02/28/2017	Mission Statement (Revision)
Other – Define in the ‘Notes’ column	11/13/2013	Cellular Telephone Policy
Other – Define in the ‘Notes’ column	09/12/1995	Policy on Late Rent
Reasonable Accommodations Policy	10/19/2021	
Other – Define in the ‘Notes’ column	04/20/2021	Personal Leave for Non-Union Staff Policy
Other – Define in the ‘Notes’ column	04/20/2021	Vehicle Policy

Policy	Last Ratified by Board Vote	Notes
Fair Housing Marketing Plan	06/29/2022	
Language Access Plan	06/29/2022	
Other – Define in the ‘Notes’ column	03/20/2023	Wage Match for State Housing Tenants Policy
Other – Define in the ‘Notes’ column	08/30/2022	Change Order approval policy and procedure

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

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

Waivers

AP-2025-Falmouth Housing Authorit-00975 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Attachments

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

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

- Public Comments and LHA Responses
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 667 Program
- Performance Management Review
- MAINTENANCE AND REPAIR PLAN Narrative questions 1-3



115 Scranton Avenue
Falmouth, MA 02540
Tel: (508) 548-1977
Fax: (508) 457-7573
TDD (800) 545-1833, Ext. 185
www.falmouthhousing.org

April 29, 2024

A Public Hearing was held on Monday, April 29, 2024 to review the State Capital Improvement Plan. The Public were provided ample comment period. Notice of the public hearing was published in the Falmouth Enterprise and notices were distributed to all tenants.

A comment was received from one tenant during the comment period. The tenant requested that the housing authority obtain funding to create a project to repaint interiors walls and ceilings, and entry/exit doors in the 667 developments.

No other comments were received in writing and none others were presented during the public hearing.

Respectfully submitted,
Bobbi Jones Richards, M.A.
Executive Director
Falmouth Housing Authority

Vote of the Board to Accept the FY25 Capital Improvement Plan

Stephen Patton, Chair – aye

Michael Galasso – aye

Kathleen Haynes – aye

Three-Ayes (Patton, Galasso, Haynes)

MOTION CARRIED

Patricia Favulli-absent

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.



NOTE

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

In the fall of 2019, surveys were sent to **54** housing units (Chapter 667) in the Falmouth Housing Authority. **26** surveys were completed. The percentages presented here are based on that number.

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

- 19%** Less than 2 years
- 27%** 2 to 5 years
- 31%** 6 to 10 years
- 23%** More than 10 years

Maintenance & Repair

- 8.** In the last 12 months, how often were you treated with courtesy and respect by the maintenance staff of your development??
- 4%** Never
 - 4%** Sometimes
 - 23%** Usually
 - 69%** Always
- 9.** Does the Housing Authority let you know before they enter your apartment??
- 96%** Yes
 - 0%** No
 - 4%** Don't Know
- 10.** "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance??
- 4%** Poor
 - 27%** Fair
 - 31%** Good
 - 23%** Very Good
 - 15%** Excellent
- 11.** In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?
- 23%** Poor
 - 19%** Fair
 - 31%** Good
 - 11%** Very Good
 - 15%** Excellent
- 12.** In the last 12 months, how many times did you completely lose heat in your apartment?
- 56%** Never → **If Never, go to #14**
 - 32%** Once
 - 12%** 2 or 3 times
 - 0%** 4 times or more

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

73% Less than 24 hours

27% 24 to 48 hours

0% More than 48 hours

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

	Yes
a. Apartment was too hot	8%
b. Apartment was too cold	8%
c. Took too long for apartment to heat up	15%
d. Apartment felt too drafty	15%

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

75% Never → **If Never, go to #17**

8% Once

17% 2 or 3 times

0% 4 times or more

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

87% Less than 24 hours

13% 24 to 48 hours

0% More than 48 hours

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

	Yes
a. Clogged drains (sink, toilet, shower)	31%
b. Leaking pipes or faucets	27%
c. Complete loss of water	0%
d. Water temperature problems (too hot, too cold, unreliable)	23%
e. Water stains on the ceiling	19%
f. Sewer backed-up into your apartment	11%

Communication

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

35% Yes

17% No

48% Don't remember

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

0% Never

8% Sometimes

35% Usually

58% Always

Safety

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

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

19% Mostly safe

11% Somewhat safe

0% Not at all safe

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

Building/Indoor Concerns

13% Not enough lighting in the hallways

13% Windows are not secure

13% Security of entry doors

25% Other tenants give door access code to non-residents

Outdoor Concerns

25% Not enough outdoor lights

25% Illegal activity in the development

50% Strangers hanging around who should not be there

25% Sidewalks are difficult to walk on

Other Concerns

0% The neighborhood/area the development is in

0% Another reason

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

42% Very satisfied

46% Mostly satisfied

4% Mostly dissatisfied

8% Very dissatisfied

FALMOUTH HOUSING AUTHORITY

Performance Management Review (PMR) Report

Fiscal Year End 06/30/2023

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

Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)				
PMR Desk Audit Ratings Summary Official Published PMR Record				
For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority				
Housing Authority	Falmouth Housing Authority			
Fiscal Year Ending	06/30/2023			
Housing Management Specialist	Lisa Taylor			
Facilities Management Specialist	Todd Lawson			
Criteria	Score/Rating			
	Management			
Occupancy Rate	c.667	c.705	c.200	Cumulative
	No Findings	No Findings	Not Applicable	No Findings
Tenant Accounts Receivable (TAR)	c.667	c.705	c.200	Cumulative
	Corrective Action	Corrective Action	Not Applicable	Corrective Action
Board Member Training	No Findings			
Certifications and Reporting Submissions	Operational Guidance			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	Corrective Action			
Operating Reserves	Corrective Action			
	Capital			
Contracts for Financial Assistance (CFA) Submissions	Planning Year			

Falmouth Housing Authority

Occupancy

Rating All: No Findings

Rating 667: No Findings

Rating 705: No Findings

Rating 200: Not Applicable

- 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: Corrective Action

Rating 667: Corrective Action

Rating 705: Corrective Action

Rating 200 : Not Applicable

- 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.
- Set reasonable thresholds for commencing legal action.
- Ensure proper documentation of past due balances and collection efforts with tenants.
- Other: QE 03/31/2023 - 06/30/2023 TAR Reports were not submitted on time, therefore, this Criteria can not be evaluated.**

Board Member Training

Rating: No Findings

- Ensure you update the board attendance application with the most recent board members, and their term dates.

- Ensure each board member has a unique email for the board member training.
- Provide computer guidance as needed to help board members complete the training.
- Other:

Certifications and Reporting Submissions

Rating: Operational Guidance

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

- Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.

- Other: QE 06/30/2023 Operating Statements, QE 03/31/2023 - 06/30/2023 TAR Reports, and QE 06/30/2023 Vacancy Reports were not submitted on time.

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: Corrective Action

Revenue:

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

Expense:

Salaries

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

Legal

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

Utilities

- Use online resources such as WegoWise, MassEnergyInsight or software provided by your utility company to track and monitor utility usage. Review the usage monthly to look for unusual expenditures.
- Weatherize units to improve insulation. Reach out to maintenance director or DHCD staff for more information.
- Request a referral from your HMS to DHCD's sustainability coordinator if you are interested in saving money through the installation of low-flow toilets, showerheads, LED lights or other cost-savings, energy-efficient measures. DHCD frequently has incentive programs that pay for the procurement and installation of energy and water saving appliances and tools at your LHA.
- Ensure that you have an air conditioner policy that precludes a/c being in windows out of season/enforce policy if already in place.

Maintenance

- Develop or update your preventive maintenance, deferred maintenance and routine maintenance plans and review monthly with maintenance staff.
- Develop or update your procurement and purchasing policies and review with staff.
- Develop a system to schedule and track preventive maintenance, reach out to your facilities management specialist for assistance.
- If contractor costs are high, see if your current maintenance team can complete the work or if it is possible to contract with a tradesman.
- Consider bulk purchasing for supplies and shop around for the best deals.
- Consider investing (through purchase or maintenance) in equipment that may reduce hours spent on maintenance (such as a snow blower to reduce time shoveling).
- Other: The QE 06/30/2023 Operating Statements were not submitted on time, therefore, this Criteria can not be evaluated.**

Operating Reserve

Rating: Corrective Action

- 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*.
- Other: The QE 06/30/2023 Operating Statements were not submitted on time, therefore, this Criteria can not be evaluated.**

**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	FALMOUTH HOUSING AUTHORITY
FYE	06/30/2023
HMS Name	Lisa Taylor
FMS Name	Todd Lawson

Criteria	Rating
Staff Certification and Training	No Findings

**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
CHAMP PMR Report**

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

Housing Authority	Falmouth Housing Authority
Fiscal Year End Date	June 30, 2023
Dates	July 1, 2022 to June 30, 2023
HMS Name	Lisa Taylor

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: Corrective Action

Recommendations: 1. Prioritize the data entry of CHAMP Paper Applications to ensure that all CHAMP Paper Applications are entered into CHAMP accurately.
2. Prioritize the intake of CHAMP Paper Applications to ensure that all CHAMP Paper Applications are date and timestamped.

Criteria 1C: Paper Application Entry

Rating: Corrective Action

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

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

Criteria 2A: Vacancies Reported and Recorded on Time

Rating: Corrective Action

Recommendations: 1. Ensure that all vacancies are recorded in the EOHLC 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 EOHLC Housing Apps Vacancy Reporting System within 30 days.

Criteria 2B: Vacancies Filled Using CHAMP

Rating: Operational Guidance

Recommendations: 1. Ensure that all unit offer data is correctly entered into the EOHLC Housing Apps

- Vacancy Reporting System (Including Application ID, List Pull ID, Applicant Priority/Preference, and Lease Start date)
2. Prioritize entering Admin Transfers accurately into the Vacancy Reporting System. This includes selecting "Admin" as the priority for the applicant being transferred.

Criteria 3: CHAMP Fair Housing

Criteria 3A: Fair Housing Plan, Language Access Plan, and Reasonable Accommodation Policy Adopted

Rating: No Findings

Recommendations: 1. No recommendations.

Report Date: Oct. 12, 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	FALMOUTH HOUSING AUTHORITY
FYE	06/30/2023
HMS Name	Lisa Taylor
FMS Name	Todd Lawson

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

Rating: Corrective Action

- Recommendations:
1. Ensure that Units are Inspected per DHCD guidance
 2. Ensure Inspection Reports are created for each Unit Inspection
 3. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
 4. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection
 5. Ensure that work orders are created, tracked, and completed for all Health and Safety deficiencies
 6. Ensure that all work orders are completed in the appropriate timeframe or appropriately added to the DM/CIP
 7. Ensure that all work orders for all Health and Safety deficiencies are completed in the appropriate timeframe

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

Rating: Corrective Action

- Recommendations:
1. Ensure that Units are Inspected per DHCD guidance
 2. Ensure Inspection Reports are created for each Unit Inspection
 3. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
 4. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection
 5. Ensure that work orders are created, tracked, and completed for all Health and Safety deficiencies
 6. Ensure that all work orders are completed in the appropriate timeframe or appropriately added to the DM/CIP
 7. Ensure that all work orders for all Health and Safety deficiencies are completed in the appropriate timeframe

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: Corrective Action

Recommendations: 1. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection

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

Rating: Corrective Action

Recommendations: 1. Ensure that all work required for a Vacancy Turn Over is recorded in a Vacancy Turn Over Work Order

2. Ensure that all Vacancy Turn Over Work Orders are created and tracked per DHCD guidance

3. Vacancy turnovers should be completed within 30 calendar days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist for a waiver. Use Online Vacancy System to Apply for Waivers (see PHN 2013 - 07) for Waiver Types (if waiver-eligible) See Handout G

4. Ensure that all Waivers are requested per DHCD guidance

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: Corrective Action

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: Corrective Action

Recommendations: 1. Ensure that all Emergency Work Orders are created, tracked, and reported per DHCD guidance

2. Ensure that all Emergency Work Orders are completed within 48 hours

3. Create an Emergency System that Is Available 24 Hours a Day (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us))

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

Rating: No Findings

Recommendations: 1. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP

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.

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

Given our constraints, assessing maintenance operations has required a strategic approach. Firstly, we leverage feedback from staff, tenants, EOHLC, and other sources by working together to establish priority projects. This has meant that FHA had to identify recurring or ongoing concerns that have had the most significant impact on tenant satisfaction and compliance with regulations.

With limited resources, it has been crucial to focus on proactive measures that served to prevent larger problems. This involved more regular inspections of singular units, review of common areas that affected heating and cooling, and ensuring that regular inspections were conducted to catch issues early in the current fiscal year. Some of the issues identified required that FHA reprioritize its budget spending and FHA has been the recipient of ongoing support from both RCAT and its current housing specialist. FHA has also implemented more training around preventative maintenance schedules, asbestos and other OSHA-related matters to address common and unique concerns efficiently.

We may need to prioritize certain feedback sources over others based on reliability and relevance to better address the age of our portfolio and limited resources. For example, ongoing tenant feedback may continue to be weighted more heavily due to its direct impact on satisfaction and occupancy rates.

Considering the number of vacancies and capital projects prioritized due to the age and condition of the unit, FHA will continue to streamline processes to maximize efficiency. This could involve optimizing scheduling, utilizing technology for tracking and reporting, and exploring partnerships with contractors or community resources for additional support when needed.

Ultimately, our assessment approach will continue to be fluid yet systematic, focusing on actionable insights that can be implemented within our existing constraints to improve maintenance operations and meet the needs of our tenants and regulatory requirements.

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

Over the past year, FHA has made several strategic changes to enhance our maintenance operations, particularly in response to feedback and the evolving needs of our properties.

1. **Revised Training Schedule:** Recognizing the importance of ongoing training and skill development, we've revamped our training schedule to ensure that our maintenance staff are equipped with the latest knowledge and techniques. This includes incorporating training modules on emerging maintenance practices, safety protocols, and regulatory compliance. By

investing in our team's development, we aim to improve efficiency and effectiveness in addressing maintenance issues.

2. **Improved Communications with Regulatory Agencies:** FHA has prioritized strengthening our communication channels with regulatory agencies such as EOHLC, Department of Labor/OSHA, the Town of Falmouth and its Fire Department. This involves proactively seeking guidance, attending training sessions, and participating in workshops to stay abreast of regulatory updates and best practices. By fostering collaborative relationships with regulatory bodies, we aim to ensure compliance while also accessing valuable resources and support.
3. **Strategic Hiring of Maintenance Superintendent:** Recognizing the critical role of leadership in driving operational excellence, we've hired a Maintenance Superintendent with a diverse skill set tailored to the unique challenges of our aging properties. This individual brings extensive experience in property maintenance – with an emphasis on small spaces and energy efficiency considerations, project management, and regulatory compliance. Their expertise enables us to navigate the complexities of maintaining aged properties effectively while also adapting to evolving needs and industry standards.

These changes represent a proactive approach to enhancing our maintenance operations, despite constraints such as limited budgets and staffing capacity. By prioritizing training, improving communication with regulatory agencies, and strategically hiring skilled personnel, we aim to ensure that our properties remain safe, compliant, and well-maintained for the benefit of our tenants and the broader community.

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

FHA's primary maintenance goals for the coming year are:

1. **Comprehensive Staff Training Program:**

- Develop and implement a comprehensive training program for maintenance staff that encompasses both foundational skills and specialized knowledge.
- Introduce modules focusing on green practices, including energy-efficient maintenance techniques and environmentally friendly product usage.
- Incorporate training on the organization of maintenance shops, emphasizing efficient storage solutions, inventory management, and workspace optimization.
- Provide education on lighting improvements, covering topics such as retrofitting to LED lighting, installing motion sensors, and optimizing natural lighting where possible.
- Offer training sessions on electrification, encompassing the conversion of appliances, equipment, and heating and cooling systems to more energy-efficient and sustainable options.
- Include modules on ADA accessibility renovations, ensuring staff are equipped to undertake modifications to make units compliant with Americans with Disabilities Act (ADA) standards.

2. **Green Initiatives for Equipment and Products:**

- Initiate a transition towards greener equipment and products within maintenance operations, prioritizing energy-efficient and environmentally friendly options.
- Conduct research to identify sustainable alternatives for equipment and products used in maintenance tasks, such as cleaning supplies, paints, and sealants.
- Explore partnerships with suppliers that offer eco-friendly solutions, negotiating contracts that prioritize sustainability without compromising quality or affordability.

- Implement a recycling and waste reduction program within maintenance facilities to minimize environmental impact and promote responsible resource management.
- Provide training and resources to educate staff on the benefits of green practices and encourage their active participation in the adoption of sustainable initiatives.

3. Renovation for ADA Accessibility:

- Identify a unit within the housing authority's properties that will undergo renovation to become ADA accessible.
- Develop a comprehensive renovation plan in collaboration with architects, contractors, and accessibility experts, ensuring compliance with ADA standards and regulations.
- Prioritize modifications such as widening doorways, installing accessible ramps, and adapting bathroom and kitchen features to accommodate individuals with disabilities.
- Implement energy-efficient upgrades during the renovation process, including the installation of energy-saving appliances, HVAC systems, and lighting fixtures.
- Ensure that the renovated unit serves as a model of accessibility and sustainability within the housing authority's portfolio, showcasing best practices for future projects.

By pursuing these expanded maintenance goals, the housing authority can not only enhance operational efficiency and tenant satisfaction but also contribute to environmental sustainability and accessibility for all residents.