

## Overview and Certification

# Westford Housing Authority Annual Plan for Fiscal Year 2023 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 Westford Housing Authority's Annual Plan for their 2023 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
  - a. Public Comments
  - b. Cover sheet for tenant satisfaction surveys
  - c. Tenant Satisfaction Survey 667 Program
  - d. Performance Management Review

**State-Aided Public Housing Developments**

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

| Dev No | Type    | Development Name                      | Num Bldgs | Year Built | Dwelling Units |
|--------|---------|---------------------------------------|-----------|------------|----------------|
| 667-02 | Elderly | SARGENT SCHOOL ELDERLY HOUSING 667-02 | 2         | 1988       | 25             |
| 667-01 | Elderly | WESTFORD ELDERLY HOUSING 667-01       | 7         | 1974       | 48             |
|        | Other   | Special Occupancy units               | 2         |            | 8              |
|        | Family  | Family units in smaller developments  | 3         |            | 6              |
| Total  |         |                                       | 14        |            | 87             |

**LHA Central Office**

Westford Housing Authority  
65 Tadmuck Rd., Westford, MA, 01886  
Lisa Larrabee, Interim Executive Director  
Phone: 978-692-6011  
Email: llarrabee@westfordma.gov

**LHA Board of Commissioners**

|                  | <u>Role</u> | <u>Category</u>  | <u>From</u> | <u>To</u>  |
|------------------|-------------|------------------|-------------|------------|
| Nancy Cook       | Treasurer   | State Appointee  | 03/22/2017  | 08/07/2022 |
| Muriel Drake     | Chair       |                  | 05/04/2019  | 05/05/2024 |
| Carol Engel      | Member      |                  | 05/03/2016  | 05/04/2021 |
| Diane Holmes     | Member      |                  | 05/05/2017  | 05/04/2022 |
| Janine McCormack | Vice-Chair  | State Tenant Rep | 05/05/2019  | 05/07/2023 |

Plan History

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

| REQUIREMENT |                                                                                                                                        | DATE COMPLETED |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------|
| A.          | Advertise the public hearing on the LHA website.                                                                                       | 01/19/2022     |
| B.          | Advertise the public hearing in public postings.                                                                                       | 01/19/2022     |
| C.          | Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.                              | N/A            |
| D.          | Post draft AP for tenant and public viewing.                                                                                           | 01/19/2022     |
| E.          | Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)              | N/A            |
| F.          | Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.) | 03/10/2022     |
| G.          | Executive Director presents the Annual Plan to the Board.                                                                              | 03/10/2022     |
| H.          | Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)                          | 03/10/2022     |

## Certification

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

I, Lisa Larrabee, Executive Director of the Westford Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Westford 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 Westford 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, Lisa Larrabee, Executive Director of the Westford 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.

Date of certification: 03/17/2022

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Lisa Larrabee, Executive Director of the Westford 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: 03/17/2022

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on June 2, 2022. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

**Capital Improvement Plan (CIP)****Aggregate Funding Available for Projects in the First Three Years of the CIP:**

| Category of Funds                              | Allocation     | Planned Spending | Description                                                                                        |
|------------------------------------------------|----------------|------------------|----------------------------------------------------------------------------------------------------|
| Balance of Formula Funding (FF)                | \$424,369.20   |                  | Total of all FF awards minus prior FF spending                                                     |
| LHA Emergency Reserve                          | \$42,436.92    |                  | Amount to reserve for emergencies                                                                  |
| Net FF Funds (First 3 Years of the CIP)        | \$381,932.28   | \$439,509.90     | Funds to plan & amount actually planned in the first 3 years of the CIP                            |
| ADA Set-aside                                  | \$3,567.07     | \$3,567.07       | Accessibility projects                                                                             |
| DMH Set-aside                                  | \$23,118.88    | \$23,118.88      | Dept. of Mental Health facility                                                                    |
| DDS Set-aside                                  | \$0.00         | \$0.00           | Dept. of Developmental Services facility                                                           |
| Unrestricted Formula Funding (FF)              | \$355,246.33   | \$412,823.95     | Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.             |
| Special DHCD Funding                           | \$1,547,852.30 | \$707,543.94     | Targeted awards from DHCD                                                                          |
| Community Development Block Grant (CDBG) Funds | \$0.00         | \$0.00           | Federal funds awarded by a city or town for specific projects.                                     |
| Community Preservation Act (CPA) Funds         | \$0.00         | \$0.00           | Community Preservation Act funds awarded by a city or town for specific projects.                  |
| Operating Reserve(OR) Funds                    | \$0.00         | \$0.00           | Funds from the LHA's operating budget.                                                             |
| Other Funds                                    | \$0.00         | \$0.00           | Funds other than those in the above categories. See explanation below.                             |
| Total funds and planned spending               | \$1,929,784.58 | \$1,147,053.84   | Total of all anticipated funding available for planned projects and the total of planned spending. |

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Capital Improvement Plan (CIP)**

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

| Cap Hub Project Number | Project Name                            | Development(s)                        | Total Cost | Amount Spent Prior to Plan | Remaining Planned for 2022 | fy2023 Planned | fy2024 | fy2025 | fy2026 | fy2027 |
|------------------------|-----------------------------------------|---------------------------------------|------------|----------------------------|----------------------------|----------------|--------|--------|--------|--------|
| 330024                 | FF: Concrete Step & Ramp Repairs        | WESTFORD ELDERLY HOUSING 667-01       | \$7,567    | \$7,567                    | \$0                        | \$0            | \$0    | \$0    | \$0    | \$0    |
| 330031                 | FF: Exterior Upgrade and Windows        | SARGENT SCHOOL ELDERLY HOUSING 667-02 | \$508,519  | \$236,844                  | \$0                        | \$0            | \$0    | \$0    | \$0    | \$0    |
| 330032                 | FF: Roof Replacement Building A         | WESTFORD ELDERLY HOUSING 667-01       | \$64,750   | \$62,300                   | \$0                        | \$0            | \$0    | \$0    | \$0    | \$0    |
| 330033                 | Window Replacement Church Street        | SARGENT SCHOOL ELDERLY HOUSING 667-02 | \$71,532   | \$53,874                   | \$3,587                    | \$0            | \$0    | \$0    | \$0    | \$0    |
| 330034                 | Window Replacement Required by LEAN     | WESTFORD ELDERLY HOUSING 667-01       | \$6,856    | \$6,856                    | \$0                        | \$0            | \$0    | \$0    | \$0    | \$0    |
| 330035                 | Septic Tank Replacement Dev-Wide        | SARGENT SCHOOL ELDERLY HOUSING 667-02 | \$744,128  | \$66,284                   | \$546,442                  | \$161,103      | \$0    | \$0    | \$0    | \$0    |
| 330038                 | Flooring Replacement in Common Hallways | WESTFORD ELDERLY HOUSING 667-01       | \$60,502   | \$0                        | \$0                        | \$60,502       | \$0    | \$0    | \$0    | \$0    |
| 330039                 | Solid surface and shower valve project  | WESTFORD ELDERLY HOUSING 667-01       | \$162,281  | \$4,500                    | \$16,105                   | \$146,177      | \$0    | \$0    | \$0    | \$0    |
| 330040                 | New Bath Exhaust Fans Dev-Wide          | SARGENT SCHOOL ELDERLY HOUSING 667-02 | \$38,139   | \$0                        | \$0                        | \$38,139       | \$0    | \$0    | \$0    | \$0    |

**Capital Improvement Plan (CIP)**

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

| Cap Hub<br>Project<br>Number | Project Name                                                                             | Development(s)                        | Total<br>Cost | Amount<br>Spent<br>Prior to<br>Plan | Remaining<br>Planned<br>for 2022 | fy2023<br>Planned | fy2024  | fy2025   | fy2026   | fy2027    |
|------------------------------|------------------------------------------------------------------------------------------|---------------------------------------|---------------|-------------------------------------|----------------------------------|-------------------|---------|----------|----------|-----------|
| 330041                       | Re-Grading and<br>Paving of front<br>walkway                                             | LINE STREET<br>689-01                 | \$9,900       | \$0                                 | \$498                            | \$9,403           | \$0     | \$0      | \$0      | \$0       |
| 330042                       | Tree Trimming                                                                            | LINE STREET<br>689-01                 | \$10,999      | \$0                                 | \$553                            | \$10,447          | \$0     | \$0      | \$0      | \$0       |
| •                            | Concrete Steps<br>,Ramp Repairs,<br>walkway<br>resurfacing and<br>catch basin<br>raising | WESTFORD<br>ELDERLY HOUSING<br>667-01 | \$99,823      | \$0                                 | \$0                              | \$0               | \$0     | \$99,823 | \$0      | \$0       |
| •                            | New Vanities for<br>Bathrooms                                                            | WESTFORD<br>ELDERLY HOUSING<br>667-01 | \$82,111      | \$0                                 | \$0                              | \$0               | \$0     | \$0      | \$82,111 | \$0       |
| •                            | Asphalt Parking<br>Areas &<br>Roadway                                                    | WESTFORD<br>ELDERLY HOUSING<br>667-01 | \$610,779     | \$0                                 | \$0                              | \$0               | \$0     | \$0      | \$19,286 | \$101,325 |
| •                            | New Flooring for<br>tenant                                                               | LINE STREET<br>689-01                 | \$3,781       | \$0                                 | \$0                              | \$0               | \$3,781 | \$0      | \$0      | \$0       |
| •                            | Door<br>Replacement                                                                      | SARGENT FAMILY<br>HOUSING 705-01      | \$33,578      | \$0                                 | \$0                              | \$0               | \$0     | \$33,578 | \$0      | \$0       |
| •                            | Shed Rehab                                                                               | SARGENT FAMILY<br>HOUSING 705-01      | \$37,661      | \$0                                 | \$0                              | \$0               | \$0     | \$37,661 | \$0      | \$0       |

**Capital Improvement Plan (CIP)**

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

| Cap Hub<br>Project<br>Number | Project Name                     | DHCD Special<br>Award<br>Comment | Special DHCD Awards  |                       |                     |                   | Other Funding |     |                      |                |
|------------------------------|----------------------------------|----------------------------------|----------------------|-----------------------|---------------------|-------------------|---------------|-----|----------------------|----------------|
|                              |                                  |                                  | Emergency<br>Reserve | Compliance<br>Reserve | Sustain-<br>ability | Special<br>Awards | CDBG          | CPA | Operating<br>Reserve | Other<br>Funds |
| 330031                       | FF: Exterior Upgrade and Windows |                                  | \$0                  | \$0                   | \$0                 | \$0               | \$0           | \$0 | \$30,000             | \$222,688      |
| 330035                       | Septic Tank Replacement Dev-Wide | septic system replacement        | \$744,128            | \$0                   | \$0                 | \$0               | \$0           | \$0 | \$0                  | \$0            |

## **Capital Improvement Plan (CIP) Narrative**

### **Including Requests to DHCD & Supporting Statements**

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

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

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

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

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

#### **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.

Westford Housing Authority has not requested additional funding.

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

Our Capital plan focus's on protecting our building assets and providing safe and sanitary housing for our vulnerable population

#### **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:

Our plan is the same, we just had to rebalance the spending years

#### **5. Requirements of previous CIP approval**

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

**6. Quarterly capital reports**

Our most recent quarterly capital report (form 80 and 90) was submitted on 11/03/2021.

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

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 01/18/2022.

**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 have identified the following accessibility deficiencies in our portfolio:

Our elderly 667 units tubs are not ADA accessible. The tenants have a hard time getting in and out of the tubs.

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

We currently have a project to replace the tubs with barrier free roll in showers. Due to the cost associated with this project we will not be able to complete the whole property as initially intended. We will continue to plan projects for future years to address this deficiency.

**11. Special needs development**

Westford 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 10/06/2021.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 10/2020 to 9/2021.

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

|                | Electric<br>PUM > Threshold | Gas<br>PUM > Threshold | Oil<br>PUM > Threshold | Water<br>PUM > Threshold |
|----------------|-----------------------------|------------------------|------------------------|--------------------------|
| Threshold PUM: | \$100                       | \$80                   | \$50                   | \$60                     |

No developments exceed threshold values.

### 13. Energy or water saving initiatives

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

AP-2023-Westford Housing Authorit-00561 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 01/01/2020

### 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.)

1% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

### 15. Vacancies

Westford Housing Authority has no units listed as vacant, proposed to be vacant, or at risk of becoming vacant.

# CIP Approval For Westford Housing Authority for FY 2023

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

6/2/2022

Congratulations! The CIP-2023 submitted by Westford Housing Authority is approved, subject to the following conditions:

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

Westford Housing Authority is authorized to proceed on the following projects, which are to be managed with the LHA or RCAT as the Primary PM\*\*:

| CPS Number            | FISH # | Project Name            | TDC Amount | Primary PM | Project Year |
|-----------------------|--------|-------------------------|------------|------------|--------------|
| 330-689-01-002-22-152 | 330043 | New Flooring for tenant | \$3,781.00 | LHA        | 2023         |

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

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

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Jackline Monteiro-Mendes at (617) 573-1193 with any questions.

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

This document was created on 6/2/2022 by Jackline Monteiro-Mendes, Project Manager

Maintenance and Repair Plan

**Maintenance Objective**

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

**About This Maintenance and Repair Plan**

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

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

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

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

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

**Additional Remarks by the Westford Housing Authority**  
PHA-Web

### Emergency Request System

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

| METHOD                   | CONTACT INFO.   | TIMES                             |
|--------------------------|-----------------|-----------------------------------|
| Call LHA at Phone Number | 978-692-6011 X1 | Monday - Thursday 8:30 AM to 1:00 |
| Other                    | 978-490-0159    | All other times                   |

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 Westford Housing Authority main office.

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

### Normal Maintenance Request Process

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

| METHOD                        | CONTACT INFO.          | TIMES                                |
|-------------------------------|------------------------|--------------------------------------|
| Text Phone Number             |                        |                                      |
| Call Answering Service        |                        |                                      |
| Call Housing Authority Office | 978-692-6011 X1        | Monday - Thursday 8:30 AM to 1:00 PM |
| Submit Online at Website      |                        |                                      |
| Email to Following Email      | mheider@westfordma.gov | Monday - Thursday 8:30 AM to 1:00 PM |
| Other                         | 978-490-0870           | All other times                      |

### 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: PHAWeb

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 Westford 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?

We feel our maintenance department is doing an outstanding job. We have received many compliments from tenants.

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

We are having Westford , Groton and Littleton working together to get our back log of turnovers done. It's making the process go faster without costing extra money.

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

Working in PHA Web more to develop a better preventative maintenance plan since the maintenance supervisor will be retiring.

**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          | \$151,687.00                     | \$25,771.00                      |
| Last Fiscal Year Actual Spending | \$133,551.00                     | \$10,897.00                      |
| Current Fiscal Year Budget       | \$0.00                           | \$0.00                           |

**E. Unit Turnover Summary**

|                                                                 |     |
|-----------------------------------------------------------------|-----|
| # Turnovers Last Fiscal Year                                    | N/A |
| Average time from date vacated to make Unit "Maintenance Ready" | N/A |
| Average time from date vacated to lease up of unit              | 0   |

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

Because of the many talents of our maintenance staff, we feel we are saving money by using their talents rather than calling in vendors all the time. Sometimes we do have to call in outside vendors if it's outside our knowledge to fix something, but those cases are very few and far between.

**Attachments**

These items have been prepared by the Westford 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.

## **SECTION 8 - PREVENTIVE MAINTENANCE PROCEDURES AND POLICIES**

Preventive maintenance is part of the planned or scheduled maintenance program of the Westford Housing Authority. The purpose of the scheduled maintenance program is to allow the authority to anticipate maintenance requirements and make sure the Authority can address them in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the properties operating. These systems include heating and air conditioning, electrical, life safety and plumbing.

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

The systems covered by the preventive maintenance program include but are not limited to:

- Catch Basins/Storm Drainage
- Emergency Lighting
- Exhaust Fans
- Exterior Lights
- Fire Alarms/Extinguishers and other life safety systems
- Mechanical equipment and vehicles
- HVAC systems
- Domestic water

A specific schedule will be developed for each system. This schedule shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The preventive maintenance schedule must be updated each time a system is added, updated or replaced. A sample Preventive Maintenance Schedule is included in this section.

**B. INSPECTION PROGRAM:** The Westford Housing Authority's goal of efficiency and cost-effectiveness is achieved through a carefully designed and implemented inspection program. This program calls for the inspection of all areas of the Authority's facilities – the dwelling units, the grounds and building exteriors, and major service systems.

- 1. Dwelling Unit Inspections:** The unit inspection system has two primary goals:
  - To assure that all dwelling units comply with standards set by D.H.C.D. and local codes; and
  - To assure that the staff knows at all times the condition of each unit for which it is responsible.

The achievement of these goals may require more than the annual DHCD required inspection. If issues are identified during an annual inspection, it may be determined that additional or more frequent inspections are necessary to maintain the unit in an appropriate condition.

For all non-emergency inspections, the Resident shall be given at least two (2) weeks written notice of the inspection.

The administrative staff, in conjunction with the maintenance staff shall perform the unit inspections. During each inspection, the staff shall perform specified preventive and routine maintenance tasks, such as changing smoke detector batteries. The inspection will note any items needing repair, general health and sanitation conditions in and about the apartment and any situations that may create a hazard to the occupant, other tenants or the building. Any other work items noted at the time of the inspection will be documented on the WHA inspection form. All uncompleted work items shall be converted to a work order within one week of the completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within thirty days of the inspection.

All maintenance staff are responsible for monitoring the condition of dwelling units. Whenever a maintenance staff member enters a dwelling unit for any purpose, such as completing a resident request for service or accompanying a contractor, he/she shall note any required work he/she sees while in the apartment. These work items shall be converted to a work order request within twenty-four hours of discovery.

**2. Landscaping and Grounds Inspection:** The Westford Housing Authority will carry out a routine maintenance schedule for the up-keep of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability.

Routine grounds maintenance includes numerous activities: litter control; lawn care; maintenance of driveways, sidewalks and parking lots; care of flower and shrubbery beds and trees; maintenance of benches and fences.

The Maintenance Mechanic will conduct, at a minimum, a weekly walk-through of all Housing Authority owned properties. During April/May the Executive Director (or Administrative Assistant) and the Maintenance Mechanic will complete a thorough inspection of all grounds and buildings.

**3. Building Exteriors and Interior Common Areas Inspection:** The appearance of the outside of Authority buildings as well as their interior common areas is important to the quality of life for tenants, and the marketability of the units. The Westford Housing Authority will carry out a routine maintenance schedule to ensure that these building components are always maintained in good condition. The components to be maintained include: lobbies; hallways and stairwells; public restrooms; lighting fixtures; common rooms and community spaces; exterior porches and railings; building walls; windows and roofs.

**C. INTERIOR APARTMENT PAINTING:** – Due to current budget constraints, the Housing Authority is unable to offer occupied unit painting to current residents. If funding by the State is ever restored to sufficient levels, this matter will be re-visited.

**D. PEST CONTROL/EXTERMINATION:** The Westford Housing Authority will make every effort to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests. All pest control functions will be performed by licensed contractors as needed to prevent infestation of Housing Authority properties.

WESTFORD HOUSING AUTHORITY PREVENTIVE MAINTENANCE SCHEDULE FOR  
667-1, 667-2 AND 705-1 (SAMPLE)

Summer, 2010 (June, July, August)

1. Inspect hot water tanks/attics and roofs for leaks – All Locations
2. Inspect electrical panels – All Locations
3. Vacuum common hallways – Tadmuck Road
4. Change smoke detector batteries, Common Areas – Tadmuck Road
5. Install AC unit – Sargent School
6. Fire alarm semi-annual inspections – All Locations – Outside Contractor
7. Visual inspection of catch basins and storm drains – All Locations
8. Pump Septic System at Tadmuck Road – Outside Contractor

Fall, 2010 (Sept., Oct., Nov.)

1. Service snow equipment/prepare sand buckets/order ice melt – All Locations
2. Inspect boilers – Graniteville
3. Clean gutters – All Locations
4. Winterize Truck/Get Inspected
5. Vacuum common hallways – Tadmuck Road
6. Inspect hot water tanks/attics and roofs for leaks – All Locations
7. Pump septic tanks/ Clean sewage screen 7 Church Street & School Lane – Outside Contractor (do in late fall)
8. Adjust exterior/interior lighting timers – Tadmuck Road
9. Turn on hallway heaters – Tadmuck Road (Nov. 1st)
10. Fall clean-up – All Locations
11. Pump septic systems – Tadmuck Road
12. Emergency Lighting - Semi-annual inspection, All Locations – Outside Contractor

Winter, 2010/11 (Dec., Jan., Feb.)

1. Inspect/Service boilers/hot water tanks/attics and roofs – All Locations
2. Inspect electrical panels – All Locations
3. Fire alarm inspections – All Locations
4. Vacuum common hallways – Tadmuck Road
5. Unit Inspections – All Locations
6. Common area wall painting (if needed) – All Locations
7. Fire extinguishers serviced, All Locations – Outside Contractor
8. Pump septic tank, Tadmuck Road – Outside Contractor

Spring, 2011 (Mar., April, May)

1. Clean community rooms – All Locations
2. Outside spring clean up/Clean gutters – All Locations
3. Service Lawn Equipment – All Locations
4. Wash windows in common areas – All Locations
5. Power wash buildings – All Locations

6. Vacuum common hallways – All Locations
7. Adjust timers – Tadmuck Road
8. Turn off hallway heaters – Tadmuck Road (April 1<sup>st</sup>)
9. Replace smoke detector batteries in units – Tadmuck Road
11. Clean out gazebo – All Locations
12. Inspect benches, repair/paint (as needed) – All Locations
13. Pump septic tank, 7 Cross Street – Outside Contractor
14. Visual inspection of catch basins and storm drains – All Locations
15. Back flow preventer – Sargent School sprinkler system
16. Clean sewage screen at School Lane – Outside Contractor (do in late spring)
17. Emergency Lighting - Semi-annual inspection, All Locations – Outside Contractor

## WESTFORD HOUSING AUTHORITY PREVENTIVE MAINTENANCE SCHEDULE FOR 689-1 (14, 16 LINE ROAD) (SAMPLE)

Maintenance Staff will spend a minimum of two (2) man hours per week at the facility. Typically, and as allowed, this will take place on Monday morning. The visit will consist of a “walk-through” of the buildings and the correction of any deficiencies that can be undertaken at that time. Any items that are not immediately addressed will be reported to the Administrative Assistant who will make out a work order for future repair.

### Summer, 2010 (June, July, August)

1. Inspect electrical panels
2. Send reminder to vendor to change smoke/CO detector back-up batteries
3. Change Filters in all AC units
4. Fire alarm annual inspections – Outside Contractor
5. Visual inspection of catch basins and storm drains
6. Fire sprinkler tamper valve/flow switch maintenance – Outside Contractor

### Fall, 2010 (Sept., Oct., Nov.)

1. Inspect attics and roofs for leaks; Inspect siding
2. Inspect/Service boilers and water heaters
3. Clean/Repair gutters and catch basins
4. Pump septic tanks, both locations - Vendor
5. Adjust exterior/interior lighting timers - Vendor
6. Fall clean-up – Vendor
7. Emergency Lighting semi-annual inspection – Outside Contractor

### Winter, 2010/11 (Dec., Jan., Feb.)

1. Inspect electrical panels
2. Building/Unit Inspections
3. Common area wall painting (as needed) by Vendor
4. Fire Extinguishers Serviced by Vendor
5. Maintain clear access to catch basin at 16 Line Road
6. Fire sprinkler tamper valve/flow switch maintenance – Outside Contractor

### Spring, 2011 (Mar., April, May)

1. Inspect attics and roofs for leaks; Inspect siding
2. Change Filters in all AC units
3. Outside spring clean up by Vendor
4. Clean gutters
5. Treat stone walkways with long-term weed preventer, re-treat as necessary
6. Power wash buildings

7. Adjust exterior/interior lighting timers - Vendor
8. Visual inspection/clean catch basins and storm drains, as needed
9. Emergency Lighting semi-annual inspection – Outside Contractor

Miscellaneous:

Jet bottom floor sewage lines to septic tanks every 3 years

Trim back bushes around building bi-annually

|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------|---------------------------|-----------------------------------|------------------------------|----------------------------|
| Deferrd maintenance is maintenance, upgrades, or repairs that we are deferring to a future budget cycle, capital improvement or for some other reason. |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
| <b>DEFERRED<br/>MAINTENANCE LOG</b>                                                                                                                    |                | Deferrd maintenance is maintenance, upgrades, or repairs that we are deferring to a future budget cycle, capital improvement or for some other reason. |                                     |                                              |                           |                                   |                              |                            |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
| <b>DATE OF ORIGINAL WORK ORDER</b>                                                                                                                     | <b>ORDER #</b> | <b>UNIT</b>                                                                                                                                            | <b>DESCRIPTION</b>                  | <b>REASON</b>                                | <b>ESTIMATED<br/>COST</b> | <b>MATERIALS NEEDED</b>           | <b>DATE COMPLETED</b>        | <b>COMMENTS</b>            |
| 10/23/2018                                                                                                                                             |                | 16 Line Road-Unit #1 (Angel)                                                                                                                           | Carpet replacement                  | Old/Worn                                     |                           |                                   | 10/01/19 Vacancy thru Vinfen | Completed                  |
| 10/23/2018                                                                                                                                             |                | 16 Line Road-Hallway                                                                                                                                   | Carpet replacement                  | Old/Worn                                     |                           |                                   |                              |                            |
| 10/23/2018                                                                                                                                             |                | 16 Line Road                                                                                                                                           | Upper deck painting-Unit 3          | Worn? Needs painting                         |                           |                                   |                              |                            |
| 10/23/2018                                                                                                                                             |                | 14 & 16 Line Road                                                                                                                                      | Tub Surround Replaced (6 Bathrooms) | Worn out                                     | \$3,000.00                |                                   |                              | Future Budget              |
| 10/23/2018                                                                                                                                             |                | 14 Line Road                                                                                                                                           | Replace Rugs in Bedrooms (4 Units)  | Worn out                                     | \$4,000.00                |                                   |                              | Capital Budget             |
| 10/23/2018                                                                                                                                             |                | 14 Line Road                                                                                                                                           | Office Area                         | Replace Tile in Office/Worn                  | \$1,000.00                |                                   |                              | Capital Budget             |
| 10/23/2018                                                                                                                                             |                | Tadmuck Rd                                                                                                                                             | Replace Plexi-glass in Screen Doors | 48 units/scatched                            | \$5,000.00                | Plexi-glass material/Installation |                              | Capital Budget             |
| 10/23/2018                                                                                                                                             |                | Sargent School                                                                                                                                         | Top Floor-Replace Carpet in Hallway | worn out                                     | \$1,000.00                | New carpeting                     |                              | Future Budget              |
| 10/23/2018                                                                                                                                             |                | Sargent School                                                                                                                                         | Comm Rm - Replace carpet            | worn out                                     | \$1,000.00                | new carpeting                     |                              | Future Budget              |
| 10/23/2018                                                                                                                                             |                | Tadmuck-Comm Rm-Kitchen                                                                                                                                | Kitchen Counter top                 | worn out                                     | \$800.00                  |                                   |                              | Future Budget              |
| 10/23/2018                                                                                                                                             |                | Tadmuck-Units ?                                                                                                                                        | Replace Kitchen Counter tops        | cracked/broken                               |                           |                                   |                              | Deferred to Capital Budget |
| 10/23/2018                                                                                                                                             |                | Church St. (667-2)                                                                                                                                     | Bathroom Fans (11 to be replaced)   | Purchase Fans/Install Fans & Electrical Work | \$4,000.00                |                                   |                              | Deferred to Future Budget  |
| 10/23/2018                                                                                                                                             |                | Church St. (667-2)                                                                                                                                     | Replace Windows                     | Old new replacing/Not energy efficient       | \$19,800.00               |                                   |                              | Capital Budget             |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
|                                                                                                                                                        |                |                                                                                                                                                        |                                     |                                              |                           |                                   |                              |                            |
| 8/6/2019                                                                                                                                               |                | 65 Tadmuck Rd., Unit #24C<br>(Mousseau)                                                                                                                | Replace Kitchen Floor               | Old Kitchen Floor/Needs Replacing            | \$3,000.00                |                                   |                              | Deferred                   |

**Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 06/30/2021. It also shows the approved budget for the current year (2022) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

The budget format and accounts are mandated by the Department of Housing and Community Development (DHCD). For a better understanding of the accounts and discussion of special situations see the notes following the budget tables and the "Definitions of Accounts" at the end of this section.

The LHA maintains a consolidated budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by the LHA. It does not maintain separate budgets for each development.

**LHA Comments**

We have not submitted our budget as of yet as a board member was sick recently passed on. So we are submitting the budget to DHCD on Jan 25th 2022. We will then await approval.

**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 Westford Housing Authority operating reserve at the end of fiscal year 2021 was \$253,273.00, which is 116.7% of the full reserve amount defined above.

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Westford Housing Authority. |                                            |                              |                              |                              |                                          |                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------------------|------------------------------------------|
| <b>REVENUE</b>                                                                                                                                                 |                                            |                              |                              |                              |                                          |                                          |
| Account Number                                                                                                                                                 | Account Class                              | 2021 Approved Revenue Budget | 2021 Actual Amounts Received | 2022 Approved Revenue Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 3110                                                                                                                                                           | Shelter Rent - Tenants                     | \$318,000.00                 | \$317,915.00                 | \$0.00                       | 0%                                       | \$0.00                                   |
| 3111                                                                                                                                                           | Shelter Rent - Tenants - Fraud/Retroactive | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3115                                                                                                                                                           | Shelter Rent - Federal Section 8           | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3190                                                                                                                                                           | Nondwelling Rentals                        | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3400                                                                                                                                                           | Administrative Fee - MRVP                  | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3610                                                                                                                                                           | Interest on Investments - Unrestricted     | \$45.00                      | \$37.00                      | \$0.00                       | 0%                                       | \$0.00                                   |
| 3611                                                                                                                                                           | Interest on Investments - Restricted       | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3690                                                                                                                                                           | Other Revenue                              | \$4,250.00                   | \$4,542.00                   | \$0.00                       | 0%                                       | \$0.00                                   |
| 3691                                                                                                                                                           | Other Revenue - Retained                   | \$20,000.00                  | \$17,808.00                  | \$0.00                       | 0%                                       | \$0.00                                   |
| 3692                                                                                                                                                           | Other Revenue - Operating Reserves         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3693                                                                                                                                                           | Other Revenue - Energy Net Meter           | \$20,000.00                  | \$17,772.00                  | \$0.00                       | 0%                                       | \$0.00                                   |
| 3801                                                                                                                                                           | Operating Subsidy - DHCD (4001)            | \$125,901.00                 | \$107,492.00                 | \$0.00                       | 0%                                       | \$0.00                                   |
| 3802                                                                                                                                                           | Operating Subsidy - MRVP Landlords         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3803                                                                                                                                                           | Restricted Grants Received                 | \$0.00                       | \$3,725.00                   | \$0.00                       | 0%                                       | \$0.00                                   |
| 3920                                                                                                                                                           | Gain/Loss From Sale/Disp. of Prop.         | \$0.00                       | \$0.00                       | \$0.00                       | 0%                                       | \$0.00                                   |
| 3000                                                                                                                                                           | TOTAL REVENUE                              | \$488,196.00                 | \$469,291.00                 | \$0.00                       | 0%                                       | \$0.00                                   |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Westford Housing Authority. |                                             |                              |                           |                              |                                           |                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------|---------------------------|------------------------------|-------------------------------------------|------------------------------------------|
| <b>EXPENSES</b>                                                                                                                                                |                                             |                              |                           |                              |                                           |                                          |
| Account Number                                                                                                                                                 | Account Class                               | 2021 Approved Expense Budget | 2021 Actual Amounts Spent | 2022 Approved Expense Budget | % Change from 2021 Actual to 2022 Budget. | 2022 Dollars Budgeted per Unit per Month |
| 4110                                                                                                                                                           | Administrative Salaries                     | \$54,640.00                  | \$53,543.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4120                                                                                                                                                           | Compensated Absences                        | \$0.00                       | \$7,850.00                | \$0.00                       | 0%                                        | \$0.00                                   |
| 4130                                                                                                                                                           | Legal                                       | \$3,500.00                   | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4140                                                                                                                                                           | Members Compensation                        | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4150                                                                                                                                                           | Travel & Related Expenses                   | \$273.00                     | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4170                                                                                                                                                           | Accounting Services                         | \$8,328.00                   | \$8,232.00                | \$0.00                       | 0%                                        | \$0.00                                   |
| 4171                                                                                                                                                           | Audit Costs                                 | \$3,800.00                   | \$3,780.00                | \$0.00                       | 0%                                        | \$0.00                                   |
| 4180                                                                                                                                                           | Penalties & Interest                        | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4190                                                                                                                                                           | Administrative Other                        | \$12,422.00                  | \$15,271.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4191                                                                                                                                                           | Tenant Organization                         | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4100                                                                                                                                                           | TOTAL ADMINISTRATION                        | \$82,963.00                  | \$88,676.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4310                                                                                                                                                           | Water                                       | \$15,295.00                  | \$18,793.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4320                                                                                                                                                           | Electricity                                 | \$112,050.00                 | \$102,149.00              | \$0.00                       | 0%                                        | \$0.00                                   |
| 4330                                                                                                                                                           | Gas                                         | \$9,396.00                   | \$9,499.00                | \$0.00                       | 0%                                        | \$0.00                                   |
| 4340                                                                                                                                                           | Fuel                                        | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                        | \$0.00                                   |
| 4360                                                                                                                                                           | Net Meter Utility Debit/Energy Conservation | \$40,000.00                  | \$35,544.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4390                                                                                                                                                           | Other                                       | \$10,000.00                  | \$6,883.00                | \$0.00                       | 0%                                        | \$0.00                                   |
| 4391                                                                                                                                                           | Solar Operator Costs                        | \$58,500.00                  | \$52,704.00               | \$0.00                       | 0%                                        | \$0.00                                   |
| 4392                                                                                                                                                           | Net Meter Utility Credit (Negative Amount)  | \$-98,500.00                 | \$-88,248.00              | \$0.00                       | 0%                                        | \$0.00                                   |
| 4300                                                                                                                                                           | TOTAL UTILITIES                             | \$146,741.00                 | \$137,324.00              | \$0.00                       | 0%                                        | \$0.00                                   |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Westford Housing Authority. |                                       |                              |                           |                              |                                          |                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------------------|---------------------------|------------------------------|------------------------------------------|------------------------------------------|
| <b>EXPENSES</b>                                                                                                                                                |                                       |                              |                           |                              |                                          |                                          |
| Account Number                                                                                                                                                 | Account Class                         | 2021 Approved Expense Budget | 2021 Actual Amounts Spent | 2022 Approved Expense Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 4410                                                                                                                                                           | Maintenance Labor                     | \$95,995.00                  | \$98,074.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4420                                                                                                                                                           | Materials & Supplies                  | \$14,192.00                  | \$14,753.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4430                                                                                                                                                           | Contract Costs                        | \$41,500.00                  | \$20,724.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4400                                                                                                                                                           | TOTAL MAINTENANCE                     | \$151,687.00                 | \$133,551.00              | \$0.00                       | 0%                                       | \$0.00                                   |
| 4510                                                                                                                                                           | Insurance                             | \$14,747.00                  | \$15,455.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4520                                                                                                                                                           | Payment in Lieu of Taxes              | \$1,600.00                   | \$1,625.00                | \$0.00                       | 0%                                       | \$0.00                                   |
| 4540                                                                                                                                                           | Employee Benefits                     | \$44,687.00                  | \$42,722.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4541                                                                                                                                                           | Employee Benefits - GASB 45           | \$0.00                       | \$27,695.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4542                                                                                                                                                           | Pension Expense - GASB 68             | \$0.00                       | \$30,511.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4570                                                                                                                                                           | Collection Loss                       | \$500.00                     | \$1.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4571                                                                                                                                                           | Collection Loss - Fraud/Retroactive   | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4580                                                                                                                                                           | Interest Expense                      | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4590                                                                                                                                                           | Other General Expense                 | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4500                                                                                                                                                           | TOTAL GENERAL EXPENSES                | \$61,534.00                  | \$118,009.00              | \$0.00                       | 0%                                       | \$0.00                                   |
| 4610                                                                                                                                                           | Extraordinary Maintenance             | \$25,771.00                  | \$10,897.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4611                                                                                                                                                           | Equipment Purchases - Non Capitalized | \$7,850.00                   | \$0.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4612                                                                                                                                                           | Restricted Reserve Expenditures       | \$0.00                       | \$3,725.00                | \$0.00                       | 0%                                       | \$0.00                                   |
| 4715                                                                                                                                                           | Housing Assistance Payments           | \$0.00                       | \$0.00                    | \$0.00                       | 0%                                       | \$0.00                                   |
| 4801                                                                                                                                                           | Depreciation Expense                  | \$0.00                       | \$95,377.00               | \$0.00                       | 0%                                       | \$0.00                                   |
| 4600                                                                                                                                                           | TOTAL OTHER EXPENSES                  | \$33,621.00                  | \$109,999.00              | \$0.00                       | 0%                                       | \$0.00                                   |
| 4000                                                                                                                                                           | TOTAL EXPENSES                        | \$476,546.00                 | \$587,559.00              | \$0.00                       | 0%                                       | \$0.00                                   |

| Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Westford Housing Authority. |                                       |                      |                     |                      |                                          |                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------|---------------------|----------------------|------------------------------------------|------------------------------------------|
| <b>SUMMARY</b>                                                                                                                                                 |                                       |                      |                     |                      |                                          |                                          |
| Account Number                                                                                                                                                 | Account Class                         | 2021 Approved Budget | 2021 Actual Amounts | 2022 Approved Budget | % Change from 2021 Actual to 2022 Budget | 2022 Dollars Budgeted per Unit per Month |
| 3000                                                                                                                                                           | TOTAL REVENUE                         | \$488,196.00         | \$469,291.00        | \$0.00               | 0%                                       | \$0.00                                   |
| 4000                                                                                                                                                           | TOTAL EXPENSES                        | \$476,546.00         | \$587,559.00        | \$0.00               | 0%                                       | \$0.00                                   |
| 2700                                                                                                                                                           | NET INCOME (DEFICIT)                  | \$11,650.00          | \$-118,268.00       | \$0.00               | 0%                                       | \$0.00                                   |
| 7520                                                                                                                                                           | Replacements of Equip. - Capitalized  | \$0.00               | \$0.00              | \$0.00               | 0%                                       | \$0.00                                   |
| 7540                                                                                                                                                           | Betterments & Additions - Capitalized | \$0.00               | \$0.00              | \$0.00               | 0%                                       | \$0.00                                   |
| 7500                                                                                                                                                           | TOTAL NONOPERATING EXPENDITURES       | \$0.00               | \$0.00              | \$0.00               | 0%                                       | \$0.00                                   |
| 7600                                                                                                                                                           | EXCESS REVENUE OVER EXPENSES          | \$11,650.00          | \$-118,268.00       | \$0.00               | 0%                                       | \$0.00                                   |

## 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 2021 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 Westford 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: Paused due to COVID-19

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

**Category: Financial**

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

Rating: Paused due to COVID-19

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

Rating: No Findings

**Category: Capital Planning**

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

Rating: Paused due to COVID-19

**Category: Facility Management - Health & Safety**

Criterion: Health and Safety Violations

DHCD has observed conditions at the LHA's developments and reported the following health and safety violations. The LHA has certified the number of corrected violations in each category.

|                                           | Number of violations<br>cited | Number of violations<br>corrected |
|-------------------------------------------|-------------------------------|-----------------------------------|
| <b>Maintenance related<br/>violations</b> | 0                             | 0                                 |
| <b>Tenant related<br/>violations</b>      | 1                             | 1                                 |

**Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: Paused due to COVID-19

Criterion: Inspection reports noted 100% of the necessary repairs in each unit.

Rating: Paused due to COVID-19

Criterion: 100% of inspection-related work orders were generated.

Rating: Paused due to COVID-19

Criterion: Work order system identifies, tracks, and can produce reports for inspection work orders.

Rating: Paused due to COVID-19

Criterion: Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed with 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).

Rating: Paused due to COVID-19

**Category: Facility Management - Work Order System**

Criterion: Emergency work orders defined per Property Management Guide, identified, tracked, reportable.

Rating: No Findings

Criterion: Emergency work orders initiated within 24-48 hours.

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: No Findings

Criterion: Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.

Rating: No Findings

Criterion: Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.

Rating: No Findings

Criterion: Routine work orders should be identified, tracked, reportable and competed regularly.

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

Criterion: Requested work orders were 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 was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.

Rating: Paused due to COVID-19

**Category: Facility Management - Emergency Response System:**

Criterion: Housing authorities has 24 Hour Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable).

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>                                                                                                                                                                                                                  |
| 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>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 - Inspections</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Unit Inspections Conducted               | Housing authorities are required to conduct inspections of all their occupied units at least once a year <ul style="list-style-type: none"> <li>• "No Findings": 100 % of sampled units had inspections conducted once during the year</li> <li>• "Corrective Action": Fewer than 100% of sample units were inspected during the year</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Inspections Report                       | Housing authorities are required to note all of the deficiencies found during inspections <ul style="list-style-type: none"> <li>• "No Findings": 100 % of deficiencies are noted on inspection report</li> <li>• "Corrective Action": Fewer than 100% of deficiencies are noted in inspection report</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Inspection Work Order                    | Housing authorities are required to generate work orders for all deficiencies noted during inspections <ul style="list-style-type: none"> <li>• "No Findings": 100 % of deficiencies noted on inspection reports generated work orders</li> <li>• "Corrective Action": Fewer than 100% of deficiencies noted on inspection reports generated work orders</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Work Order System                        | Work order system identifies, tracks, and can produce reports for inspection work orders. <ul style="list-style-type: none"> <li>• "No Findings": Inspection work orders are identified, tracked, and reportable</li> <li>• "Operational Guidance": Inspection work orders are not identified, and/or tracked, and/or reportable</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Inspections Work Orders Completed        | Inspection work orders were 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 included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). <ul style="list-style-type: none"> <li>• "No Findings": Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP</li> <li>• "Operational Guidance": Sampled inspection work orders were completed within 31 to 45 calendar days of inspection date and not added to deferred maintenance plan or CIP</li> <li>• "Corrective Action": Sampled inspection work orders were completed in over 45 calendar days of inspection date</li> </ul> |

| CRITERION                                      | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Facility Management – Work Order System</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Emergency Work Orders Properly Defined         | <p>Emergency work orders should be defined per <u>Property Management Guide</u>, identified, tracked, reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Emergency work orders defined per <u>Property Management Guide</u>, identified, tracked, reportable</li> <li>• “Operational Guidance”: Emergency work orders are not defined per <u>Property Management Guide</u>, and/or identified, and/or tracked, and/or reportable</li> </ul>                                                             |
| Emergency Work Orders Initiation               | <p>Emergency work orders should be initiated within 24 to 48 hours.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Emergency work orders initiated within 24-48 hours</li> <li>• “Corrective Action”: Emergency work orders not initiated within 24-48 hours</li> </ul>                                                                                                                                                                                                                                         |
| Vacancy Work Orders                            | <p>Vacancy work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Vacancy work orders identified, tracked AND reportable</li> <li>• “Corrective Action”: Vacancy work orders are not identified, and/or tracked, and/or reportable</li> </ul>                                                                                                                                                                                                                 |
| Vacancy Work Orders Completed                  | <p>Vacancy work orders should be completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Vacancy work orders are completed within 30 calendar days or if not completed within timeframe, LHA has a waiver</li> <li>• “Operational Guidance”: Vacancy work orders completed within 31-60 calendar days</li> <li>• “Corrective Action”: Vacancy work orders completed 61+ calendar days</li> </ul>                          |
| Preventive Maintenance Program                 | <p>Housing authorities are required to maintain a comprehensive preventive maintenance program in which preventive work orders are identified, tracked, and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: A comprehensive preventive maintenance program exists and work orders are identified, tracked and reportable</li> <li>• “Corrective Action”: A comprehensive preventive maintenance program does not exist OR work orders are not identified and/or tracked and/or reportable</li> </ul> |
| Routine Work Orders                            | <p>Routine work orders should be identified, tracked, reportable and completed regularly.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Routine work orders identified, tracked, reportable and completed regularly</li> <li>• “Operational Guidance”: Routine work orders are not identified, and/or tracked and/or reportable, and/or completed regularly</li> </ul>                                                                                                                                         |

| CRITERION                        | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Requested Work Orders            | <p>Requested work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Requested work orders identified, tracked, reportable and completed regularly</li> <li>• “Operational Guidance”: Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Requested Work Orders Completion | <p>Requested work orders should be 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 should be added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.</p> <ul style="list-style-type: none"> <li>• “No Findings”: Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP</li> <li>• “Operational Guidance”: Requested work orders are completed within 15-30 calendar days from the date of tenant request</li> <li>• “Corrective Action”: Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed</li> </ul> |
| Emergency Response System        | <p>Housing authorities should have a 24 Hour Emergency Response System and distribute Emergency Definition to Residents, Staff, and Answering Service (if applicable).</p> <ul style="list-style-type: none"> <li>• “No Findings”: A 24-hour system for responding to emergencies exists AND definitions of emergencies have been distributed to staff, residents and answering service, if applicable</li> <li>• “Operational Guidance”: System exists, but no definition has been distributed</li> <li>• “Corrective Action”: Neither a system nor distributed definitions exist</li> </ul>                                                                                                                                                                                         |

## **Policies**

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

| <b>Policy</b>                    | <b>Last Ratified<br/>by Board Vote</b> | <b>Notes</b>                                 |
|----------------------------------|----------------------------------------|----------------------------------------------|
| *Rent Collection Policy          | 03/04/2001                             |                                              |
| *Personnel Policy                | 12/01/2010                             |                                              |
| *Capitalization Policy           | 05/11/2005                             |                                              |
| *Procurement Policy              | 12/01/2010                             |                                              |
| *Grievance Policy                | 11/13/2008                             |                                              |
| Reasonable Accommodations Policy |                                        | We will address this at our Feb 10th meeting |
| Language Access Plan             |                                        | We will address this at our Feb 10th meeting |

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

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

**Waivers**

AP-2023-Westford Housing Authorit-00561 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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

## **Attachments**

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

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

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

## **Westford Housing Authority Annual Plan Hearing**

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We had our Annual Plan hearing on March 10<sup>th</sup> 2022. We had 2 people from the public that showed up. However, there were no Public Comments.

Lisa Larrabee  
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 the residents and returned to the Center by mail (or, starting in 2019, completed on-line). CSR surveys residents of elderly/disabled units (also known as c. 667 developments) and family units (also known as c. 705 and c. 200 developments).

During each round, all individual residents 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 residents 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 developments (c. 667) in three groups in the Fall of 2016, 2017 and 2018. CSR surveyed residents of family units (c. 705 and c. 200 developments) in the Spring of 2016. (Note: there are many more c. 667 units, so they were broken down into three groups).

#### *Notes: Round One Surveys*

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

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

Round Two of the surveys began in 2019. CSR surveyed about one-third of the elderly/disabled residents in Fall 2019 and all of the family residents in Fall 2020. We expect the remaining elderly/disabled residents to be surveyed in Fall 2021 and Fall 2022.

#### *Notes: Round Two Surveys*

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

# Westford Housing Authority

## Chapter 667 Housing

### Fall 2019

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

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

In the **Westford Housing Authority**, surveys were sent to a total of **73** Westford housing units (Chapter 667); **37** surveys were completed.

This report provides some information about how the residents from the **Westford Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in CentralMassachusetts. These small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.

## Communication

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

|                                                                                                        | Westford<br>Housing Authority | Small LHAs in<br>Central MA * | Entire<br>State |
|--------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-----------------|
| Felt they were usually or always treated with courtesy and respect when they contacted management..... | 89%                           | 88%                           | 87%             |
| Knew the Executive Director held a meeting with residents.....                                         | 54%                           | 57%                           | 54%             |

\* Small LHAs in Central Massachusetts include: Charlton, Clinton, Hopkinton, Hudson, Leicester, Lunenburg, Northborough, Northbridge, Sudbury, Sutton, Templeton, Westford, and Winchendon.

## Maintenance and Repair

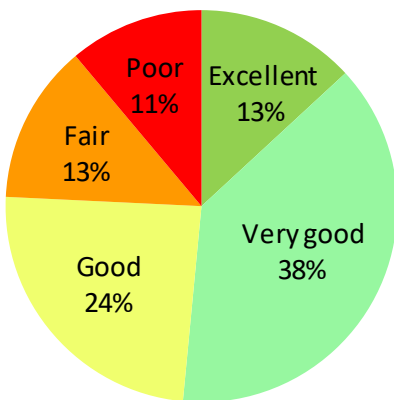
- **Communication with maintenance staff:** Residents were asked about their interactions with the Westford Housing Authority maintenance staff in the last 12 months.

|                                                                                       | Westford Housing Authority | Small LHAs in Central MA | Entire State |
|---------------------------------------------------------------------------------------|----------------------------|--------------------------|--------------|
| Felt they were treated with courtesy and respect when they contacted maintenance..... | 78%                        | 89%                      | 89%          |
| Were contacted by the Housing Authority before entering their apartment.....          | 89%                        | 92%                      | 92%          |

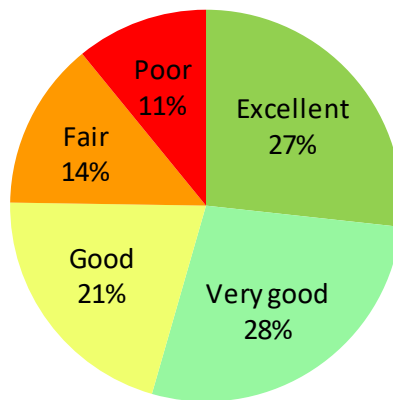
- **Overall maintenance** Respondents were asked how they would they rate overall building maintenance (*such as clean halls and stairways and having lights and elevators that work*) and outdoor space maintenance (*such as litter removal and clear walkways*) in the last 12 months.

### Building maintenance:

**Westford Housing Authority**



**Small LHAs in Central MA**

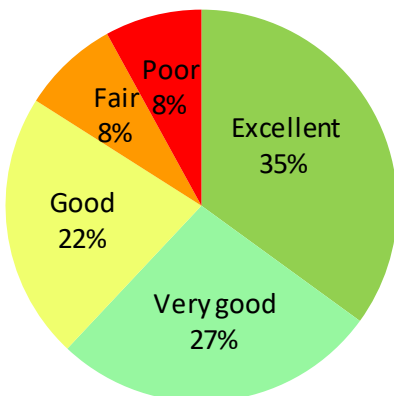


**Entire State**

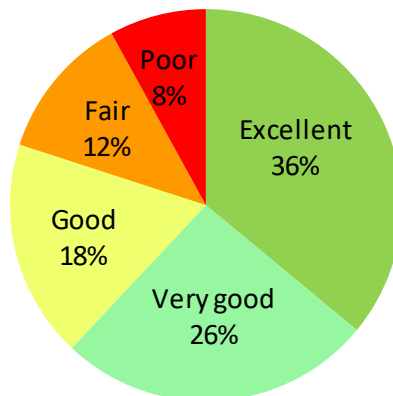


### Outdoor maintenance:

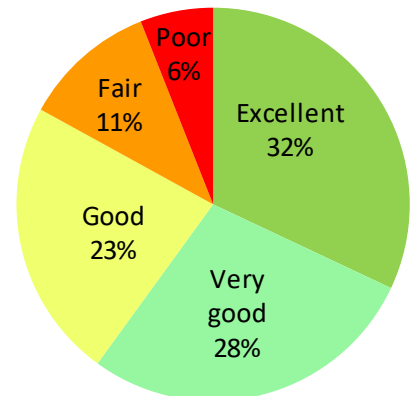
**Westford Housing Authority**



**Small LHAs in Central MA**



**Entire State**



- **Heating and Water Problems:** Over a third of respondents had a problem with their heating and less than a half had a plumbing problem in the last 12 months.

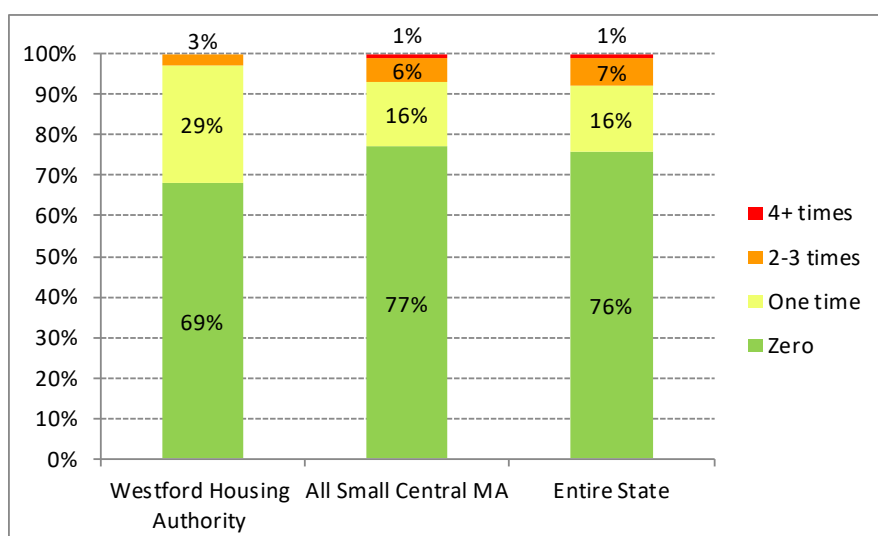
|                              | Westford Housing Authority | Small LHAs in Central MA | Entire State |
|------------------------------|----------------------------|--------------------------|--------------|
| Had any heating problem..... | 41%                        | 37%                      | 40%          |
| Had any water problem.....   | 49%                        | 53%                      | 57%          |

## • Heating Problems

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

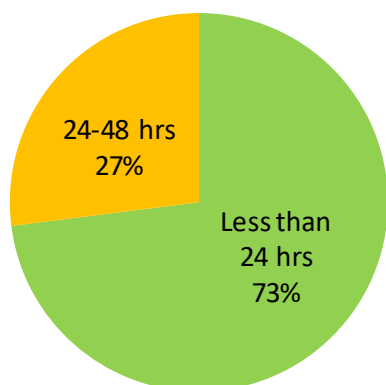
The chart below shows how many times respondents had completely lost heat in the last 12 months.

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

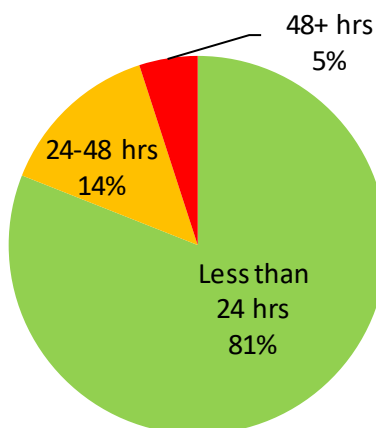


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

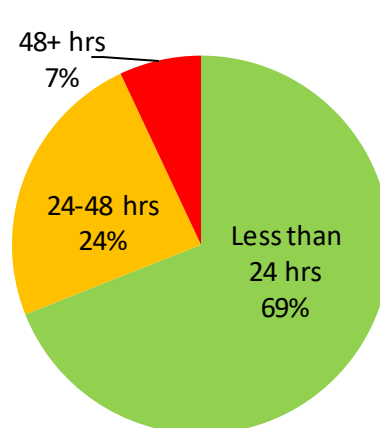
**Westford Housing Authority**



**Small LHAs in Central MA**



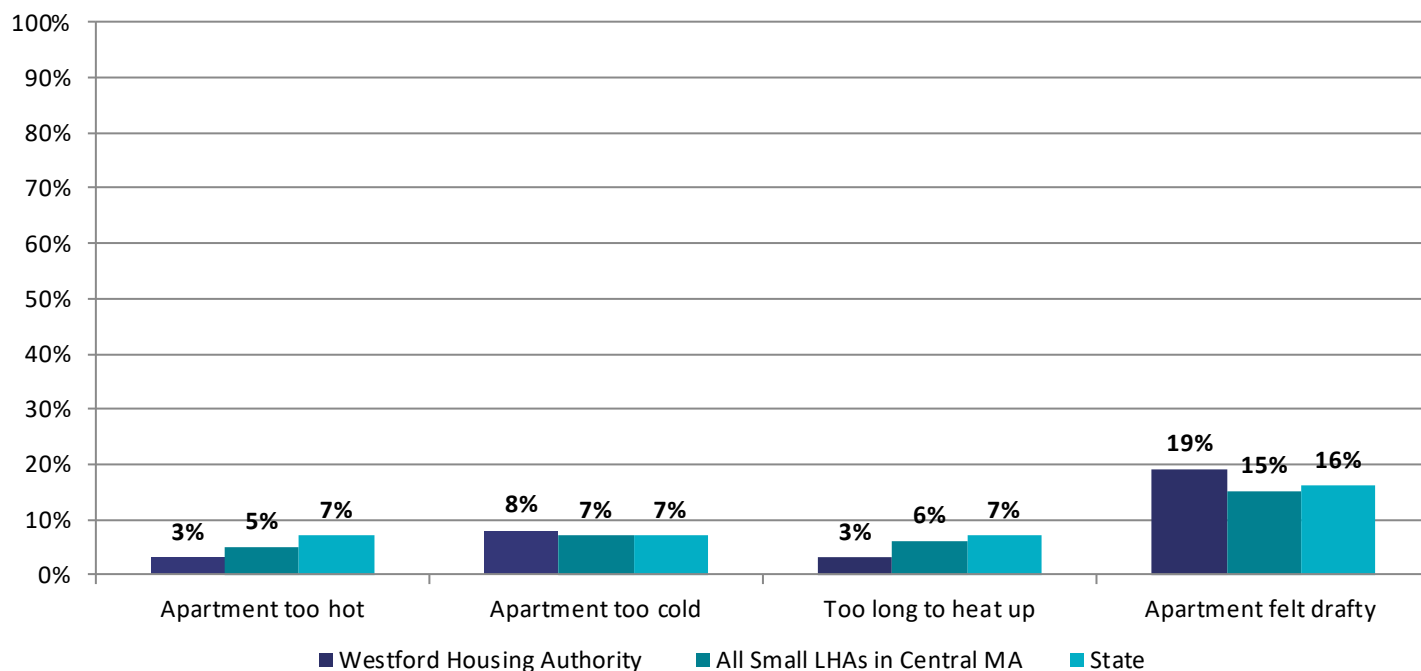
**Entire State**



- **Other Heating Problems**

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

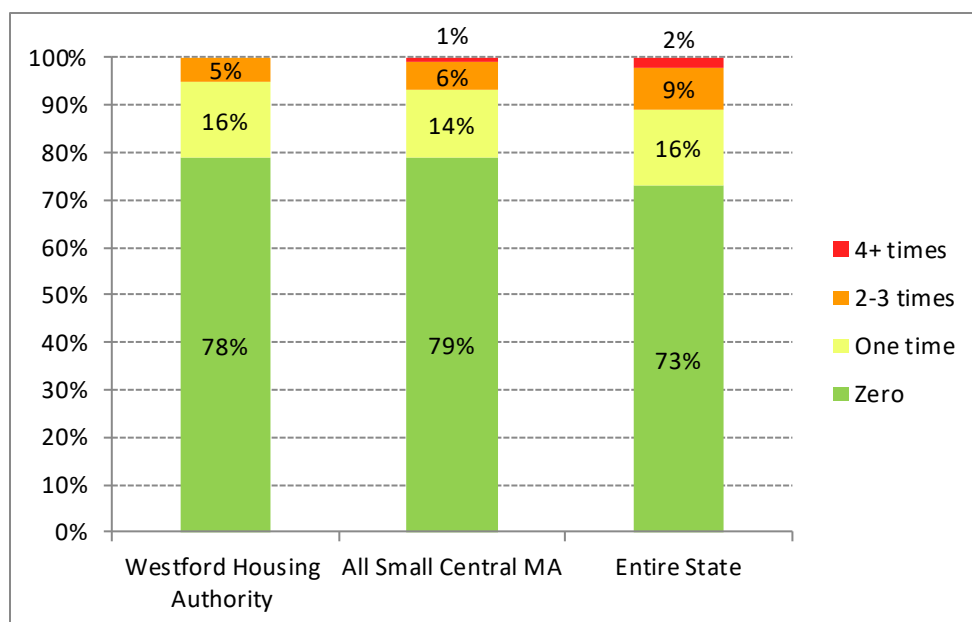
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



- **Water or Plumbing Problems**

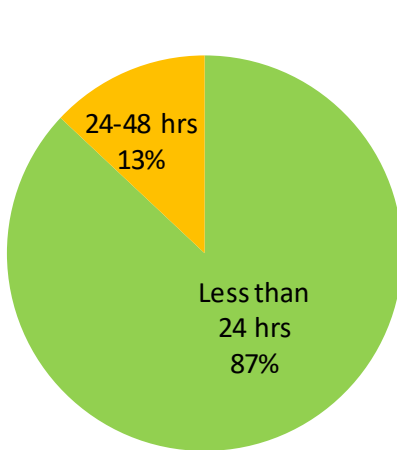
**How many times did residents have no hot water in their apartment?**

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

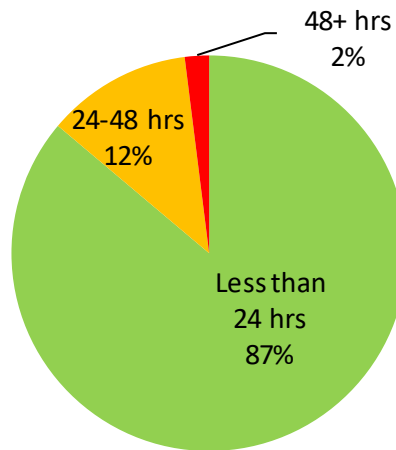


**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

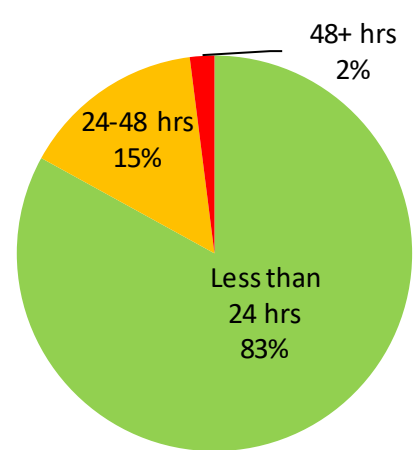
**Westford Housing Authority**



**Small LHAs in Central MA**



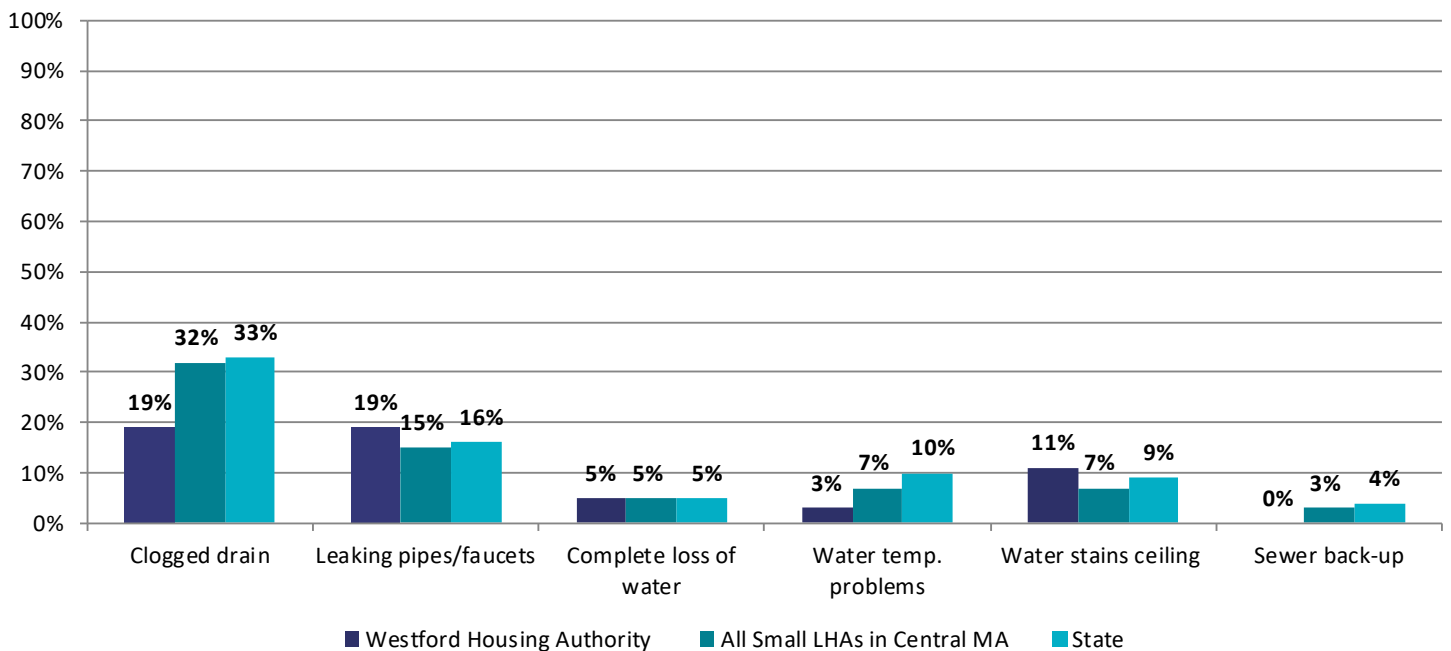
**Entire State**



## • Other Water or Plumbing Problems

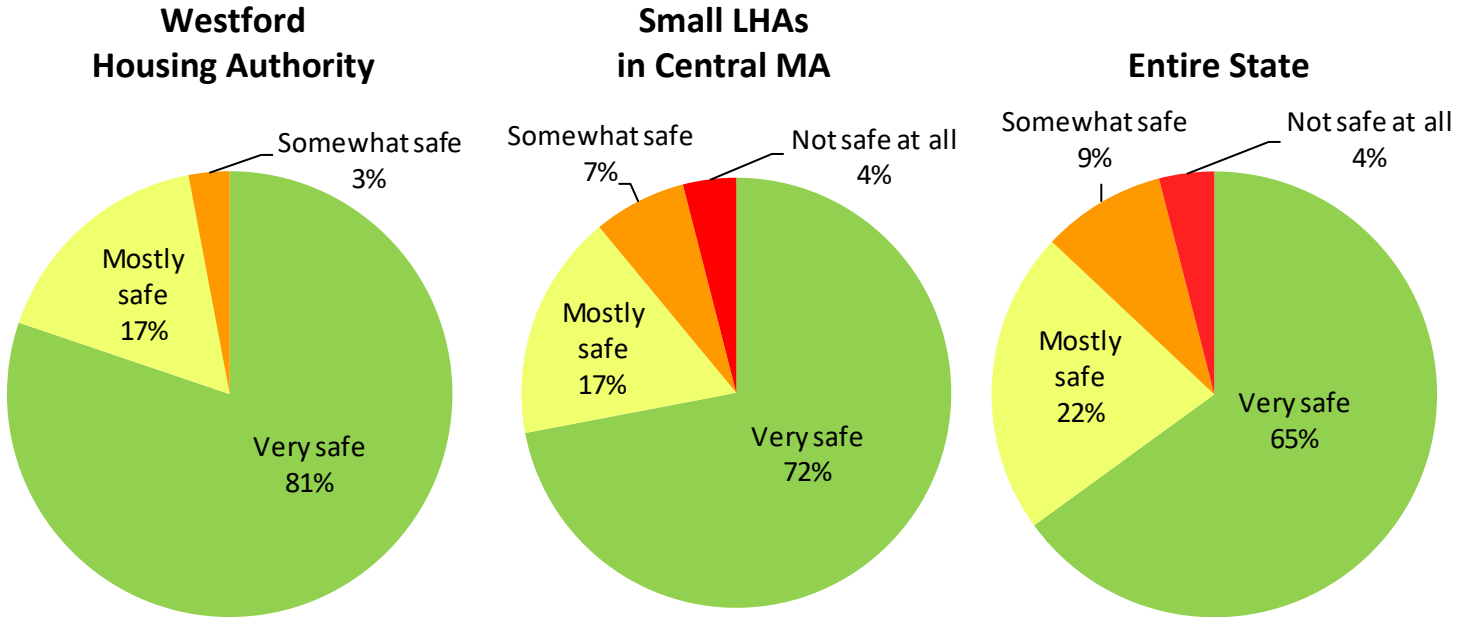
**In the last 12 months did residents have other water or plumbing problems?**

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

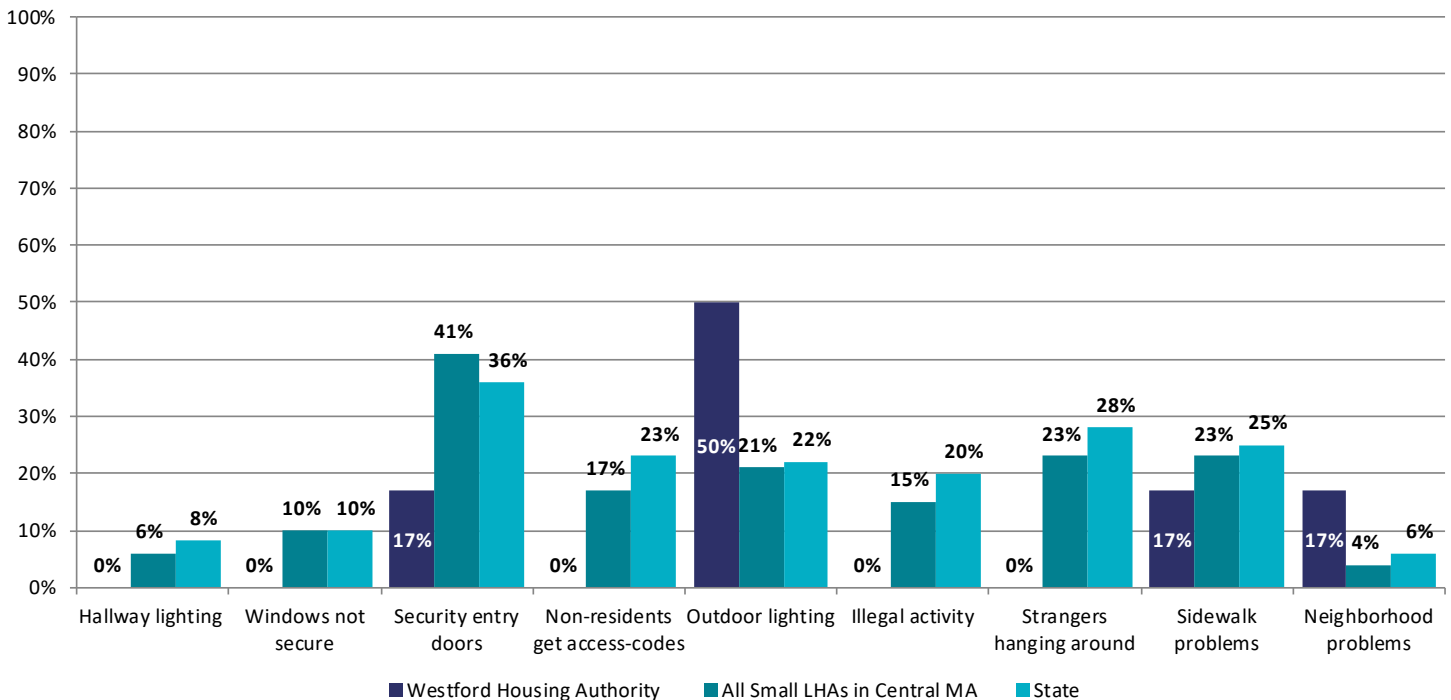


## Safety

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



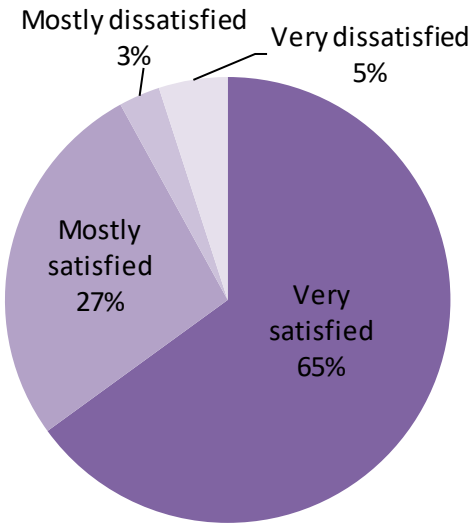
**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



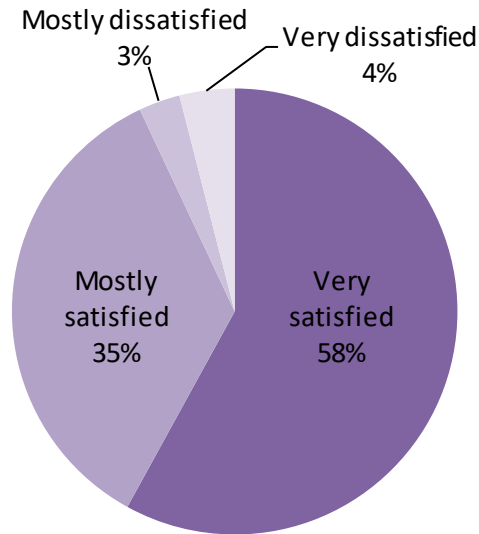
## Overall Satisfaction

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

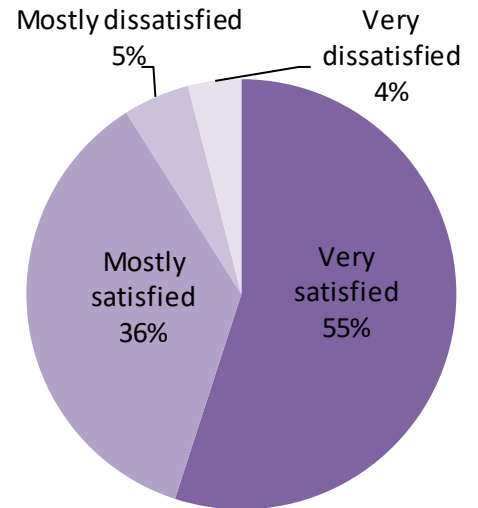
**Westford  
Housing Authority**



**Small LHAs  
in Central MA**



**Entire State**



# WESTFORD HOUSING AUTHORITY

## Performance Management Review (PMR) Report

Fiscal Year End 06/30/2021

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

# Performance Management Review

| <b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)</b><br><b>PMR Desk Audit Ratings Summary</b> <b>Official Published PMR Record</b><br>For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority |                            |                        |                |                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------|----------------|------------------------|
| Housing Authority                                                                                                                                                                                                                                           | Westford Housing Authority |                        |                |                        |
| Fiscal Year Ending                                                                                                                                                                                                                                          | 06/30/2021                 |                        |                |                        |
| Housing Management Specialist                                                                                                                                                                                                                               | Thomas Lee                 |                        |                |                        |
| Facilities Management Specialist                                                                                                                                                                                                                            | Todd Lawson                |                        |                |                        |
| Criteria                                                                                                                                                                                                                                                    | Score/Rating               |                        |                |                        |
|                                                                                                                                                                                                                                                             | Management                 |                        |                |                        |
| Occupancy Rate                                                                                                                                                                                                                                              | <b>c.667</b>               | <b>c.705</b>           | <b>c.200</b>   | <b>Cumulative</b>      |
|                                                                                                                                                                                                                                                             | No Findings                | No Findings            | Not Applicable | No Findings            |
| Tenant Accounts Receivable (TAR)                                                                                                                                                                                                                            | <b>c.667</b>               | <b>c.705</b>           | <b>c.200</b>   | <b>Cumulative</b>      |
|                                                                                                                                                                                                                                                             | Paused due to COVID-19     | Paused due to COVID-19 | Not Applicable | Paused due to COVID-19 |
| Board Member Training                                                                                                                                                                                                                                       | No Findings                |                        |                |                        |
| Certifications and Reporting Submissions                                                                                                                                                                                                                    | Operational Guidance       |                        |                |                        |
| Annual Plan                                                                                                                                                                                                                                                 | No Findings                |                        |                |                        |
|                                                                                                                                                                                                                                                             | Financial                  |                        |                |                        |
| Adjusted Net Income                                                                                                                                                                                                                                         | Paused due to COVID-19     |                        |                |                        |
| Operating Reserves                                                                                                                                                                                                                                          | No Findings                |                        |                |                        |
|                                                                                                                                                                                                                                                             | Capital                    |                        |                |                        |
| Capital Spending                                                                                                                                                                                                                                            | Paused due to COVID-19     |                        |                |                        |

# LHA Westford Housing Authority

## Occupancy

Rating All: No Findings

Rating 667: No Findings

Rating 200: N\A

Rating 705: No Findings

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

## Certifications and Reporting Submissions

Rating: Operational Guidance

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

## Operating Reserve

**Rating:** No Findings

- ☐ Please refer to PHN 2018-04 and current budget guidelines for information on operating reserve
- ☐ An LHA may spend down to 35% of maximum reserve level without consulting DHCD, but the LHA must budget these expenses in the correct line items of their annual operating budget. If the expense occurred after DHCD approval of the annual operating budget, the LHA should submit a budget revision with these expenditures.
- ☐ Any expenditures from the operating reserve that will result in a projected operating reserve of less than 35% of maximum reserve level, requires *prior written approval* from DHCD, *unless the expenses are to resolve health and safety issues*.
- ☐ Each LHA must maintain a projected operating reserve of 20% of maximum reserve level, which *remains the minimum operating reserve level for all LHAs*.
- ☐ **Other:**

## Board Member Training

**Rating:** No Findings

- ☐ Ensure you update the board attendance application with the most recent board members, and their term dates.
- ☐ Ensure each board member has a unique email for the board member training.
- ☐ Provide computer guidance as needed to help board members complete the training.
- ☐ **Other:**

## Annual Plan Submission

**Rating:** No Findings

- ☐ Ensure you submit the Annual Plan on time.
- ☐ **Other:**

# Performance Management Review

## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Physical Condition Ratings

|                                  |                            |
|----------------------------------|----------------------------|
| Housing Authority                | Westford Housing Authority |
| Fiscal Year Ending               | 06/30/2021                 |
| Housing Management Specialist    | Thomas Lee                 |
| Facilities Management Specialist | Todd Lawson                |

| Inspection and Work Order System Criteria                                                                                                                                                                                                                                                                    | Rating                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Inspections</b>                                                                                                                                                                                                                                                                                           |                        |
| LHA conducted 100% of the unit inspections.                                                                                                                                                                                                                                                                  | Paused due to COVID-19 |
| Inspections report noted 100% of the necessary repairs in each unit.                                                                                                                                                                                                                                         | Paused due to COVID-19 |
| 100% of inspection-related work orders were generated.                                                                                                                                                                                                                                                       | Paused due to COVID-19 |
| Work order system identifies, tracks, and can produce reports for inspection work orders.                                                                                                                                                                                                                    | Paused due to COVID-19 |
| Inspection work orders were 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 included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). | Paused due to COVID-19 |
| <b>Work Order System</b>                                                                                                                                                                                                                                                                                     |                        |
| Emergency work orders defined per PMG, identified, tracked, reportable.                                                                                                                                                                                                                                      | No Findings            |
| Emergency work orders initiated within 24 to 48 hours.                                                                                                                                                                                                                                                       | No Findings            |
| Vacancy work orders identified, tracked and reportable.                                                                                                                                                                                                                                                      | No Findings            |
| Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.                                                                                                                                                                                      | No Findings            |
| Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.                                                                                                                                                                                            | No Findings            |
| Routine work orders identified, tracked, reportable and completed regularly.                                                                                                                                                                                                                                 | No Findings            |
| Requested work orders are identified, tracked and reportable.                                                                                                                                                                                                                                                | No Findings            |
| Requested work orders were 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 was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.                            | Paused due to COVID-19 |
| LHAs have a 24 hour system for responding to emergencies and have distributed definition of emergency to residents, staff and answering service (if applicable).                                                                                                                                             | No Findings            |

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

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

|                                  |                            |
|----------------------------------|----------------------------|
| Housing Authority                | Westford Housing Authority |
| Fiscal Year Ending               | 6/30/2021                  |
| Housing Management Specialist    | Thomas Lee                 |
| Facilities Management Specialist | Todd Lawson                |

**Health and Safety Violations. Must be initiated within 24 to 48 hours. If the box below is not checked, you did not have any health and safety violations.**

☒ DHCD will provide a list of health and safety violations found. Inspection reports will be provided by your HMS. The health and safety items have an 'X' in the HS column of the inspection report. Actions to correct these violations must be initiated within 24 to 48 hours. When you have completed work orders for these items send documentation to [dhcd-phinspectionviolations@massmail.state.ma.us](mailto:dhcd-phinspectionviolations@massmail.state.ma.us). In the subject line please indicate the LHAName and the PMR Year. If health and safety violations are not resolved within 60 days, DHCD will follow-up with a second site visit.

#### Criteria A: LHA conducted 100% of the unit inspections - *Paused due to Covid*

- ☐ Look to a nearby LHA for help with inspections (formulate a management agreement)
- ☒ Attend a Regional DHCD-led Inspection Training (in person)
- ☒ Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- ☒ Consider Organization of Staff (see Chapter 4 of PMG) See Handout B
- ☒ Develop/Improve internal organizational processes and procedures to ensure you are properly scheduling, tracking, and documenting inspections throughout the year.
- ☒ Consider software (web-based applications) or Excel/Access to help you conduct/track/document inspections See Handout H
- ☒ Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- ☐ Hire a qualified contractor (contact the DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information)

##### Additional Notes:

Paused for Covid

#### Criteria B: Inspection report noted 100% of the necessary repairs in each unit - *Paused due to Covid*

- ☐ Unable to make recommendations as did not notify tenants of possible inspections
- ☒ Attend a Regional DHCD-led Inspection Training (in person)
- ☒ Look into maintenance trainings offered by MAHAMS See Handout L
- ☒ Include tenant violations in inspection reports
- ☒ Review state sanitary code ([https://www.mass.gov/files/documents/2016/07/pv/105cmr410\\_0.pdf](https://www.mass.gov/files/documents/2016/07/pv/105cmr410_0.pdf))

##### Additional Notes:

Paused due to covid

#### Criteria C: 100% of inspection-related work orders were generated - *Paused due to Covid*

- ☐ Attend a Regional DHCD-led Inspection Training (in person)
- ☒ Refer to Property Maintenance Guide - Chapter 3 on Inspections See Handout B
- ☐ Ensure all tenant violations are included in the inspection report and that these violations are followed-up on by administrative staff with the tenant.
- ☒ Develop internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- ☐ Improve internal organizational processes and procedures to ensure you are properly generating and tracking inspection work orders throughout the year
- ☒ Consider software (web-based applications) or Excel/Access to help you conduct/generate/track inspections See Handout H

##### Additional Notes:

Paused For Covid

## Work Order System Identifies, Tracks, and Can Produce Reports for the Following

Criteria D: Inspection - *Paused due to Covid*

Criteria F: Emergency (defined per PMG) - *No Findings*

Criteria H: Vacancy - *No Findings*

Criteria K: Routine - *No Findings*

Criteria L: Requested - *No Findings*

- ☒ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☒ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☒ Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- ☒ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- ☒ LHA should align work order types, their priorities and a definition of what is considered an emergency with the Property Maintenance Guide (Pages I-5 to I-10) See Handout B + K
- ☒ Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance
- ☐ Definition of Emergency Work Orders Should Be Conditions (no matter the time of day) which are immediately threatening to the life or safety of your residents, staff, or structures. LHA should create emergency list and distribute to staff and tenants. Produce emergency work orders for any work that is on list and initiate work within 24 to 48 hours. See Handout J
- ☐ LHA should establish a system of move out inspections for all vacant units. Produce work orders from those move out inspection reports, and list on work order time spent working on turnover, date turnover was started and date finished, list of work done, and material used.

### Additional Notes:

Routine work items were labeled preventive - update preventive maintenance schedule and tasks and create needed work orders - Label work items identified as emergencies in your emergency list as emergency work orders

## Timely Completion of Work Order Types

Criteria E: Inspection - *Paused*

Criteria G: Emergency - *No Findings*

Criteria I: Vacancy - *No Findings*

Criteria M: Requested - *Paused*

- ☒ Consult DHCD's list of work order types, their priorities and a definition of what is considered an emergency See Handout J + K
- ☒ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☒ Refer to PHNs 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C + D
- ☐ Vacancy turnovers should be completed within 30 calendar days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist for a waiver. Use Online Vacancy System to Apply for Waivers (see PHN 2013 - 07) for Waiver Types (if waiver-eligible) See Handout G
- ☐ Consider Use of Capital Improvement Plan (CIP) for Capital Projects (see PHN 2012-22 for Capital vs. Operating funds; Contact Your Project Manager or RCAT for More Information) See Handout I
- ☐ Hire a qualified contractor (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us) for procurement information
- ☐ Schedule your inspections throughout the year (by development or by anniversary date), rather than once a year
- ☒ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N or O) If Applicable
- ☒ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☐ Consider Use of a Deferred Maintenance Plan/Operating Funds (Talk to Facilities Management Specialist and/or Housing Management Specialist)
- ☐ Look into Maintenance trainings offered by MAHAMS See Handout L
- ☐ Look into Dwelling Unit Inspection trainings offered by DHCD
- ☒ Look to other LHAs with strong work order systems/processes around work orders and ask for their assistance (possibly formulate a management agreement)
- ☐ Request Vacant Unit Funds (see PHN 2016-34 for more information) See Handout F
- ☐ Look for other external funding sources
- ☐ Build a broader vendor network (to ensure timely delivery of parts/materials)
- ☐ Consider Organization of Staff (see Chapter 4 of PMG) See Handout B

### Additional Notes:

#### Emergency Work Order:

Include Snow/Ice removal as emergencies

#### Vacancy Work Order:

NA

#### Timeliness Requested Work Order:

NA

#### Timeliness of Inspection Work Order:

Paused for covid

**Criteria J: Comprehensive Preventive Maintenance Program Exists + Preventive Work Orders Identified, Tracked, Reportable - *No Findings***

- ☐ Refer to the Property Maintenance Guide (Pages I-23 to I-32 and Pages 8-7 to 8-26) See Handout B
- ☐ Refer to Annual PHNs on this topic, latest of which was PHN 2016-18 "Preventive Maintenance Monthly Reminders" See Handout E
- ☐ Process to schedule, generate, prioritize, and track work orders as a part of the Preventive Maintenance Program (consider using software to automate processes where possible) See Handout H
- ☐ Designate one person with the responsibility of reviewing/updating the Preventive Maintenance Program on a regular basis, as well as in real-time as new equipment is purchased
- ☐ Create a Preventive Maintenance Program/Plan that helps in the upkeep of all buildings and equipment. Work orders should be created and closed for all items on Preventive Maintenance Plan; Consult the Property Maintenance Guide (Pages I-23 to I-32) and Public Housing Notices 2016 - 18 "Preventive Maintenance Reminders" for how to develop a Preventive Maintenance Program See Handout B
- ☐ Consider software (web-based applications) or Excel/Access to help you generate/track/close out work orders See Handout H
- ☐ Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
- ☐ Refer to PHN 2016-16 and 2016-36 and 2018-8 on Maintenance Aspects of Performance Management Review See Handout C+D
- ☐ Train staff on work order types and how to input them into your work order system/If you use web-based software, reach out to your vendor for training/training materials/changes to the software See Handout K + Software Handouts (M, N, or O) If Applicable
- ☐ Look to other LHAs with strong work order systems/processes and procedures around work orders and ask for their assistance

**Additional Notes:**

**Criteria N: 24 Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable) - *No Findings***

- ☐ Create an Emergency System that Is Available 24 Hours a Day (if plan to procure, contact DHCD Compliance Specialist (#617-573-1100 or dhcd-publichousingprocurement@massmail.state.ma.us))
- ☐ Refer to Property Maintenance Guide (Pages I-5 to I-10) on Emergencies and System Setup See Handout B
- ☐ LHA should create a list of emergency items and distribute to all staff, tenants and answering service if have one. Produce emergency work orders for any work that is on your emergency list and initiate work within 24 to 48 hours. See Handout J

**Additional Notes:**