

**Overview and Certification**

# Medford 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 Medford 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. RAB Letter
  - b. Public Comments
  - c. Cover sheet for tenant satisfaction surveys
  - d. Performance Management Review

**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>
667-01	Elderly	WALKLING COURT 667-01	11	1964	144
	Other	Special Occupancy units	2		8
Total			13		152

**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.

Medford Housing Authority manages 18 MRVP vouchers.

**Federally Assisted Developments**

Medford Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 1663 households.

**LHA Central Office**

Medford Housing Authority  
 121 Riverside Ave., Medford, MA, 02155  
 Jeffrey Driscoll, Executive Director  
 Phone: 781-396-7200  
 Email: [jdriscoll@medfordhousing.org](mailto:jdriscoll@medfordhousing.org)

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Caileen Foley	Chair	State Appointee	02/28/2022	05/26/2026
Paul Hollien, Jr.	Treasurer	Labor Appointee	09/13/2021	04/26/2025
James Lister, Sr.	Vice-Chair		03/02/2022	03/01/2023
Michael Luongo	Member		04/08/1985	09/30/2024

Resident Advisory Board

	<u>Date of Recognition by LHA</u>	<u>Date LHA Reviewed Draft AP with RAB</u>
Resident Advisory Board and Walklin	12/01/1999	06/27/2024

Plan History

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

	<u>REQUIREMENT</u>	<u>DATE COMPLETED</u>
A.	Advertise the public hearing on the LHA website.	05/24/2024
B.	Advertise the public hearing in public postings.	05/24/2024
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	05/24/2024
D.	Post draft AP for tenant and public viewing.	05/24/2024
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	06/27/2024
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	07/10/2024
G.	Executive Director presents the Annual Plan to the Board.	07/10/2024
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	07/10/2024

## Certification

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

I, Gabe Cicciariello, Director of Modernization & Procurement of the Medford Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Medford 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 Medford 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, Gabe Cicciariello, Director of Modernization & Procurement of the Medford 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: 07/25/2024

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

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

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

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

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

The CIP includes the following parts:

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

**Capital Improvement Plan (CIP)**

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$866,282.23		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$86,628.22		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$779,654.01	\$698,313.89	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$7,905.77	\$7,950.39	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$60,869.17	\$60,869.17	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$710,879.07	\$629,494.33	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$14,158,380.96	\$14,016,715.96	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	\$349,980.00	\$349,980.00	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	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
<b>Total funds and planned spending</b>	<b>\$15,288,014.97</b>	<b>\$15,065,009.85</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)

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
176040	2008 FF Master CFA	WALKLING COURT 667-01	\$8,500	\$8,500	\$0	\$0	\$0	\$0	\$0	\$0
176085	Public Housing Innovations: Medford Planning Grant 667-1	WALKLING COURT 667-01	\$15,350,000	\$1,046,436	\$0	\$0	\$13,176,070	\$644,545	\$0	\$0
176088	ARPA FF: Site-Parking Lot Resurfacing 689-1	FOSTER COURT 689-01	\$118,870	\$7,580	\$0	\$3,958	\$106,683	\$0	\$0	\$0
176089	Selective Siding Replacement	FOSTER COURT 689-01	\$13,560	\$0	\$0	\$682	\$12,879	\$0	\$0	\$0
176090	SUST-R SHMCA Flood Elevation Survey Foster Court 689-1	WALKLING COURT 667-01	\$10,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Redevelopment of Walking Court FISH 176085 - Phase 2	WALKLING COURT 667-01	\$363,000	\$0	\$0	\$173,102	\$189,899	\$0	\$0	\$0
•	Redevelopment of Walking Court FISH 176085 Phase 3	WALKLING COURT 667-01	\$265,650	\$0	\$0	\$0	\$14,296	\$251,355	\$0	\$0
•	Redevelopment of Walking Court Phase 4	WALKLING COURT 667-01	\$306,130	\$0	\$0	\$0	\$0	\$766	\$153,370	\$151,995
•	Wood Stockade Fence Replacement	WALKLING COURT 667-01	\$141,674	\$0	\$0	\$0	\$0	\$0	\$0	\$0



Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
176085	Public Housing Innovations: Medford Planning Grant 667-1	redevelop existing 144 units, and create 94 new affordable units.	\$0	\$0	\$0	\$15,000,000	\$0	\$350,000	\$0	\$0
176088	ARPA FF: Site-Parking Lot Resurfacing 689-1	arpa ff	\$0	\$0	\$0	\$56,451	\$0	\$0	\$0	\$0
•	Wood Stockade Fence Replacement	Formula Funding Award	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$141,674

## **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.

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

- The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it
- We have urgent projects that require excess spending in year 1 or 2.

The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it over multiple years and in addition we have urgent projects that require excess spending in year 1 or 2 ( Funds discussed for State Development moving to Federal Development)

### **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.

Medford Housing Authority has not requested additional funding.

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

The Medford Housing Authority currently completed the 100% Construction Documents Phase for the Redevelopment of (667-1) Walkling Court. We are seeking to use any and all available capital funding for (667-1) Walkling Court towards this effort. At (689-1) Foster Court this Spring 2024 we will be improving the parking lot and walkways. We are also seeking to perform selective siding replacement at Foster Court.

### **4. Changes from the Housing Authority's previous CIP**

Every new CIP differs from the previous CIP because projects have been completed and a new year has been added with new projects. These changes and other significant changes to the content of the CIP are highlighted below:

We do not have any significant changes from last years CIP as we continue to seek any available capital funding towards the redevelopment efforts at (667-1) Walkling Court

**5. Requirements of previous CIP approval**

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

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 04/29/2024.

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

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 04/03/2024.

**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**

Medford Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 04/03/2024.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 3/2023 to 2/2024.

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

The MHA is actively working on a complete redevelopment of (667-1) Walkling Court. With the redevelopment of Walkling the MHA is designing to meet Enterprise Green Community Standards. All systems are being designed to be highly efficient.

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

24% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

Medford Housing Authority will address the excess vacancies in the following manner:  
Our vacancy rate for (667-1) Walkling Court exceeded the 2% goal due to the upcoming redevelopment of (667-1) Walkling Court. The MHA is holding vacancies due to our temporary relocation efforts. The MHA is actively temp relocating residents outside of Walkling Court to other MHA owned properties, and providing Section 8 Mobile Vouchers.

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	781-396-7200	Non-office hours - nights/weekends
Call LHA at Phone Number	781-396-0924 Office Hours	8:00a through 3:30p Monday - Friday

Relative to Maintenance and Repairs, residents are advised to first contact 911 in the event of a fire of any kind as well as gas leaks/gas odors, and second notify the MHA immediately after the call to 911. On nights and weekends, the MHA Answering Services is specifically trained to respond to such calls from residents with calls to the Director of Maintenance, Assistant Director of Maintenance, and Maintenance Staff.

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 Medford Housing Authority main office.

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

**Normal Maintenance Request Process**

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	781 396 7200	Non-office hours - Nights/Weekends
Call Housing Authority Office	781 396 0924 Office Hours	8:00a through 3:30p Monday - Friday
Submit Online at Website		
Email to Following Email		
Other		

*The Medford Housing Authority advises residents to call the direct maintenance phone line 781 396 0924 rather than the MHA main line during business hours; however, nights and weekend calls should be made to 781 396 7200. Maintenance workers hours are 7:00 a.m. to 3:30 p.m. All calls received evening/night hours are sent to the Answering Service; and Emergency calls are forwarded to the Director and Assistant Director of Maintenance to be addressed immediately.*

**Work Order Management**

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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



C. Our work order process includes the following steps:

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

**Maintenance Plan Narrative**

Following are Medford 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?

Staff of the Maintenance Department, administrative and maintenance workers, are held to high expectations to meet the needs of our residents. Staff training is mandatory and encouraged for all staff to maintain the highest standards of performance in their positions. Housing Managers are focused on providing residents with the knowledge of authority operations that includes maintenance systems designed to address their individual and collective needs. The MHA continuously monitors its maintenance operations in an effort to improve services to our clients.

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

The Maintenance Department's base of operations is scheduled to transfer from 121 Riverside Avenue to the existing and comprehensively modernized (2023) maintenance building/facility located at our Willis Avenue Family Development. The Willis Avenue facility is ideally located and provides adequate space for all of the maintenance departments staff and equipment. Having a modern and ideally located maintenance facility will allow the Walking court Maintenance staff better and prompter access to materials equipment and resources to service resident maintenance needs.

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

The Maintenance Department Director and Assistant Director, and Walking Court Maintenance staff continue to provide input regarding maintenance needs for the future redevelopment of Walking Court which is presently in the design and financial phase with active parties. The maintenance department continues its focus on assisting with the resident relocation process at Walking Court as well as providing Walking residents with continued maintenance service as stated within this Maintenance Section of the Medford Housing Authority Annual Plan.

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	2
Average time from date vacated to make Unit "Maintenance Ready"	1 days
Average time from date vacated to lease up of unit	29 days

**Attachments**

These items have been prepared by the Medford 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.

**MEDFORD HOUSING AUTHORITY  
PREVENTATIVE MAINTENANCE PLAN**

**January Preventative Maintenance Tasks**

Every week throughout the year, common areas, hallways, community rooms and basement will be monitored for cleanliness and debris/dangerous items/blocked egresses. All buildings and grounds work orders will note any items requiring repairs. Community rooms and bathrooms in community rooms will be cleaned weekly/daily depending on the usage.

1. Boiler winter preventative maintenance at all additional complexes. (Vendor)
2. Clean dryer vents for all complexes. (Vendor)
3. Clean common area flooring and carpeting. ( )
4. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
5. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
6. Clean and remove all bulk items from trash corrals. (Staff)
7. Inventory of supplies and small parts. (Staff)
8. Inventory of supplies and small parts. (Staff)
9. Unit inspections scheduled for this month. (Vendor)
10. Notify property manager of lease enforcement issues regarding snow removal. Blocked egress. (Staff)
11. Check all chimneys, exhaust and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season. (Staff).
  - \*Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

## February Preventative Maintenance Tasks

1. Monitor on-going snow removal. (Staff)
2. Vehicle Inspections: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
3. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
4. Clean common area flooring and carpeting. (Staff)
5. Inventory of supplies and small parts. (Staff)
6. Clean and remove all bulk items from trash corrals. (Staff)
7. Unit inspections as scheduled for each month. (Vendor)
8. Notify property manager of lease enforcement issues regarding snow removal and common hallways and stairs free from all obstructions. Blocked egresses. (Staff)

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

9. Check all chimneys, exhausts and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season. (Staff)
  - Blocked chimneys, exhaust vents and intake vents could result in carbon monoxide poisoning and can affect the performance of the furnace.

### March Preventative Maintenance Tasks

1. Reset light timers and clocks for daylight savings time. (Staff)
2. Monitor on-going snow removal. (Staff)
3. Clean maintenance areas. (Staff)
4. Touch up all common area paint. (Staff)
5. Service lawn Equipment. (Staff)
6. Strip, wax and buff VAT and linoleum flooring in community rooms and bathrooms. Clean common area flooring and carpeting. (Vendor)
7. Clean baseboard heaters in all common areas as needed. (Staff)
8. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
9. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
10. Clean and remove all bulk items from trash corrals. (Staff)
11. Unit inspections as scheduled for the month. (Vendor)
12. Notify property manager of lease enforcement issues regarding furniture, trash and debris free from exteriors. Blocked egresses. (Staff)
13. Inventory of supplies and small parts. (Staff)
14. Check all chimneys, exhausts and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season. (Staff)

### April Preventative Maintenance Tasks

1. Inspect all entry doors. (Staff)
2. Clean dryer vents and exhaust vents. (Vendor)
3. Inspect roofs and siding. (Vendor)
4. Clean common area flooring and carpeting. (Staff)
5. Clean and remove all bulk items from trash corrals. (Staff)
6. Cleaning of parking areas, roadways, driveways, walkways and storm drains. (Staff)
7. Inspect trees and coordinate trimming services as needed (maintain 10 feet distance from buildings). (Staff)
8. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
9. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
10. Inventory of supplies and small parts. (Staff)
11. Unit inspections as scheduled for the month. (Vendor)
12. Notify property manager of lease enforcement issues: Check for proper A/C installation according to MHA A/C Policy. Blocked egresses. (Staff)

### May Preventative Maintenance Tasks

1. Check flags and replace as needed. (Staff)
2. Sidewalk and parking lot crack and crevice sealing and repair. (Vendor)
3. Edge and mulch all planting beds. (Staff)
4. Clean and remove bulk items from trash corrals. (Staff)
5. Prune/trim all shrubs and bushes away from buildings (maintain 2 feet clearance from all structures). (Staff)
6. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
7. Inventory of supplies and small parts. (Staff)
8. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
9. Unit inspections as scheduled for the month. (Vendor)
10. Clean common area flooring and carpeting. (Staff)
11. Notify all property managers of lease enforcement: Blocked egresses. Cooking grills. (Staff)
  - All cooking grills should be used a minimum of 10 feet from all structures.
12. Boiler maintenance. (Vendor)

### June Preventative Maintenance Tasks

1. Summer boiler shut-down and preventative maintenance service. (Non-heating season June 16<sup>th</sup> to September 14<sup>th</sup>). (Vendor)
2. Check interior emergency lighting. (Staff)
3. Weed and edge all planting beds (June 1<sup>st</sup> to October 1<sup>st</sup>). (Staff)
4. Inspect site railings, walkways and stairs for potential hazards, identify and report as needed. (Staff)
5. Clean and remove bulk items from trash corrals. (Staff)
6. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
7. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
8. Check fire alarm panel/heat detector inspections. (Vendor)
9. Inventory of supplies and small parts. (Staff)
10. Clean common area flooring and carpeting. (Staff)
11. Unit inspections as scheduled for the month. (Vendor)
12. Notify property manager of lease enforcement issues regarding furniture, trash and debris free from exteriors. Blocked egresses. (Staff)
13. Clean all gutters and downspouts. (Vendor)



### July Preventative Maintenance Tasks

1. Clean dryer vents, exhaust vents and roof vent motors. (Vendor)
2. Inspect gutters, downspouts and splash blocks – repair as needed. (Staff)
3. Inspect common area windows (glass, seals, balances and locks). (Staff)
4. Inspect and repair site fencing. (Vendor)
5. Clean common area flooring and carpeting. (Staff)
6. Clean and remove bulk items from trash corrals. (Staff)
7. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
8. Inventory of supplies and small parts. (Staff)
9. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
10. Unit inspections as scheduled each month. (Vendor)
11. Notify property manager of any lease enforcement issues including blocked egresses. (Staff)

### August Preventative Maintenance Tasks

1. Strip, wax and buff VAT and linoleum flooring in common areas and bathrooms. Clean common area flooring and carpeting. (Vendor)
2. Clean and remove bulk items from trash corrals. (Staff)
3. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
4. Inventory of supplies and small parts. (Staff)
5. Clean or replace as needed filters for hot air systems in Community Room. (Vendor)
6. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
7. Lease enforcement: Common hallways and stairs free from all obstructions. (Staff)

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

8. Unit inspections as scheduled each month. (Vendor)
9. Outside contactor to perform annual fire alarm testing of all devices. (Vendor)

### September Preventative Maintenance Tasks

1. Check electrical panels in boiler rooms and all common areas. (Staff)
2. Clean all storm drains. (Vendor)
3. Clean common area flooring and carpeting. (Staff)
4. Domestic hot water systems preventative maintenance and exercise all valves. (Staff)
5. Turn on heating systems September 15<sup>th</sup> annually. (Vendor)
6. Clean storage rooms and maintenance areas. (Staff)
7. Touch up all common area paint as needed. (Staff)
8. Clean heater vents in all common areas. (Staff)
9. Clean and remove all bulk items from trash corrals. (Staff)
10. Service snow blowers. (Vendor)
11. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
12. Inventory of supplies and small parts. (Staff)
13. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
14. Unit inspections as scheduled each month. (Vendor)
15. Notify property manager of lease enforcement issues: Removal of all A/C's. Blocked egresses. (Staff)

### October Preventative Maintenance Tasks

1. Clean and remove bulk items from trash corrals. (Staff)
2. Buy and stock ice melt for winter. (Staff)
3. Leaf removal. (Staff)
4. Clean dryer vents, exhaust vents and roof vent motors. (Vendor)
5. Clean parking areas, roadways, driveways walkways and storm drains. (Staff)
6. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
7. Inventory of supplies and small parts. (Staff)
8. Check smoke and carbon monoxide detectors during annual inspections. (Vendor)
9. Buy and stock ice melt for winter. (Staff)
10. Unit inspections as scheduled each month. (Vendor)
11. Clean all catch basins. (Vendor)

### **November Preventative Maintenance Tasks**

1. Reset light timers and clocks back 1 hour for daylight saving time. (Staff)
2. Monitor any snow removal. (Staff)
3. Annual cleaning of all gutters. (Vendor)
4. Inspect trees and coordinate trimming service as needed (maintain 10 feet clearance from all structures). (Vendor)
5. Clean common area carpets and flooring. (Staff)
6. Clean and remove bulk items from trash corrals. (Staff)
7. Clean, service and store lawn equipment. (Staff)
8. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
9. Inventory of supplies and small parts. (Staff)
10. Notify property manager of any lease enforcement issues: blocked egresses. (Staff)
11. Unit inspections as scheduled each month. (Vendor)
12. Keep all chimneys, exhaust and intake vents free of snow through the winter season and keep dryer exhaust vents free of snow throughout the winter season. (Staff)
13. Clean all gutters and downspouts. (Vendor)

### December Preventative Maintenance Tasks

1. Monitor on-going snow removal. (Staff)
2. Clean and remove bulk items from trash corrals. (Staff)
3. Vehicle Inspection: (Vendor)
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust in and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Change engine oil in all vehicles as needed.
  - Check inspection sticker renewal.
4. Unit inspections as scheduled each month. (Vendor)
5. Notify property manager of any lease enforcement issues: Decorations (Holiday) cords running through doors and windows. Blocked egresses. (Staff)
6. Keep all chimney, exhaust and intake vents free from snow throughout the winter season and keep dryer exhaust vents free from snow throughout the winter season. (Staff)

## Walking Court Deferred Maintenance Plan

Item	Date added to Deferred Maintenance Plan	Work Order Description of Work	Location of Work/Unit Number	Reason Deferred	Estimated Cost	Materials Needed	Original Work Order Number	Target Completion Date

There are no work orders on the Deferred Maintenance Plan.

### Operating Budget

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 09/30/2023. 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 Medford 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 Medford 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: TAR was trending in the right direction. Unable to submit FYE09/30/2023 Q4 due to unapproved budget

Response: Continue rent collection efforts.

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

Rating: Operational Guidance

Criterion: Completion of mandatory online board member training

Rating: No Findings

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

Rating: No Findings

Criterion: Staff completed relevant certifications or trainings

Rating: No Findings

### **Category: Financial**

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

Rating: Corrective Action

Reason: Unable to submit FYE 09/30/2023 due to unapproved budget.

Response: Follow-up communication with EOHLC.

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

Rating: Corrective Action

Reason: Unable to submit FYE 09/30/2023 due to unapproved budget.



Response: Follow-up communication with EOHLIC.

**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: Application data entry did not meet 30-day deadline.

Response: Will ensure timely data entry moving forward.

Criterion: Vacancies are recorded correctly and occupied using CHAMP

Rating: No Findings

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

Criterion: 100% of units inspected during FYE under review

Rating: No Findings

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

Rating: No Findings

Criterion: Unit inspection reports accurately reflect necessary repairs

Rating: No Findings

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

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

Rating: No Findings

Criterion: Vacancy turnover work orders accurately reflect necessary repairs

Rating: No Findings

**Category: Facility Management - Preventive Maintenance Standards and Practices**

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

Rating: No Findings

**Category: Facility Management - Work Order Types and Systems**

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

Rating: No Findings

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

Rating: No Findings

Explanation of PMR Criteria Ratings

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

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

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

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

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

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



## Policies

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	06/10/2020	
*Personnel Policy	10/20/2022	
*Capitalization Policy	06/10/2020	
*Procurement Policy	09/23/2021	
*Grievance Policy	05/21/2020	
Language Access Plan	07/13/2022	
Reasonable Accommodations Policy	08/17/2022	
Fair Housing Marketing Plan	07/13/2022	

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

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

**Waivers**

Medford Housing Authority has received the following waivers from DHCD’s regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

Description	Reason	Date Waiver Approved by DHCD	Date Expired
Waiver to leave RCAT	MHA Modernization Department manages all property improvements and upgrades for 7 federal developments, 1 state development and 1 689 Program development.	06/30/2023	06/30/2025

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

## **Attachments**

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

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

- Public Comments
- Cover sheet for tenant satisfaction surveys
- Performance Management Review
- RAB Letter

Jeffrey I. Driscoll  
Executive Director  
Medford Housing Authority  
200 Boston Avenue, Suite 200-B  
Medford, Massachusetts 02155

Dear Mr. Driscoll:

This letter will confirm that members of the Resident Advisory Board (RAB) and Walking Court Residents were sent a copy of the Draft FY 2025 State Plan, the notification of the Public Hearing, and notifications of RAB meetings held on March 6, 2024, and June 27, 2024.

Comments from RAB:

A resident inquired about acquiring low-cost internet for all developments. The Director of Modernization stated that he is currently working with the City of Medford to bring this service to our residents.

Are preferences nationality-based? The Director of Management replied we do not have nationality-based preferences. Our portfolio has reflected the Medford population. As part of a Fair Housing Marketing Plan, we may market to populations who are underserved, but all applicants go through the same application process and waitlist.

Sincerely,



Ann Schiavone  
Resident Representative

## **Medford Housing Authority Annual Plan Hearing**

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We had our Annual Plan Hearing on July 10th, 2024. At that time there were Public Comments.

Jeffrey Driscoll  
Executive Director



## **Resident Surveys – Background**

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

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

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

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

## **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.

## **Round Three Surveys (2023 – 2027)**

Round Three of the surveys began in 2023. CSR surveyed about one-third of the elderly/disabled units and one-third of family units in Fall 2023. Data has not been received from these recent mailings.

# **MEDFORD HOUSING AUTHORITY**

## **Performance Management Review (PMR) Report**

**Fiscal Year End 9/30/2023**

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

# Executive Office of Housing and Livable Communities (EOHLC)

## PMR Desk Audit Ratings Summary **Official Published PMR Record**

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

Housing Authority	MEDFORD HOUSING AUTHORITY
Fiscal Year Ending	Sep 2023
Housing Management Specialist	Melanie Loveland-Hale
Facilities Management Specialist	Todd Lawson

Criteria	Score/Rating			
	Management			
	c.667	c.705	c.200	Cumulative
Occupancy Rate	No Findings	Not Applicable	Not Applicable	No Findings
	c.667	c.705	c.200	Cumulative
Tenant Accounts Receivable (TAR)	Corrective Action	Not Applicable	Not Applicable	Corrective Action
Board Member Training	No Findings			
Certifications and Reporting Submissions	Operational Guidance			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	Corrective Action			
Operating Reserves	Corrective Action			



**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)  
Staff Certification & Training Rating**

LHA Name	MEDFORD HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

Criteria	Rating
Staff Certification and Training	No Findings

**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)**  
**CFA Submission**

LHA Name	MEDFORD HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

CFA Submission (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

# EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) PMR Desk Audit Recommendations Report

LHA Name	MEDFORD HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

## Occupancy

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

1. No Recommendations

## Tenant Accounts Receivable (TAR)

Rating All: Corrective Action  
Rating 667: Corrective Action  
Rating 705: Not Applicable  
Rating 200: Not Applicable

1. Create or update rent collection policy and procedures and submit to EOHLC for review, with supporting Board vote.
2. 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.
3. Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
4. Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected. Don't allow tenant balances to build-up before doing lease enforcement. Review aged receivables report regularly.
5. Set reasonable thresholds for commencing legal action.

## Board Member Training

Rating: No Findings

1. No Recommendations

## Certifications and Reporting Submissions

Rating: Operational Guidance

1. Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
2. Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
3. Submit all four quarterly operating statements within 60 days of the quarter end.
4. Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.

## Annual Plan Submission

Rating: No Findings

1. No Recommendations

## Adjusted Net Income/Revenue

Rating: Corrective Action

### Revenue

1. No Recommendations

**Expense****Salaries**

1. No Recommendations

**Legal**

1. No Recommendations

**Utilities**

1. No Recommendations

**Maintenance**

1. No Recommendations

**Other**

1. Submit all four quarterly operating statements within 60 days of the quarter end.

**Operating Reserve**

Rating: Corrective Action

1. Must submit all four quarterly operating statements within 60 days of the quarter end.

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

LHA Name	MEDFORD HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

**CHAMP Criteria 1a**

Rating: No Findings

Recommendations: 1. No Recommendations

**CHAMP Criteria 1b**

Rating: Corrective Action

Recommendations: 1. Ensure that all PMR documents are uploaded by the required submission date which in FY2023 was December 14, 2023. MHA must place date and timestamp on the first page of the application in a location that is legible.

**CHAMP Criteria 1c**

Rating: Operational Guidance

Recommendations: 1. Prioritize CHAMP Paper Application data entry to ensure that your LHA reduces the number of CHAMP Paper Applications entered more than 30 days from receipt. No more than 2% of CHAMP Paper Applications can be entered more than 30 days after date/timestamp.

**CHAMP Criteria 2a**

Rating: No Findings

Recommendations: 1. Ensure PMR documents are uploaded in compliance with PMR date requirements.

**CHAMP Criteria 2b**

Rating: No Findings

Recommendations: 1. No Recommendations

**CHAMP Criteria 3a**

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 3b (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

CHAMP Criteria 3c (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

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

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

LHA Name	MEDFORD HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Melanie Loveland-Hale
FMS Name	Todd Lawson

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: 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 Findings

Recommendations: 1. No Recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

### **Health & Safety Deficiencies**

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