

## Wilmington Housing Authority Annual Plan for Fiscal Year 2022 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 Wilmington Housing Authority's Annual Plan for their 2022 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. Substantial Comments
  - b. Cover sheet for AP Survey

### **State-Aided Public Housing Developments**

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

<b>Dev No</b>	<b>Type</b>	<b>Development Name</b>	<b>Num Bldgs</b>	<b>Year Built</b>	<b>Dwelling Units</b>
667-01	Elderly	DEMING WAY 667-01	12	1958	40
667-02	Elderly	DEMING WAY EXTENSION 667-02	1	1990	32
	Family	Family units in smaller developments	13		13
Total			26		85

### **LHA Central Office**

Wilmington Housing Authority  
41 Deming Way, Wilmington, MA, 01887  
Emily LaMacchia, Executive Director  
Phone: 978-658-8531  
Email: ELaMacchia@WILMINGTONHA.ORG

### **LHA Board of Commissioners**

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Robert DiPasquale	Vice-Chair		05/01/2018	04/30/2023
Stacie Murphy	Member		05/01/2017	04/30/2022
Jomarie OMahony		State Appointee	11/27/2017	03/24/2023
Audrey Reed	Treasurer	State Tenant Rep	07/13/2020	04/30/2025

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.	04/29/2021
B.	Advertise the public hearing in public postings.	04/29/2021
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	04/29/2021
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.)	06/21/2021
G.	Executive Director presents the Annual Plan to the Board.	06/21/2021
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	06/21/2021

## Certification

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

I, of the Wilmington Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Wilmington 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 Wilmington 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, Emily LaMacchia, Executive Director of the Wilmington 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: 07/02/2021

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on September 10, 2021. 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)	\$417,557.37		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$41,755.74		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$375,801.63	\$365,102.62	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$3,677.04	\$3,600.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$372,124.60	\$361,502.62	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$174,453.59	\$174,453.59	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	\$169,992.78	\$169,992.78	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$720,248.01	\$709,549.00	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**

Wilmington 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 2021	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
342039	2008 FF Master CFA	DEMING WAY 667-01	\$8,050	\$8,050	\$0	\$0	\$0	\$0	\$0	\$0
342049	FFEMG: Maint. Garage Roof & Tree trimming/removal, shed replacement Maint. Garage Roof Replacement	DEMING WAY 667-01	\$9,954	\$9,954	\$0	\$0	\$0	\$0	\$0	\$0
342065	FF: Deming Asbestos Removal - Furnace & Drain Pipe Repairs	DEMING WAY 667-01	\$10,349	\$10,349	\$0	\$0	\$0	\$0	\$0	\$0
342077	FF: Repave deteriorated roadway, parking area, and walkways Phase 3	DEMING WAY 667-01	\$239,700	\$13,567	\$0	\$6,389	\$0	\$0	\$0	\$219,745
342078	FF: Door replacements at Community Room	DEMING WAY 667-01	\$6,700	\$6,700	\$0	\$0	\$0	\$0	\$0	\$0
342079	FF: New ADA entrance door with auto openers	DEMING WAY 667-01	\$9,986	\$2,201	\$0	\$6,440	\$0	\$0	\$0	\$0
342080	FF: Chimney Liner	OAKRIDGE CIRCLE	\$5,423	\$5,300	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2021	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
342082	FF: Roof Replacement Phase 1	DEMING WAY 667-01	\$177,957	\$42,422	\$0	\$143,135	\$0	\$0	\$0	\$0
342086	Retention Pond and Catch Basin Cleaning and Repair	DEMING WAY 667-01	\$2,845	\$2,845	\$0	\$0	\$0	\$0	\$0	\$0
342088	Vacant Unit Rehab 705-02 (2 units), 667-01 (\$195 VCU Award)	Scattered Site 705-01	\$221,749	\$23,426	\$0	\$0	\$44,649	\$0	\$0	\$0
342089	Vacant Unit Bathroom Rehab	DEMING WAY 667-01	\$4,690	\$4,105	\$0	\$0	\$0	\$0	\$0	\$0
342090	H&S FY20: Repair Uneven Driveway uneven 43 North Street	Oakridge Circle/North Street 705-01	\$8,000	\$0	\$0	\$5,504	\$2,497	\$0	\$0	\$0
342091	H&S FY20: Carpet Replacement	SCATTERED SITE 705-02	\$9,905	\$9,905	\$0	\$0	\$0	\$0	\$0	\$0
342092	EMG Bath Fan Modifications and SUST Hood Fan Replacements - 667-2 Demming	DEMING WAY EXTENSION 667-02	\$289,164	\$15,400	\$0	\$10,413	\$263,352	\$0	\$0	\$0
342093	EMG Fungal Testing and Remediation	DEMING WAY EXTENSION 667-02	\$145,000	\$148,212	\$0	\$14,676	\$98,382	\$0	\$0	\$0
•	Window Replacement phase 4	DEMING WAY 667-01	\$102,924	\$0	\$0	\$0	\$0	\$0	\$0	\$10,968

**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 2021	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
•	Roof replacement & Siding Repair	DEMING WAY EXTENSION 667-02	\$117,164	\$0	\$4,433	\$112,732	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$1,369,559	\$302,433	\$4,433	\$299,287	\$408,879	\$0	\$0	\$230,713

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain-ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
342088	Vacant Unit Rehab 705-02 (2 units), 667-01 (\$195 VCU Award)	vacant unit rehab for 4 units -- ER award will cover budget shortfall	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$170,000
342090	H&S FY20: Repair Uneven Driveway uneven 43 North Street	H&S FY20: Repair Uneven Driveway uneven 43 North Street	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0
342091	H&S FY20: Carpet Replacement	H&S FY20: Carpet Replacement	\$0	\$0	\$0	\$9,000	\$0	\$0	\$0	\$0
342092	EMG Bath Fan Modifications and SUST Hood Fan Replacements - 667-2 Demming	Range Hoods	\$0	\$0	\$73,251	\$0	\$0	\$0	\$0	\$0
342093	EMG Fungal Testing and Remediation	fugal/mold clean up	\$96,875	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$96,875	\$0	\$73,251	\$42,000	\$0	\$0	\$0	\$170,000

## **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.

Wilmington 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.

Wilmington Housing Authority is planning a large project in the first 3 years

#### **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.

Wilmington Housing Authority has not requested additional funding.

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

Our goal is to get Wilmington new HVAC ventilation system installed for 667-2 by the spring of this year, complete the remediation project, and get out 2 705 vacant units back online so we can house new families in need of housing assistance.

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

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

We are doing a major mold remediation and EMG ventilation bath fan and kitchen hood fan project in our 667-2 property, which is using considerable amount of cap share.

#### **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 02/08/2021.

**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 04/20/2021.

**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:

New ADA entrance door

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

**11. Special needs development**

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

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 3/2020 to 2/2021.

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.

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

705-02  
667-01  
705-03

Contacting lean to do a full audit and advise on water saving product throughout out portfolio.

**13. Energy or water saving initiatives**

Wilmington Housing Authority is currently pursuing energy or water-saving audits or grants as nc  
Contacting lean to do a full audit and advise on water saving product throughout out portfolio.

**14. Vacancy rate**

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

- 4% c. 667 (DHCD Goal 2%)
- 0% c. 200 (DHCD Goal 2%)
- 8% c. 705 (DHCD Goal 2%)

Wilmington Housing Authority will address the excess vacancies in the following manner:  
We are in the process for starting the vacant unit rehab project for our 3 vaccines, which will help reduce the vacancy rate.

**15. Vacancies**

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

# CIP Approval For Wilmington Housing Authority for FY 2022

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

8/3/2021

Congratulations! The CIP-2022 submitted by Wilmington Housing Authority is approved, subject to the following conditions:

- Your requested cap for Year 1 significantly exceeds your planning cap share for the year. It may be necessary to delay one or more of your CapHub projects. Given the nature of the problem and the condition, we have approved the project to start and will make a decision about possible delays once we have better information about conditions and cap availability. Project 342077 is currently delayed; 342096 is to be evaluated for a delay at 100%CD approval/ approval to bid.
- Wilmington's developments are vulnerable to extreme heat, please take this into account when designing all future projects.
- 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.

Wilmington 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
342-667-2-0-09-2988	342096	Roof replacement & Siding Repair	\$117,164.00	LHA	2023

Construction cost for FY 2022 projects is to be incurred by June 30, 2022. Construction cost for FY 2023 projects is to be incurred between July 1, 2022 and June 30, 2023. Pre-construction costs may be incurred in FY 2022.

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 Avalon McLaren at (617) 573-1166 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 8/3/2021 by Avalon McLaren, 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 Wilmington Housing Authority**

Converted from SHARP software and is now using PHA Network

**Emergency Request System**

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

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	OD Answering Service	2pm-8:00am
Call LHA at Phone Number	978-658-8531	8:00am-2:00pm m-f

Emergency calls 911

Wilmington Police Department (978) 658-5071

Wilmington Fire Department (978) 658-3346

Wilmington Housing Authority (978) 658-8531

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 Wilmington Housing Authority main office.

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

**Normal Maintenance Request Process**

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-658-8531	2:00P.M-8:00A.M
Call Housing Authority Office	978-658-8531	8:00AM-2:00PM
Submit Online at Website		
Email to Following Email		
Other		

*Tenants have been informed to call the office for a work order request. Occasionally tenants will email a staff member about a maintenance issue.*

**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: DHCD's usual on-site review for this housing authority's work order system was cancelled due to the COVID-19 emergency.

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 Wilmington 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?

For the past year due to COVID we feel that we have done exceptionally well. We have had a PMR, DHCD seemed satisfied and the tenants have commented on how maintenance has done a job well done.

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

Wilmington Housing Authority converted to PHA NETWORK for our maintenance operation. Due to COVID-19 precautionary measures in accordance with the CDC, Federal and state guidelines, only resident emergency work orders are being addressed at this time. Routine work orders are being logged into the work order system and work on these will resume as state continues to open of in it's third phase. WHA maintenance staff use PPE, sanitizing and conducting electrostatic cleanings of the buildings on a daily basis.

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

Continue to learn the new software/PHA Network. Continue to keep a safe environment for our residents while following safe social distancing practices. We are hopeful to resume back a normal routine once the pandemic is lifted.

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	\$133,099.00	\$27,230.00
Last Fiscal Year Actual Spending	\$136,436.00	\$12,791.00
Current Fiscal Year Budget	\$0.00	\$0.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	7
Average time from date vacated to make Unit "Maintenance Ready"	46 days
Average time from date vacated to lease up of unit	53 days

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

n/a

**Attachments**

These items have been prepared by the Wilmington 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.



PREVENTATIVE

## January Preventative Maintenance Task

1. Schedule fire extinguisher annual recertification
2. Monitor and issue on-going snow removal work orders.
3. Check Boilers winter PM.
4. Check circulator pumps for heating and hot water (667-1 Deming Way).
5. Clean and inspect community rooms, bathrooms, and laundry rooms.
6. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
7. Check emergency generators (667-2 Deming Way Ext).
8. Clean dryer vents in the laundry room at (667-1 and 667-2).
9. Inspect maintenance vehicle for safety:
  - Check all fluid levels: crank case, transmission, etc.
  - Check antifreeze, radiator rust inhibitor, and thermostat.
  - Check windshield washer fluid.
  - Check belts and hoses.
  - Check plugs, wiring, battery, clean and grease terminals.
  - Clean out air cleaner.
  - Check wheel alignment and tire balance (signs of uneven wear).
  - Check heater and defroster.
  - Check wiper blades for wear.
  - Check underbody for corrosion and hose off.
10. Inventory tools, equipment, refrigerators, and stoves in stock.
11. Inventory of supplies and small parts as needed.
12. Monitor and issue on-going work orders for snow removal and treating walkways.
13. Snow removal from front and rear egress.
14. Inspect walkways and parking lots for any hazards, i.e., ice or unsalted walkways.
15. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## February Preventative Maintenance Task

1. Monitor and issue on-going snow removal work orders.
2. Check Boilers winter PM.
3. Check circulator pumps for heating and hot water (667-1 Deming Way).
4. Clean and inspect community rooms, bathrooms, and laundry rooms.
5. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
6. Check emergency generators (667-2 Deming Way Ext).
7. Clean dryer vents in the laundry room at (667-1 and 667-2) as needed.
8. Inspect all snow removal equipment.
9. Inspect maintenance vehicle for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Check underbody for corrosion and hose off.
10. Inventory tools, equipment, refrigerators, and stoves in stock as needed.
11. Inventory of supplies and small parts as needed.
12. Monitor and issue on-going work orders for snow removal and treating walkways.
13. Snow removal from front and rear egress.
14. Inspect walkways and parking lots for any hazards, i.e., ice or unsalted walkways.
15. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.
16. Clear common hallways and stairs free from all obstructions.
17. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## March Preventative Maintenance Task

1. Second Sunday, reset light timers and clocks for daylight saving time.
2. Monitor and issue on-going snow removal work orders.
3. Check Boilers winter PM.
4. Check circulator pumps for heating and hot water (667-1 Deming Way).
5. Clean and inspect community rooms, bathrooms, and laundry rooms.
6. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
7. Check emergency generators (667-2 Deming Way Ext).
8. Clean dryer vents in the laundry room at (667-1 and 667-2) as needed.
9. Inspect all snow removal equipment.
10. Clean storage rooms and maintenance areas.
11. Touch up all common area paint as needed.
12. Clean heater vents in all common areas.
13. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Check underbody for corrosion and hose off.
14. Inspect patios for furniture, trash, and debris free from exteriors.
15. Inventory of supplies and small parts as needed.
16. Inspect walkways and parking lot for any visible hazards.
17. Inspect and clean trash barrels in the main office, bathrooms, and community rooms.
18. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## April Preventative Maintenance Task

1. Schedule annual sprinkler inspection.
2. Inspect all entry doors.
3. Check circulator pumps for heating and hot water (667-1 Deming Way).
4. Clean and inspect community rooms, bathrooms, and laundry rooms.
5. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
6. Check emergency generators (667-2 Deming Way Ext).
7. Inspect and clean dryer vents, exhaust vents and roof vent motors.
8. Service lawn equipment.
9. Inspect roofs, gutters, downspouts, and siding.
10. Clean office area carpeting and flooring.
11. Cleaning of parking areas, roadways, driveways, walkways, and storm drains.
12. Inspect trees and trim as needed.
13. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Change engine oil in all vehicles (2<sup>nd</sup> quarter)
14. Inventory of supplies and small parts- order as needed.
15. Inspect patio doors-adjust weather strip as needed.

## May Preventative Maintenance Task

1. Clean all manholes.
2. Inspect all entry doors and emergency lighting.
3. Check circulator pumps for heating and hot water (667-1 Deming Way).
4. Clean and inspect community rooms, bathrooms, and laundry rooms.
5. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
6. Check emergency generators (667-2 Deming Way Ext).
7. Inspect and clean dryer vents, exhaust vents and roof vent motors.
8. Uncover and inspect tenant installed A.C units.
9. Inspect walkways, parking lots for cracks and loose pavements.
10. Schedule clean up of sand on walkways and parking lots.
11. End of season maintenance and storage for snow blower and snow removal equipment.
12. Install storm door screens for 667-1 and 667-2
13. Weed treatment at all sites as needed.
14. Edge and mulch all planting beds.
15. Inspect/Prune/trim all shrubs and bushes away from buildings.
16. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
17. Inventory of supplies and small parts-order as needed.

## June Preventative Maintenance Task

1. Summer boiler shutdown and PM service. (non-heating season June 15<sup>th</sup> to September 15<sup>th</sup>)
2. Shut off heat in common halls.
3. Inspect all entry doors and emergency lighting.
4. Check circulator pumps for heating and hot water (667-1 Deming Way).
5. Clean and inspect community rooms, bathrooms, and laundry rooms.
6. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
7. Check emergency generators (667-2 Deming Way Ext).
8. Clean A.C. units in office
9. Inspect site railings, walkways, and stairs for potential hazards. Identify and repair as needed.
10. Inspect trees/ shrubs at properties, prune as needed.
11. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
12. Inventory of supplies and small parts- order as needed.
13. Lease enforcement: Pools, trampolines and swing-sets Furniture, trash, and debris free from exterior.
14. Schedule Septic pump-outs for 705 scattered sites.

## July Preventative Maintenance Task

1. Check circulator pumps for heating and hot water (667-1 Deming Way).
2. Clean and inspect community rooms, bathrooms, and laundry rooms.
3. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
4. Check emergency generators (667-2 Deming Way Ext).
5. Clean dryer vents in laundry rooms, exhaust vents and roof vent motors.
6. Inspect gutters, downspouts, and splash blocks – repair as needed.
7. Inspect common area windows (glass, seals, balances, and locks).
8. Inspect lawn equipment.
9. Inspect properties for overgrown shrubs and trees. Trim/prune as needed.
10. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Change engine oil in all (3<sup>rd</sup> quarter)
11. Inventory of supplies and small parts-order as needed.

## August Preventative Maintenance Task

1. Check circulator pumps for heating and hot water (667-1 Deming Way).
2. Clean and inspect community rooms, bathrooms, and laundry rooms.
3. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
4. Check emergency generators (667-2 Deming Way Ext).
5. Clean dryer vents in laundry rooms, exhaust vents and roof vent motors.
6. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
7. Inventory of supplies and small parts- order as needed.
8. Inspect properties for overgrown shrubs and trees. Trim/prune as needed.

## September Preventative Maintenance Task

1. Check circulator pumps for heating and hot water (667-1 Deming Way).
2. Clean and inspect community rooms, bathrooms, and laundry rooms.
3. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
4. Check emergency generators (667-2 Deming Way Ext).
5. Check electrical panels in boiler rooms and all common areas.
6. Schedule annual inspection of boilers.
7. Restart boilers on Sept. 15<sup>th</sup>.
8. Inspect all roofs and gutters/downspout at all properties.
9. Clean storage rooms and maintenance areas.
10. Clean and inspect community rooms, bathrooms, and laundry rooms.
11. Touch up all common area paint as needed.
12. Clean dryer vents in laundry rooms, exhaust vents and roof vent motors.
13. Clean heater vents in all common areas.
14. Cover A.C on the property (667-1, 667-2, community rooms and office).
15. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
16. Inventory of supplies and small parts- order as needed.
17. Check Smoke and Carbon Monoxide detectors during annual inspections.
18. Schedule Annual unit inspections
19. Schedule oil burner tune-up

## October Preventative Maintenance Task

1. Check circulator pumps for heating and hot water (667-1 Deming Way).
2. Clean and inspect community rooms, bathrooms, and laundry rooms.
3. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
4. Check emergency generators (667-2 Deming Way Ext).
5. Check electrical panels in boiler rooms and all common areas.
6. Annual cleaning of all gutters.
7. Leaf removal.
8. Prune and trim all shrubs and bushes. (maintain 2ft clearance from all structures)
9. Service lawn equipment for storage
10. Shut off all outside water faucets.
11. Inspect all roofs.
12. Buy and stock ice melt for winter.
13. Clean dryer vents, exhaust vents and roof vent motors.
14. Inspect and service snow removal equipment.
15. Cleaning of parking areas, roadways, driveways, walkways, and storm drains.
16. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Change engine oil in all vehicles. (4<sup>th</sup> quarter)
17. Inventory of supplies and small parts-order as needed.
18. Check Smoke and Carbon Monoxide detectors during annual inspections.
19. Schedule annual unit inspections.
20. Lease enforcement: Decorations (Halloween) cords running through doors and windows.

## November Preventative Maintenance Task

1. First Saturday in November reset light timers and clocks back 1 hour for daylight saving time.
2. Check circulator pumps for heating and hot water (667-1 Deming Way).
3. Clean and inspect community rooms, bathrooms, and laundry rooms.
4. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
5. Check emergency generators (667-2 Deming Way Ext).
6. Check electrical panels in boiler rooms and all common areas.
7. Monitor and issue on-going snow removal work orders.
8. Inspect trees and trim as needed.
9. Clean dryer vents in laundry rooms, exhaust vents and roof vent motors.
10. Monitor and issue on-going snow removal work orders.
11. Inspect walkways and parking lots for any hazards.
12. Check all properties for discarded items, furniture, and trash.
13. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Check underbody for corrosion and hose off.
14. Inventory of supplies and small parts order as needed.
15. Lease enforcement: Blocked egresses.
16. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

## December Preventative Maintenance Task

1. Monitor and issue on-going snow removal work orders.
2. Check Boilers winter PM.
3. Check circulator pumps for heating and hot water (667-1 Deming Way).
4. Clean and inspect community rooms, common bathrooms, common hallways, and laundry rooms.
5. Inspect and remove trash barrels in main office, community room, laundry room and bathrooms.
6. Check emergency generators (667-2 Deming Way Ext).
7. Clean dryer vents in the laundry room at (667-1 and 667-2).
8. Check and replace flags as needed.
9. Inspect vehicle inspection for safety:
  - a. Check all fluid levels: crank case, transmission, etc.
  - b. Check antifreeze, radiator rust inhibitor, and thermostat.
  - c. Check windshield washer fluid.
  - d. Check belts and hoses.
  - e. Check plugs, wiring, battery, clean and grease terminals.
  - f. Clean out air cleaner.
  - g. Check wheel alignment and tire balance (signs of uneven wear).
  - h. Check heater and defroster.
  - i. Check wiper blades for wear.
  - j. Check underbody for corrosion and hose off.
10. Inventory of supplies and small parts-order as needed.
11. Snow removal from front and rear egress.
12. Inspect walkways and parking lots for any hazards, i.e., ice or unsalted walkways.
13. Lease enforcement: Decorations (Christmas) Cords running through doors and windows.
14. Keep all chimneys, exhaust, and intake vents free of snow throughout the winter season and keep dryer exhaust vents free of snow throughout the winter season.

Item	Date Added	Item Description	Location	Reason Deferred	Cost Estimate	Materials Needed	Original WO	Target Date	Actual Date	Comments
Faucet	10/25/2017	Kitchen -banging	37 Deming Way	Plumbing Repair	\$0.00		0		10/27/2017	
Flooring	11/6/2017	Missing Tiles	29 King St.	Contractor Work	\$0.00		0			
Driveway	11/6/2017	Driveway sunkin hole	29 King St.	Contractor Work	\$0.00		0		9/10/2018	work crew used cold patch
Windows	11/8/2017	4 Rotten windows	8 Everett Ave.	Contractor Work	\$0.00		0		8/17/2018	
Door	11/8/2017	Storm doors replacement	14 Oakridge	Contractor Work	\$0.00		0	4/4/2018	9/24/2018	front /back
Cabinet Work	11/8/2018	Vanity drawers	33 St. Paul	Contractor Work	\$0.00		0			
Cabinet Work	11/8/2017	Kitchen drawers need facing	33 St. Paul	Contractor Work	\$0.00		0			
Door Work	11/8/2017	Laundry Bi-fold off track	33 St. Paul	Contractor Work	\$0.00		0		11/15/2017	took doors
Other Work	11/8/2017	Outside Bathroom Vent	14 Oakridge	Contractor Work	\$0.00		0		1/15/2020	Cleaned by Steve & Mike
Other Work	10/16/2017	Counter top needs glueing	1 Deming Way	Time available	\$0.00		0		11/3/2017	
Plumbing repair	6/28/2017	Faucet should be replaced	37 Deming Way	Plumbing Repair	\$0.00		0		10/6/2017	
Plumbing repair	11/3/2017	Faucet should be replaced	208 Deming Way	Plumbing Repair	\$0.00	New Faucet	0		12/11/2017	Kitchen & Bath faucet replaced
Window Work	11/15/2017	Dining Room Window	50 Virginia Rd.	Contractor Work	\$0.00		0			
Floor Work	11/15/2017	Missing floor tiles	50 Virginia Rd	Contractor Work	\$0.00		0			
Door Work	11/15/2017	Bedroom frame coming apart	50 Virginia Rd.	Contractor Work	\$0.00		0			
Floor Work	11/15/2017	Kitchen & hallway	8 Virginia Rd	Contractor Work	\$0.00		0			
Electrical Work	11/8/2017	Kitchen and Bathroom outlets	43 North St.	Contractor Work	\$0.00	Electrician Wire	0	1/26/2018	1/25/2018	F & S Electric did the work
Bath Mod	10/18/2017	Tile in tub area	18 Deming Way	Contractor Work	\$0.00		2623			
Bath Mod	12/6/2017	Faucet should be replaced	112 Deming Way	Plumbing Repair	\$0.00	New parts - shower valve	3319	2/12/2020	2/24/2020	Water shut off & replace, new parts in shower
Electrical Work	12/6/2017	Door Bell	20 Blackstone	Contractor Work	\$0.00		0			
Special Project	12/6/2017	Stairs on back porch	20 Blackstone	Contractor Work	\$0.00		0		8/17/2018	modernization
Faucet	12/6/2017	Kitchen faucet leaks	20 Blackstone	Plumbing Repair	\$0.00		0			
Faucet	12/6/2017	Bathroom faucet leaking	112 Deming	Contractor Work	\$0.00		0			

Gutter Cleaning	10/11/2017	Gutters need cleaning	5 Deming - 20 Deming	Work Crew	\$0.00		0	9/16/2019	6/18/2018	Work crew - done
Tile Work	12/1/2017	Loose and missing tile	18 Deming Way	Contractor Work	\$0.00		0			
Door	7/6/2018	Storm doors replacement	33 St. Paul	Contractor Work	\$0.00		2849	4/4/2018	7/23/2018	front /Back
Door	11/8/2017	Storm doors replacement	22 St. Paul	Contractor Work	\$0.00		0		9/19/2018	
Door Work	10/17/2016	Closet Door Replacement	215 Deming	Maintenance Time	\$0.00		0		10/20/2016	
Cabinet Work	11/5/2015	Cabinet bottom kick board missing	33 St. Paul St.	Contractor Work	\$0.00		0			
Yard Work	11/5/2015	Shrubs should be cut down near the side and front of the house	33 Deming Way	Work Crew	\$0.00		0		6/19/2018	Work Crew
Painting	10/5/2017	Ceiling peeling in shower area	215 Deming Way	Contractor Work	\$0.00		0		5/1/2018	
Gutter Cleaning	10/16/2017	Gutters need to be	1-4 Deming Way	Work Crew	\$0.00		0		6/18/2018	work
Door Work	11/15/2017	shed door is off, tenant said the door needs new hinges and a door knob.	50 Virginia Rd.	Contractor Work	\$0.00		0			covered with tarp
Gutters	11/6/2017	Down spouts are on the property	22 St. Paul St.	Contractor Work	\$0.00		0		4/13/2018	
Window	10/19/2017	Shades in unit not rolling down properly	22 Deming Way	Not an emergency	\$0.00		0		11/3/2017	
Ceiling Fan	10/19/2017	Vent fan not working	22 Deming Way	Order Supplies	\$0.00		0			
Ceiling Fan	10/16/2017	Vent fan not working-Kitchen	3 Deming Way	Order Supplies	\$0.00		0			
Faucet	10/19/2017	Kitchen faucet leaking	32 Deming Way	Plumbing Repair	\$0.00		0		10/26/2018	
Door Work	3/16/2017	Bedroom Closet Door replacement	211 Deming Way	Order Material	\$0.00		0			
Door Work	5/23/2017	Living Room Door Removal	216 Deming Way	Contractor Work	\$0.00		0		6/1/2017	
Door Work	10/16/2017	Door Sweeps	16 Deming Way	Order Material	\$0.00		0		7/9/2018	
Door Work	5/23/2018	Door Sweeps	10 Deming Way	Order Material	\$0.00		2801		6/1/2018	
Bath Mod	11/9/2017	Bathroom vent needs replacing	14 Oakridge Circle	Order Supply	\$0.00		3267		1/15/2020	
Door Work	9/21/2017	Livingroom closet door	105 Deming	Order new door	\$0.00		0			

Yard Work	6/21/2018	Tree needs to be cut down	front between units 34 & 35	Contract Work	\$0.00		1		10/12/2018	
Door Work	3/21/2017	Bathroom door frame repair	103 Deming Way	Contractor Work	\$0.00		0		6/8/2018	
Electrical Work	11/16/2017	Outlets in Basement Sump Pump	43 North Street	Plumbing Contractor	\$0.00	New Sump Pump	0	1/26/2018	1/30/2018	Rick- Wilm. Plumbing
Tile Work	10/4/2016	Kitchen tiles coming up	50 Virginia Rd.	Contractor Work	\$0.00		0			
Tile Work	7/26/2018	Tiles are coming up in Kitchen	33 St. Paul Street	Contractor Work	\$0.00		2878	1/4/2018	7/26/2018	Repaired/AJ floor
Door Work	11/23/2016	Storm door handle	29 A King Street	Order Supply	\$0.00		0		12/29/2016	
Door Work	11/23/2016	Bedroom door missing knob	29 A King Street	Order Supply	\$0.00		0			
Cabinet Work	11/17/2016	Kitchen cabinets need replacement	33 St. Paul Street	Contractor Work	\$0.00		0			
Faucet	10/3/2017	Kitchen & Bath faucet replacement	202 Deming Way	Plumbing Repair	\$0.00		0			
Bath Mod	10/11/2017	Sink needs to be replaced	7 Deming Way	Contractor Work	\$0.00		0	1/9/2019	4/15/2019	New vanity &
Windows	7/6/2018	Windows need to be replaced	33 St. Paul	Contractor Work	\$0.00	New windows	2851	9/5/2018	7/25/2018	
Gutter Clean	7/2/2018	Gutters need cleaning	20 Blackstone	Contractor Work	\$0.00		2841	7/30/2018	7/3/2018	
Gutter Clean	7/2/2018	Gutters need cleaning	14 Oakridge	Contractor Work	\$0.00		2842	7/30/2018	7/9/2018	
Faucet	5/1/2018	Faucet should be replaced	213 Demingt	Contractor Work	\$0.00		2789			
Bath Mod	10/15/2018	Back wall behind toilet should be replaced	9 Deming Way	Contractor Work	\$0.00	Sheetrock	0			
Ceiling Fan	10/17/2018	Fan doe's not work all the time in the kitchen	23 Deming Way	Contractor Work	\$0.00	New fan and motor	2969			
Ceiling Fan	10/17/2018	Fan doe's not work in the kitchen & Bathroom	22 Deming Way	Contractor Work	\$0.00	New fan and motor	2966			
Window Screens	10/18/2018	Screens are missing from bedrooms, kitchen and living room side windows	16 Cary Street	Contractor Work	\$0.00	Screens need to be fabricated	0	10/18/2018		Time of Annual Inspection
Bathroom Faucet	10/24/2018	Faucet hard to turn on and trap rusted	13 Deming Way	Contractor Work	\$0.00	New faucet and vanity	2962			

Window work	12/5/2018	Window needs to be repaired	107 Deming Way	Contractor Work	\$0.00		3016	7/10/2019		Will not close properly
Light & Fan	8/6/2018	Bathrom light & fan	20 Blackstone	Contractor Work	\$0.00	New fan/light combo	2895			Fan should be replaced or abandoned
Stove	12/12/2018	Tenant would like a new stove	26 Deming Way	Lack of funds	\$0.00	New stove	3020	1/16/2019		
Toilet	1/3/2019	Toilet should be replaced with new	111 Deming Way	Cost	\$0.00	New toilet	3029	3/1/2019		
Sink/Faucet	1/30/2019	Kitchen faucet	202 Deming Way	Maintenance/Plumber	\$0.00	New faucet	3052	2/28/2019		
Other Work	11/23/2017	bannister needs replace/repair	14 Oakridge Circle	Contractor Work	\$600.00	New Railing	0	10/1/2018	10/1/2418	Bousseau Construction
Bath Mod	11/16/2018	Fans in Bathroom & Kitchen not working	22 Deming Way	Time available/cost	\$0.00	2 new fans	2966			
Bath Mod	11/9/2018	Bathroom Fan	23 Deming Way	Time available/cost	\$0.00	1 new fan	2969			
Door Work	8/13/2018	Water coming in front door	14 Oakridge Circle	Man power	\$0.00		2921			
Bathroom Door & Tile	5/17/2018	Replace 3 tiles/sand down door	5 Deming Way	Contractor Work	\$0.00	Tile	2798			
Door	10/17/2018	Back door sticks	28 Deming Way	Work Crew Help	\$0.00		2968			
Door	9/12/2018	Bedroom closet door off track	14 Oakridge Circle	Need more then one thing done to make it worth the trip	\$0.00		2922	12/1/2019	1/31/2020	installed new closet track
Electrical Work	11/9/2017	Door Bell not working	8 Everett Ave.	Buy material	\$0.00	Wireless	2658			
Electrical Work	11/9/2017	Dome front outside light	14 Oakridge Ridge Circle	Time available	\$0.00	New dome	2657		1/15/2020	New lights were installed
Door	11/9/2017	Son's bedroom door off track	8 Everett Ave.	Time available	\$0.00		2652			
Inside step	12/26/2017	Basement step	8 Suncrest Ave.	Time available	\$0.00		2710			
Cabinet	12/26/2017	Drawer left of sink in Kitchen	8 Suncrest Ave.	Time available	\$0.00		2708			

Door Work	1/14/2019	Piece from front door came off	4 Deming Way	Time available	\$0.00		3040			
Door Work	9/21/2018	Weather stripping for front door	38 Deming Way	Time available	\$0.00	Weather Stripping	2934	7/10/2019	7/10/2019	Replaced door sweep
Door work	6/5/2018	Door front sweep	38 Deming Way	Time available	\$0.00	Door Sweep	2815			
Cabinet Work	7/30/2018	Kitchen drawer/Stickey - broken	25 Deming Way	Time available	\$0.00		2880			
Electrical	8/6/2018	Fan in bathroom	20 Blackstone Street	Electrical Contractor	\$0.00	New fan	2896			
Electrical	8/6/2018	Light in bathroom	20 Blackstone Street	Electrical Contractor	\$0.00	New Heater/Ligh	2895			
Exhaust Fan	9/10/2018	Needs new fan	33 St. Paul	Time available	\$0.00	N/A	2917	3/19/2019	5/7/2019	Repaired/clean
Bath	7/17/2018	New tub trap assembly	31 Deming Way	Plumber Contractor	\$0.00		2867			
Window blind	5/22/2018	Needs new blind	36 Deming Way	Needs availability	\$0.00	Blind	2800		7/9/2019	
Door	8/27/2018	Weather stripping/front door	36 Deming Way	Needs availability	\$0.00	Weather stripping	2906	7/10/2019	7/10/2019	Replaced door sweep
Door Bell	12/14/2018	Door bell not working	16 Cary Street	Order Supplies	\$0.00		3019			
kitchen Stove	2/20/2019	Tenant needs new stove	101 Deming	Tried to Fix	\$0.00	Need new	3068		7/29/2019	New stove
Thermostat	3/19/2019	Thermostat cover is off	36 Deming Way	Ok, will replace	\$0.00	New thermostat	3087			Working fine/will put
Basement lights	5/17/2019	Lights need to be replaced	43 North St.	Time available	\$0.00	Lights	3133			
Soffit in front	5/17/2019	Holes in soffit in the front	43 North St.	Time available	\$0.00		3133		6/17/2019	
Storm Door	5/17/2019	Storm door needs to be replaced	43 North St.	Time available	\$0.00	New Door	3133		6/17/2019	
Deck	5/17/2019	Deck needs power	43 North St.	Time available	\$0.00	Power	3133			
Painting	5/17/2019	Railings need to be	43 North St.	Time available	\$0.00	Paint &	3133			
Painting	5/17/2019	Bulkhead needs to be painted	43 North St.	Time available	\$0.00	Paint & brushes	3133		6/17/2019	Chalked bulkhead door
Roof	5/17/2019	Remove the moss from roof	43 North St.	Time available	\$0.00	Power washer	3133			
Window	9/18/2019	Window needs replacement	107 Deming Way	Need Funds	\$0.00	New window	3332	10/14/2020		Window can not be

Bath Mod	10/21/2019	Needs ceiling repaired	27 Deming Way	Time available/cost	\$0.00	green board	3128	10/12/2020	2/26/2020	Ceiling was repaired and
Flooring/ Carpet	9/16/2019	Carpet need replacement	9 Virginia Road	Contract work	\$0.00	carpet	3258	1/21/2020		
Painting	11/6/2019	Ceiling is peeling	110 Deming	Time available	\$0.00	Ceiling paint	0			
Gutters	11/17/2019	Gutters need to be clean	14 Oakridge Circle	Time available/cost	\$0.00	Hire a professional	3267	12/18/2019	1/15/2020	Steve & Mike cleaned
Flood Light	7/30/2019	Flood light needs replacement	1 Deming Way	Time available	\$0.00	Light Bulb	3161	11/14/2019	2/3/2020	Replaced light assembly
Flood Light	7/30/2019	Needs new bulb for light	1 Deming Way	Time available	\$0.00	Bulb	3161	4/14/2020	2/3/2020	Installed new motion sensor
Door	9/18/2019	Replace door on closet	107 C Deming	Time available	\$0.00		3188	2/20/2020		
Light	12/12/2019	Ceiling livingroom light	17 Deming Way	Time available	\$0.00		3289			
Door	12/18/2019	Back door sticks, needs sanding	28 Deming Way	Will fix in warmer weather	\$0.00		3242	4/15/2020	12/18/2019	Done by contractor
Ceiling	10/16/2018	Ceiling	14 Deming Way	Time available	\$0.00	Paint	2963	3/11/2019	2/25/2020	Ceiling painted
Ceiling	4/6/2020	Paint and Plaster the bathroom ceiling.	110 Deming Way	Will need contractor	\$0.00	paint and green board	3357	3/2/2021		

**Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 09/30/2020. It also shows the approved budget for the current year (2021) 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**

FY 2021 budget was level funded. The Housing Authority received \$26,666.00 of COVID funding from DHCD. There was no major change in the budget. There will be some changes between line items.

**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 Wilmington Housing Authority operating reserve at the end of fiscal year 2020 was \$154,960.00, which is 68% 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 Wilmington Housing Authority.						
<b>REVENUE</b>						
Account Number	Account Class	2020 Approved Revenue Budget	2020 Actual Amounts Received	2021 Approved Revenue Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$454,096.00	\$476,216.00	\$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	\$265.00	\$223.00	\$0.00	0%	\$0.00
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$0.00	\$3,315.00	\$0.00	0%	\$0.00
3691	Other Revenue - Retained	\$3,000.00	\$4,495.00	\$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	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$22,000.00	\$23,062.00	\$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	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$479,361.00	\$507,311.00	\$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 Wilmington Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget.	2021 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$77,309.00	\$65,946.00	\$0.00	0%	\$0.00
4120	Compensated Absences	\$0.00	\$5,911.00	\$0.00	0%	\$0.00
4130	Legal	\$0.00	\$0.00	\$0.00	0%	\$0.00
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$1,592.00	\$43.00	\$0.00	0%	\$0.00
4170	Accounting Services	\$7,538.00	\$7,538.00	\$0.00	0%	\$0.00
4171	Audit Costs	\$3,780.00	\$3,780.00	\$0.00	0%	\$0.00
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$12,635.00	\$11,994.00	\$0.00	0%	\$0.00
4191	Tenant Organization	\$200.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$103,054.00	\$95,212.00	\$0.00	0%	\$0.00
4310	Water	\$38,812.00	\$36,201.00	\$0.00	0%	\$0.00
4320	Electricity	\$35,567.00	\$30,916.00	\$0.00	0%	\$0.00
4330	Gas	\$34,246.00	\$28,295.00	\$0.00	0%	\$0.00
4340	Fuel	\$0.00	\$0.00	\$0.00	0%	\$0.00
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$3,223.00	\$1,705.00	\$0.00	0%	\$0.00
4391	Solar Operator Costs	\$0.00	\$0.00	\$0.00	0%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$111,848.00	\$97,117.00	\$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 Wilmington Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2020 Approved Expense Budget	2020 Actual Amounts Spent	2021 Approved Expense Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$64,889.00	\$68,405.00	\$0.00	0%	\$0.00
4420	Materials & Supplies	\$14,000.00	\$14,365.00	\$0.00	0%	\$0.00
4430	Contract Costs	\$54,210.00	\$53,666.00	\$0.00	0%	\$0.00
4400	TOTAL MAINTENANCE	\$133,099.00	\$136,436.00	\$0.00	0%	\$0.00
4510	Insurance	\$18,815.00	\$18,995.00	\$0.00	0%	\$0.00
4520	Payment in Lieu of Taxes	\$4,172.00	\$4,172.00	\$0.00	0%	\$0.00
4540	Employee Benefits	\$84,742.00	\$88,408.00	\$0.00	0%	\$0.00
4541	Employee Benefits - GASB 45	\$0.00	\$23,616.00	\$0.00	0%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$28,768.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$0.00	\$14.00	\$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	\$107,729.00	\$163,973.00	\$0.00	0%	\$0.00
4610	Extraordinary Maintenance	\$27,230.00	\$12,791.00	\$0.00	0%	\$0.00
4611	Equipment Purchases - Non Capitalized	\$6,410.00	\$2,701.00	\$0.00	0%	\$0.00
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$127,988.00	\$0.00	0%	\$0.00
4600	TOTAL OTHER EXPENSES	\$33,640.00	\$143,480.00	\$0.00	0%	\$0.00
4000	TOTAL EXPENSES	\$489,370.00	\$636,218.00	\$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 Wilmington Housing Authority.						
<b>SUMMARY</b>						
Account Number	Account Class	2020 Approved Budget	2020 Actual Amounts	2021 Approved Budget	% Change from 2020 Actual to 2021 Budget	2021 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$479,361.00	\$507,311.00	\$0.00	0%	\$0.00
4000	TOTAL EXPENSES	\$489,370.00	\$636,218.00	\$0.00	0%	\$0.00
2700	NET INCOME (DEFICIT)	\$-10,009.00	\$-128,907.00	\$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	\$-10,009.00	\$-128,907.00	\$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**

DHCD has cancelled publication of Performance Management Reviews for fiscal years ending 3/31/2020 through 12/31/2020 due to disruptions of normal operations in response to the COVID-19 virus. Therefore, there are no ratings included in this report.

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>

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 Improvement Plan (CIP) Submitted	<p>Housing authorities are required to submit a five-year capital plan every year.</p> <ul style="list-style-type: none"> <li>• “No Findings” =Submitted on time and no modifications required or modifications made within 45 days.</li> <li>• “Operational Guidance” =Up to 45 days late and no modifications required or modifications made within 45 days.</li> <li>• “Corrective Action” =More than 45 days late or modifications required and not completed within 45 days.</li> </ul>
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	<p>Housing authorities are required to conduct inspections of all their occupied units at least once a year</p> <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	<p>Housing authorities are required to note all of the deficiencies found during inspections</p> <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	<p>Housing authorities are required to generate work orders for all deficiencies noted during inspections</p> <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	<p>Work order system identifies, tracks, and can produce reports for inspection work orders.</p> <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	<p>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).</p> <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 Wilmington Housing Authority:

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	12/12/2016	
*Personnel Policy	06/11/2018	
*Capitalization Policy	11/08/2017	
*Procurement Policy	01/25/2016	
*Grievance Policy	06/10/2020	
Criminal Offender Records Information (CORI) Policy	06/12/2017	
Investment Policy	02/17/2016	
Other – Define in the ‘Notes’ column	03/11/2019	progressive discipline policy
Travel Policy	03/14/2016	
Other – Define in the ‘Notes’ column	01/14/2013	Vehicle use policy
Smoking Policy	12/12/2016	
Other – Define in the ‘Notes’ column	10/05/2015	VAWA Policy
Pet Policy	11/01/1999	
Other – Define in the ‘Notes’ column	06/14/2021	Air Conditioner Policy

\* 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-2022-Wilmington Housing Author-00317 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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

## **Attachments**

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

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

- Substantial Comments
- Cover sheet for AP Survey

**Wilmington Housing Authority  
Annual Plan Hearing  
Substantial Comment**

We had our Annual Plan Hearing on June 21<sup>st</sup>, 2021. There were no Substantial Comments.

Emily LaMacchia  
Executive Director  
Wilmington Housing Authority

## **Resident Surveys – Background**

Since 2016 DHCD has been working with the Center for Survey Research (CSR) at the University of Massachusetts Boston to survey residents in the state public housing units it oversees. The surveys are confidential, mailed directly to 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 together.

### **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 re: Round One Surveys*

1. Generally, 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. To protect resident confidentiality, survey results are generally reported ONLY for authorities that had at least twenty total resident responses from their combined c.667/200/705 residents. Therefore, authorities that didn't have twenty responses do not have a published survey report.

### **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 re: 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 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.