

**Overview and Certification**

# Holbrook 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 Holbrook 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. Holbrook Public Hearing Comments
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey 667 Program
  - d. Performance Management Review
  - e. Annual Plan and Capital Plan Vote Extracts

**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.

<b>Dev No</b>	<b>Type</b>	<b>Development Name</b>	<b>Num Bldgs</b>	<b>Year Built</b>	<b>Dwelling Units</b>
705-01	Family	Family Units 705-01	5	1983	10
667-01	Elderly	Holbrook Court 667-01	9	1971	64
667-02	Elderly	Holbrook Court 667-02	1	1983	10
Total			15		84

**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.

Holbrook Housing Authority manages 11 MRVP vouchers.

**LHA Central Office**

Holbrook Housing Authority

One Holbrook Court, Holbrook, MA, 02343

James Marathas, Management Agent

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LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Sana Banks	Member		09/06/2023	04/01/2024
Richard Dean	Member	Tenant	04/01/2023	04/01/2028
Dawn Dubose		State Appointee	04/01/2021	04/01/2026
Leanna Green	Member		09/06/2023	04/01/2024
Sandra Lemieux			06/30/2018	04/01/2023

Plan History

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

REQUIREMENT		DATE COMPLETED
A.	Advertise the public hearing on the LHA website.	02/07/2024
B.	Advertise the public hearing in public postings.	02/07/2024
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.	02/07/2024
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.)	03/28/2024
G.	Executive Director presents the Annual Plan to the Board.	03/28/2024
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	03/28/2024

## Certification

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

I, Rick Brouillard, Director of Modernization of the Holbrook Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Holbrook 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 Holbrook 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, Rick Brouillard, Director of Modernization of the Holbrook 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: 04/17/2024

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)****Additional Remarks by Holbrook Housing Authority**

Holbrook Housing Authority under management by Quincy Housing Authority has made tremendous improvement in its operations and in drastically reducing its Capital Backlog. Between state funding from Executive office of Housing & Livable Communities (EOHLC) and Grant funding through the LEAN Multi-Family programs, HHA/QHA, with the help of EOHLC and the LEAN program has made over two million dollars of Capital Improvements at Holbrook Court. Thank you EOHLC and to the LEAN MF program for all of your hard work and assistance getting this much needed housing development back into shape and modernized. HHA also has a HILAPP Application pending at EOHLC.

**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)	\$686,997.06		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$68,699.71		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$618,297.35	\$328,116.43	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	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$618,297.35	\$328,116.43	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$1,212,976.97	\$962,800.97	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	\$92,368.00	\$92,368.00	Funds other than those in the above categories. See explanation below.
<b>Total funds and planned spending</b>	<b>\$1,923,642.33</b>	<b>\$1,383,285.40</b>	<b>Total of all anticipated funding available for planned projects and the total of planned spending.</b>

**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**

Holbrook 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
133035	FF: Replace railings (bulding 8)	Holbrook Court 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
133059	ARPA FF: Brick Repointing & Concrete Landing Repairs 667-1	Holbrook Court 667-01	\$79,215	\$13,215	\$0	\$0	\$0	\$0	\$0	\$0
133061	Boiler Replacement ER Funds 705-1s LEAN	Family Units 705-01	\$90,000	\$0	\$77,587	\$12,414	\$0	\$0	\$0	\$0
133063	ARPA Targeted: Study & Design - Fire Alarm Syst 667-1& 667-2	Holbrook Court 667-01	\$632,114	\$15,250	\$4,761	\$0	\$0	\$0	\$0	\$0
133065	Common Hallway Occupancy Light	Holbrook Court 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
133066	Vacant Unit Turnover For667-1 Force Account	Holbrook Court 667-01	\$24,488	\$0	\$2,286	\$4,808	\$0	\$0	\$0	\$0
133067	ACM Abatement - Water Damage to Wall & Flooring	Holbrook Court 667-01	\$14,440	\$0	\$0	\$0	\$0	\$0	\$0	\$0
133068	EMERGENCY Hot Water Heater & Waste Pipe Replacement	Holbrook Court 667-02	\$22,644	\$6,152	\$5,954	\$10,539	\$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
133085	Sewer Pipes Replacement & Crawl Space Repairs	Family Units 705-01	\$333,960	\$0	\$0	\$30,753	\$303,208	\$0	\$0	\$0
133086	705-1 Family Unit Phase 2 Rehab-5 Units	Family Units 705-01	\$214,561	\$0	\$0	\$177,922	\$36,640	\$0	\$0	\$0
•	Common Hallway Painting	Holbrook Court 667-01	\$59,928	\$0	\$0	\$0	\$0	\$0	\$0	\$59,928
•	Attic Insulation Upgrade	Holbrook Court 667-01	\$67,306	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Bathroom Vent Replacement	Holbrook Court 667-01	\$140,154	\$0	\$0	\$0	\$0	\$0	\$0	\$140,154
•	Vacancy Turnover-Extensive-Force Account	Family Units 705-01	\$92,368	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Family Development Siding Replacement-5 buildings)	Family Units 705-01	\$185,260	\$0	\$0	\$185,260	\$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	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
133059	ARPA FF: Brick Repointing & Concrete Landing Repairs 667-1	ARPA Formula Funding	\$0	\$0	\$0	\$66,000	\$0	\$0	\$0	\$0
133061	Boiler Replacement ER Funds 705-1s LEAN	boiler replacement	\$70,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0
133063	ARPA Targeted: Study & Design - Fire Alarm Syst 667-1& 667-2	Fire alarm upgrade	\$0	\$15,250	\$0	\$616,864	\$0	\$0	\$0	\$85,000
133067	ACM Abatement - Water Damage to Wall & Flooring	water damaged unit asbestos removal	\$0	\$14,440	\$0	\$0	\$0	\$0	\$0	\$0
133086	705-1 Family Unit Phase 2 Rehab-5 Units	70705 vacant unit turnover force account Phase 2	\$0	\$0	\$0	\$208,753	\$0	\$0	\$0	\$0
•	Attic Insulation Upgrade		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$67,306
•	Vacancy Turnover-Extensive-Force Account		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$92,368

## **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.

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

- We have urgent projects that require excess spending in year 1 or 2.

Holbrook Housing Authority was a troubled housing authority that Quincy Housing took under management agreement. We are close to a point where we are at a "Steady State" on both the Operating and Capital Sides but continue to struggle with the lack of Capital funding and the lack of health Operating reserve.

#### **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.

Holbrook Housing Authority has requested \$215,000.00 in DHCD Emergency Reserve funding for project #133-705-01-0-24-292, 705-1 Family Unit Phase 2 Rehab-5 Units. Reason: HHA has no more Formula funding and these Family units have been grossly neglected. This is our only chance to rehab them and help HHA get back to steady state operations with all of the Family units.

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

We are working with EOHLC to get the state of HHA's Capital Backlog to a point that is manageable for HHA given their limited Annual Award. We continue to work to obtain grant funding through the LEAN MF program and through EOHLC Programs. We currently have a HILAPP application that has been in for months but have not heard anything regarding approval and/or conditions. We have a goal to renew much needed Kitchens and Baths but this relies on the HILAPP application.

**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:

All the HHA funding is allocated to critical projects and as such we are not able to introduce any additional projects in the first three years.

**5. Requirements of previous CIP approval**

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

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 08/15/2022.

**7. Capital Planning System (CPS) updates**

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 08/01/2023.

**8. Project priorities**

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

**9. High priority deficiencies**

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

**10. Accessibility**

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

**11. Special needs development**

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

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 2/2023 to 1/2024.

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.

	<b>Electric PUM &gt; Threshold</b>	<b>Gas PUM &gt; Threshold</b>	<b>Oil PUM &gt; Threshold</b>	<b>Water PUM &gt; Threshold</b>
Threshold PUM:	\$100	\$80	\$50	\$60
	667-01			705-01 667-01

Recently, Air Source Heat Pumps were installed at all of the units as well as comprehensive exterior and interior LED lighting upgrades, and air sealing and aerators all via the LEAN MF program via Action Inc.

**13. Energy or water saving initiatives**

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

AP-2025-Holbrook Housing Authorit-00984 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 03/08/2023

**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.)

6.8% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

50% c. 705 (DHCD Goal 2%)

Holbrook Housing Authority will address the excess vacancies in the following manner:  
The 667 Vacancies are 99% complete and in the process of being Leased up. There is one 667 unit that is worse than the others and it will take another 20 days to get refurbished. EOHLC has funded 2 phases of Family unit Comprehensive Vacancy rehab--Force Account projects. One of these is complete and the existing residents of the other 5 units will move into the refurbished units by the end of February, 24 so that Phase 2 can take place.

Maintenance and Repair Plan

**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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



### **Classification and Prioritization of Maintenance Tasks**

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

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

**Emergency Request System**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	617-773-6863	All times--ODA
Call LHA at Phone Number	781) 767-0024	M, T, W, Th 8:30AM - 2:30PM

List of Emergencies - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the Holbrook Housing Authority main office.

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

**Normal Maintenance Request Process**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Text Phone Number		
Call Answering Service	617-773-6863	All Times
Call Housing Authority Office		
Submit Online at Website		
Email to Following Email		
Other		

**Work Order Management**

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

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

QHA has migrated HHA to its HAB software

**Maintenance Plan Narrative**

Following are Holbrook 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?

Improved substantially from March of 2024 to present. Since QHA has taken HHA under management, Maintenance operations have improved. There have been some personnel problems that have been addressed and there are plans in place for proper monitoring, supervision, and performance improvement. Initially, QHA trades have been a backup and will continue to be for those tasks that are beyond the capacity and/or skill of the current maintenance personnel.

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

Standardized inspection checklists and follow ups have been employed for routine tasks. Most recently HHA has integrated into Quincy Housing's HAB software system so Work Orders will now be managed by Quincy Housing, generated each day, transmitted to the HHA Maintenance Printer, executed, signed off on with applicable notes, scanned back to QHA Maintenance operations and closed out in the WO system.

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

The HHA will strive to strengthen the current Maintenance staff and to continue, perfect, and streamline the daily maintenance routine. We will seek to lower operating expenses and be more proactive in inspecting and identifying maintenance issues. We will seek to address all maintenance requests in reasonable amounts of time and to improve communication with residents.

**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	3
Average time from date vacated to make Unit "Maintenance Ready"	0 days
Average time from date vacated to lease up of unit	0 days

**Attachments**

These items have been prepared by the Holbrook 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 MONTHLY PROGRAM**

**HOLBROOK HOUSING AUTHORITY**

## **January Preventative Maintenance Tasks**

1. Monitor and issue on-going snow removal, work orders.
2. Inspect Boiler Rooms weekly.
3. Check lights weekly.
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections weekly.
5. Clean trash areas weekly.
6. Check smoke detectors and carbon monoxide detectors.
7. Unit Inspections.
8. Check dumpsters and recycling bins weekly. Clean around dumpsters as needed.
9. Clean community center, common areas and laundry room weekly.
10. Change water filters, if any.
11. Empty trash at community building.

## **February Preventative Maintenance Tasks**

1. Monitor and issue on-going snow removal, work orders
2. Inspect Boiler Rooms weekly
3. Check lights weekly
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections
5. Check smoke detectors and carbon monoxide detectors
6. Unit Inspections
7. Check dumpsters and recycling bins weekly. Clean around dumpsters as needed
8. Clean community center, common areas and laundry room weekly
9. Clean dryer vents
10. Empty trash at all locations



## **March Preventative Maintenance Tasks**

1. Monitor and issue on-going snow removal, work orders
2. Second Sunday, reset light timers and clocks 1 hour ahead for daylight savings time
3. Inspect Boiler Rooms weekly
4. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
5. Vehicle Inspections
6. Check smoke detectors and carbon monoxide detectors
7. Unit Inspections
8. Check dumpster and recycling bins weekly. Clean around dumpster as needed
9. Clean community center, common areas and laundry room weekly
10. Service Lawn Equipment
11. Empty trash at all locations

## **April Preventative Maintenance Tasks**

1. Inspect roofs and siding
2. Clean gutters and downspouts. Repair as needed.
3. Inspect Boiler Rooms weekly
4. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
5. Vehicle Inspections
6. Check smoke detectors and carbon monoxide detectors
7. Unit Inspections
8. Check dumpster and recycling bins weekly. Clean around dumpster as needed
9. Clean community center, common areas and laundry room weekly
10. Inspect walkways, porches, decks and railings. Repair as needed.
11. Clean parking lots, driveways, walkways and storm drains
12. Inspect trees. Trim as needed
13. Check flags (State & Federal sites)
14. Grass mowing.
15. Empty trash at community building

## **May Preventative Maintenance Tasks**

1. Put a/c units in community room and offices, if any
2. Service a/c units at Admin. Office and Maintenance Facility
3. Weed treatment at all sites
4. Grass mowing.
5. Mulch and plant flowers in planting beds
6. Trim bushes and shrubs as needed
7. Inspect Boiler Rooms weekly
8. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
9. Vehicle Inspections
10. Check smoke detectors and carbon monoxide detectors
11. Unit Inspections
12. Check flags and replace as needed. Do before Memorial Day
13. Check dumpster and recycling bins weekly. Clean around dumpster as needed
14. Clean community center, common areas and laundry room weekly
15. Clean dryer vents
16. Empty trash at community building

## **June Preventative Maintenance Tasks**

1. Fire extinguisher annual inspection
2. Summer boiler shut down
3. Grass mowing
4. Water flowers daily. Weed flowers beds as needed
5. Inspect Boiler Rooms weekly
6. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
7. Vehicle Inspections
8. Check smoke detectors and carbon monoxide detectors
9. Unit Inspections
10. Check dumpster and recycling bins weekly. Clean around dumpster as needed
11. Clean community center, common areas and laundry room weekly
12. Service hot water tanks
13. Empty trash at all community building
14. Check timers for outdoor lighting
15. Clean storm drains

## **July Preventative Maintenance Tasks**

1. Grass mowing.
2. Water flowers daily. Weed flowers beds as needed
3. Inspect Boiler Rooms weekly
4. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
5. Vehicle Inspections
6. Check smoke detectors and carbon monoxide detectors
7. Unit Inspections
8. Check dumpster and recycling bins weekly. Clean around dumpster as needed
9. Clean community center, common areas and laundry room weekly
10. Check storm drains
11. Empty trash at community building

## **August Preventative Maintenance Tasks**

1. Grass mowing. Water flowers. Weed flowers beds as needed
2. Inspect Boiler Rooms weekly
3. Boiler inspection by inspector
4. Boiler service by contractor
5. Start check all heating systems
6. Clean dryer vents
7. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
8. Vehicle Inspections
9. Check smoke detectors and carbon monoxide detectors
10. Unit Inspections
11. Check dumpster and recycling bins weekly. Clean around dumpster as needed
12. Clean community center, common areas and laundry room weekly
13. Empty trash at all community building
14. Check/clean storm drains & catch basins

## **September Preventative Maintenance Tasks**

1. Grass mowing.
2. Water flowers daily. Weed flowers beds as needed
3. Inspect Boiler Rooms weekly
4. Turn on boilers for heating season
5. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
6. Vehicle Inspections
7. Check smoke detectors and carbon monoxide detectors
8. Unit Inspections
9. Check dumpster and recycling bins weekly. Clean around dumpster as needed
10. Clean community center, common areas and laundry room weekly
11. Empty trash at community building
12. Check/clean storm drains & catch basins

## **October Preventative Maintenance Tasks**

1. Grass mowing.
2. Fall clean up.
3. Remove a/c units from community room and offices
4. Inspect Boiler Rooms weekly
5. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
6. Vehicle Inspections
7. Check smoke detectors and carbon monoxide detectors
8. Unit Inspections
9. Check dumpster and recycling bins weekly. Clean around dumpster as needed
10. Clean community center, common areas and laundry room weekly
11. Inspect walkways, porches, decks and railings. Repair as needed.
12. Service snow blowers and other equipment
13. Purchase ice melt
14. Clean and store lawn equipment
15. Service hot water mixing valve
16. Empty trash at community building



## **November Preventative Maintenance Tasks**

1. Fall clean up.
2. Reset light timers and clocks 1 hour back for daylight savings time
3. Monitor and issue on-going snow removal, work orders
4. Inspect Boiler Rooms weekly
5. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
6. Vehicle Inspections
7. Check smoke detectors and carbon monoxide detectors
8. Unit Inspections
9. Check dumpster and recycling bins weekly. Clean around dumpster as needed
10. Clean community center, common areas and laundry room weekly
11. Check flags and replace as needed. Do before Veterans Day
12. Check/clean storm drains & catch basins
13. Empty trash at community building
14. Clean dryer vents

## **December Preventative Maintenance Tasks**

1. Monitor and issue on-going snow removal work orders
2. Inspect Boiler Rooms weekly
3. Check lights weekly:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections
5. Check smoke detectors and carbon monoxide detectors
6. Unit Inspections
7. Check dumpster and recycling bins weekly. Clean around dumpster as needed
8. Clean community center, common areas and laundry room weekly
9. Empty trash at community building
10. Check time clocks for outdoor lighting
11. Check/clean storm drains & catch basins

Deferred Maintenance Schedule Holbrook Housing Authority			
Item	Reason Deferred	Estimated Completion	Comments
None as of 2/1/2024			

### 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 Holbrook 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 Holbrook 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

Reason: Holbrook Housing Authority was a Troubled LHA when Quincy Housing Authority entered into a Management Agreement with them in March of 2023. Under the former Executive Director HHA had numerous tenants that were in arrears and were not even paying their rent.

Response: QHA/HHA has since developed and implemented a Rent Collection Policy and is entering into payment agreements with those tenants who were in arrears. Significant headway has been made and continues until we are at steady state. QHA has since linked HHA to its network and has migrated their operations to our HAB software which is supported by MRI software.

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

Rating: Operational Guidance

Reason: Due to the timing of the execution of the Management agreement and the management challenges that QHA had to research and deal with, some submissions were not on time. HHA should be current with all submissions at this point in time.

Response: We have created automated reminder messages to ensure that we do not miss the deadlines. QHA has since linked HHA to its network and has migrated their operations to our HAB software which is supported by MRI software.

Criterion: Completion of mandatory online board member training

Rating: Corrective Action

Reason: According to Board members when QHA/HHA went under Management agreement, the board had not been made aware that this was outstanding.

Response: All Board members were informed that they needed to complete the training. It has been confirmed that all Members have completed the training.

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

Rating: Operational Guidance

Response: Due to the timing of the execution of the Management agreement and the management challenges that QHA had to research and deal with, some submissions were not on time.

Response: We have created automated reminder messages to ensure that we do not miss the deadlines. This Annual Plan will be submitted on time.

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

Reason: Holbrook Housing Authority was a Troubled LHA when Quincy Housing Authority entered into a Management Agreement with them in March of 2023. Under the former Executive Director HHA had numerous tenants that were in arrears and were not even paying their rent. HHA was over \$400,000 in debt due to mis-management and QHA has been working with EOHLC diligently to bring this authority back up to Steady State operations.

Response: QHA/HHA has implemented several policies which will help govern and guide proper fiscal direction.

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

Rating: Corrective Action

Reason: Holbrook Housing Authority was a Troubled LHA when Quincy Housing Authority entered into a Management Agreement with them in March of 2023. Under the former Executive Director HHA had numerous tenants that were in arrears and were not even paying their rent. HHA was over \$400,000 in debt due to mis-management and QHA has been working with EOHLC diligently to bring this authority back up to Steady State operations. Operating \$\$ was being used to pay for expenses which should have been Capital projects. The QHA/HHA has been working in conjunction with EOHLC to get the new Operating budget in place.

Response: QHA/HHA has revamped the HHAs CIP, turned over and leased up most of the vacancies and is in the process of completing the remaining vacancies with the assistance of EOHLC Vacancy initiative program and Emergency Award for the remaining 5 family units (Phase 2 Family project). This will help ensure that the Operating Reserves will be maximized and start recovering.

**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

Reason: As a result of the historical mis-management of lease-ups and tenant follow up, the CHAMP workload was not kept up with properly.

Response: QHA has a dedicated CHAMP Tenant Services unit comprised of 2 Admissions Clerks and two Tenant Selectors who know the CHAMP system well. They have made strides working with the Property managers to get the CHAMP process back on track.

Criterion: Vacancies are recorded correctly and occupied using CHAMP

Rating: Operational Guidance

Reason: Again, QHA/HHA had its hands full this past year with all of the above and was late in recording the vacancies and cleaning up and understanding the CHAMP status(s).

Response: We have created automated reminder messages to ensure that we do not miss the deadlines for Vacancy reporting. QHA and its Managed authorities have a weekly ALL STAFF meeting where the status of vacancies are always reviewed for all involved--Maintenance, Inspections, Tenant Services, Finance, Property Management.

**Category: Facility Management - Inspection Standards and Practices**

Criterion: 100% of units inspected during FYE under review

Rating: No Findings

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

Rating: No Findings

Criterion: Unit inspection reports accurately reflect necessary repairs

Rating: No Findings

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

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

Rating:

Criterion: Vacancy turnover work orders accurately reflect necessary repairs

Rating:

**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

Reason: QHA has since linked HHA to its network and is migrating their operations to our HAB software which is supported by MRI software. Work orders will be opened in HAB, assigned daily, Printed directly to the Maintenance Staff printer, executed, closed out by the maintenance staff.

Response: QHA has finalized the migration to HAB and the set up of the software. HHA's operations are now under QHA and new Work Order management processes are in place.

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

Rating: Corrective Action

Reason: HHA lacked the Management procedures and resources to keep up with ongoing maintenance due to a backlog of deferred maintenance.

Response: QHA has inspected all units, turned many deferred maintenance items into Capital Projects, implemented various policies, increased direction to and supervision of maintenance staff and as mentioned above, has migrated HHA to our HAB system.

Explanation of PMR Criteria Ratings

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



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

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

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

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

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

## Policies

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	03/23/2023	
*Personnel Policy	02/15/2017	
*Capitalization Policy	02/15/2017	
*Procurement Policy	04/12/2018	
*Grievance Policy	03/23/2023	
Other – Define in the ‘Notes’ column	03/23/2023	Fire Prevention Policy
Other – Define in the ‘Notes’ column	03/23/2023	Dress Code Policy
Maintenance and Other Charges	03/23/2023	
Other – Define in the ‘Notes’ column	03/23/2023	Visitors Policy
Smoking Policy	03/23/2023	
Other – Define in the ‘Notes’ column	03/23/2023	Lockout Policy
Other – Define in the ‘Notes’ column	03/23/2023	Gardening Policy
Pet Policy	03/23/2023	
Parking	03/28/2024	

\* 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-Holbrook Housing Authorit-00984 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.

- Holbrook Public Hearing Comments
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 667 Program
- Performance Management Review
- Annual Plan and Capital Plan Vote Extracts





**HOLBROOK HOUSING AUTHORITY**  
ONE HOLBROOK COURT  
HOLBROOK, MASSACHUSETTS 02343

April 3, 2024

The Public Hearing for the Holbrook Housing Authority FY 2025 Annual Plan was conducted on 3/28/2024 at One Holbrook Court in Holbrook MA. The meeting was well attended by Holbrook residents and there were no other members of the public in attendance. Following are substantive comments from the participants:

1. Generally, residents were concerned about overflowing trash. The director responded that this was due to a recent Family Project moving transition and that the Housing Authority would monitor ongoing operations and increase service if necessary. Service has recently been modified to add a second dumpster which will alleviate the issue.
2. Family Residents that were moving into the newly renovated units had questions regarding the logistics which were addressed and planned with them accordingly.
3. No other substantive comments specific to the Annual Plan were received.

James Marathas, Executive Director  
Holbrook Housing Authority

## **Resident Surveys – Background**

Since 2016 DHCD has been working with the Center for Survey Research (CSR) at the University of Massachusetts Boston to survey residents in the state public housing units it oversees. The surveys are confidential, mailed directly to residents, and returned to CSR by mail (or, starting in 2019, completed on-line). CSR surveys residents of elderly/disabled units (also known as Chapter 667) and family units (also known as Chapter 200 and Chapter 705).

During each round all units are mailed surveys, with one exception: in the case of the twelve housing authorities with more than 225 c.200 family units, a randomly selected group of 225 units was surveyed at each housing authority. This group was determined to be large enough to generate statistically useful results. In both rounds, responses from c.200 and c.705 residents are always combined.

## **Round One Surveys (2016 – 2018)**

In Round One of the surveys, CSR surveyed residents of elderly/disabled units (c.667) in three groups in the Fall of 2016, 2017 and 2018. CSR surveyed residents of family units (c.705 and c.200) in the Spring of 2016. (Note: there are many more c.667 units, so they were broken down into three groups).

### *Notes on Round One Surveys*

1. In previous publications of this survey data, if there were at least twenty responses from residents of an authority's c.667 units or from their c.200/705 units, then there is a separate report for that program.
2. We originally combined data from c.667 and c.200/705 units for some LHAs with limited family data. However, to be consistent with the new Round Two methodology described below, we recalculated the Round One data using the new methodology. Since we no longer combine results from the different programs several LHAs no longer have a report for their c.200/705 units given the small data set for those units.

## **Round Two Surveys (2019 – 2022)**

Round Two of the surveys began in 2019. CSR surveyed about one-third of the elderly/disabled units in Fall 2019, Fall 2021, and Fall 2022. CSR surveyed all family units in Fall 2020.

### *Notes on Round Two Surveys*

1. We refined our reporting methodology and will issue survey results for any program (c.667 or c.200/705) meeting these requirements:
  - 8-19 completed surveys received, if the response rate is at least 40%
  - 20-29 completed surveys received, if the response rate is at least 20%
  - 30+ completed surveys received, if the response rate is at least 15%
2. Responses from the family units will not be combined with responses from elderly/disabled units as they originally were in Round One. Since the variance between the results of the elderly/disabled and family programs was sometimes significant, we determined that combining the two yielded less accurate results.



## Resident Survey HOLBROOK HOUSING AUTHORITY

Chapter 667 Housing  
Fall 2021

### 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 2021, surveys were sent to **74** housing units (Chapter 667) in the Holbrook Housing Authority. **32** surveys were completed. The percentages presented here are based on that number.

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

- 3%** Less than 2 years
- 47%** 2 to 5 years
- 9%** 6 to 10 years
- 41%** 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??

- 0%** Never
- 16%** Sometimes
- 28%** Usually
- 56%** Always

**9.** Does the Housing Authority let you know before they enter your apartment?

- 97%** Yes
- 3%** No
- 0%** Don't Know

**10.** "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance?

- 28%** Poor
- 22%** Fair
- 19%** Good
- 12%** Very Good
- 19%** Excellent

**11.** In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?

- 9%** Poor
- 19%** Fair
- 34%** Good
- 19%** Very Good
- 19%** Excellent

**12.** In the last 12 months, how many times did you completely lose heat in your apartment?

- 75%** Never → **If Never, go to #14**
- 22%** Once
- 0%** 2 or 3 times
- 3%** 4 times or more

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

- 87% Less than 24 hours
- 13% 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	0%
b. Apartment was too cold	9%
c. Took too long for apartment to heat up	6%
d. Apartment felt too drafty	16%

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

- 70% Never → If Never, go to #17
- 20% Once
- 10% 2 or 3 times
- 0% 4 times or more

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

- 78% Less than 24 hours
- 11% 24 to 48 hours
- 11% 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)	44%
b. Leaking pipes or faucets	25%
c. Complete loss of water	3%
d. Water temperature problems (too hot, too cold, unreliable)	22%
e. Water stains on the ceiling	6%
f. Sewer backed-up into your apartment	6%

### Communication

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

- 16% Yes
- 75% No
- 9% 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?

- 31% Never
- 21% Sometimes
- 14% Usually
- 34% Always

### Safety

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

- 39% Very safe → If Very safe, go to #22
- 26% Mostly safe
- 29% Somewhat safe
- 6% 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

- 15% Not enough lighting in the hallways
- 10% Windows are not secure
- 40% Security of entry doors
- 0% Other tenants give door access code to non-residents

#### Outdoor Concerns

- 55% Not enough outdoor lights
- 50% Illegal activity in the development
- 35% Strangers hanging around who should not be there
- 10% Sidewalks are difficult to walk on

#### Other Concerns

- 0% The neighborhood/area the development is in
- 32% Another reason

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

- 34% Very satisfied
- 44% Mostly satisfied
- 13% Mostly dissatisfied
- 9% Very dissatisfied

# HOLBROOK 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

<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)</b> <b>PMR Desk Audit Ratings Summary Official Published PMR Record</b> For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority				
Housing Authority	Holbrook Housing Authority			
Fiscal Year Ending	06/30/2023			
Housing Management Specialist	Lisa Taylor			
Facilities Management Specialist	Robert Garrett			
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	Corrective Action			
Certifications and Reporting Submissions	Operational Guidance			
Annual Plan	Operational Guidance			
	Financial			
Adjusted Net Income	Corrective Action			
Operating Reserves	Corrective Action			
	Capital			
Contracts for Financial Assistance (CFA) Submissions	Planning Year			

**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	HOLBROOK HOUSING AUTHORITY
FYE	06/30/2023
HMS Name	Lisa Taylor
FMS Name	Rob Garrett

Criteria	Rating
Staff Certification and Training	No Findings

# Holbrook 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 9/30/2022- 06/30/2023 TAR Reports were not submitted on time, therefore, this Criteria can not be evaluated.**



## Board Member Training

Rating: **Corrective Action**

- 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: Please see PMR Board Member Training Page.**

## 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 9/30/2022-06/30/2023 Operating Statements, QE 09/30/2022 - 06/30/2023 TAR Reports, QE 12/31/22 and 06/30/2023 Vacancy Reports were not submitted on time.**

## Annual Plan Submission

Rating: **Operational Guidance**

- 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: QE 9/30/2022-06/30/2023 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: QE 9/30/2022-06/30/2023 Operating Statements were not submitted on time, therefore, this Criteria can not be evaluated.**

# 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	Holbrook 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: No Findings

Recommendations: 1. No recommendations.

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

### Criteria 2A: Vacancies Reported and Recorded on Time

Rating: Operational Guidance

Recommendations: 1. Ensure that all vacancies are recorded in the 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.  
3. 1 out of 5 vacancies reported by LHA in the vacancy system 30 days or more after the vacated date.

### Criteria 2B: Vacancies Filled Using CHAMP

Rating: No Findings

Recommendations: 1. No recommendations.

## Criteria 3: CHAMP Fair Housing

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

Rating: Corrective Action

- Recommendations:
1. Adopt a Fair Housing Marketing Plan.
  2. Adopt a Language Access Plan.
  3. Adopt a Reasonable Accommodation/Modification Policy.

Report Date: Oct. 30, 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	HOLBROOK HOUSING AUTHORITY
FYE	06/30/2023
HMS Name	Lisa Taylor
FMS Name	Rob Garrett

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

Rating: No Findings

Recommendations: 1. No recommendations

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

Rating: No Findings

Recommendations: 1. No recommendations

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No recommendations

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

Rating: No vacant units in FY under review

Recommendations: 1. No recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No vacant units were inspected for FY under review

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. Works under review reflect prior management.
  4. Ensure that all Emergency Work Orders are created, tracked, and reported per DHCD guidance
  5. Ensure that all Emergency Work Orders are completed within 48 hours
  6. Works under review reflect prior management.
  7. Ensure that all Emergency Work Orders are created, tracked, and reported per DHCD guidance
  8. Ensure that all Emergency Work Orders are completed within 48 hours
  9. Emergency Work Orders under review reflect prior management not current QHA operations and oversight.
  10. Ensure that all Emergency Work Orders are created, tracked, and reported per DHCD guidance
  11. Ensure that all Emergency Work Orders are completed within 48 hours
  12. Emergency Work Orders under review reflect prior management not current QHA operations and oversight.

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

Rating: Corrective Action

- Recommendations:
1. Ensure that all Tenant Requested Work Orders are created, tracked, and reported per DHCD guidance
  2. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP
  3. Ensure that all Tenant Requested Work Orders are created, tracked, and reported per DHCD guidance
  4. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP
  5. Requested Work Orders under review reflect prior management, not QHA operations and standards.
  6. Ensure that all Tenant Requested Work Orders are created, tracked, and reported per DHCD guidance

7. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP
8. Requested Work Orders under review reflect prior management, not QHA operations and standards.

### **Health & Safety Deficiencies**

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



EXTRACT

Extract of the Minutes of the Holbrook Housing Authority Board Meeting duly held on March 28, 2024 regular board meeting as follows:

Commissioner Banks made a motion, seconded by Commissioner Lemieux to approve the Holbrook Housing Authority Fiscal Year 2025 Annual Plan and to authorize the Executive Director to submit it to EOHLC for state approval.

The motion passed unanimously.

A true copy,  
ATTEST:

A handwritten signature in blue ink, appearing to read "James Marathas", is written over a horizontal line.

James Marathas, Secretary

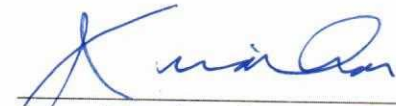
EXTRACT

Extract of the Minutes of the Holbrook Housing Authority Board Meeting duly held on March 28, 2024 regular board meeting as follows:

Commissioner Banks made a motion, seconded by Commissioner Lemieux to approve the Holbrook Housing Authority Fiscal Year 2024 Capital Improvement Plan and to authorize the Executive Director to submit it to EOHLC for state approval.

The motion passed unanimously.

A true copy,  
ATTEST:



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James Marathas, Secretary