

Wilmington Housing Authority Annual Plan for Fiscal Year 2021 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 Board; 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 Local Housing Authority Board of Commissioners 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 2021 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
 - a. public comments-none
 - b. Tenant Satisfaction Survey
 - c. Performance Management Review

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-01	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

Federally Assisted Developments

Wilmington Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 11 households.

LHA Central Office

Wilmington Housing Authority
41 Deming Way, Wilmington, MA, 01887
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LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Ioannis Alefantis	Chair		05/01/2016	04/30/2021
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.	06/10/2020
B. Advertise the public hearing in public postings.	06/11/2020
C. Notify all LTO's of the hearing and provide access to the Proposed Annual Plan.	N/A
D. Post draft AP for tenant and public viewing.	06/11/2020
E. Hold quarterly meeting with LTO 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.	07/29/2020
G. Executive Director presents the Annual Plan to the Board.	07/29/2020
H. Board votes to approve the AP.	08/20/2020

Certification

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Emily LaMacchia, Executvie 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: 08/25/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on September 29, 2020. 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)	\$534,002.53		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$53,400.25		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$480,602.28	\$458,790.34	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$2,459.92	\$2,228.34	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)	\$478,142.36	\$456,562.00	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$42,000.00	\$42,000.00	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$522,602.28	\$500,790.34	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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
342039	2008 FF Master CFA	DEMING WAY 667-01	\$6,700	\$6,700	\$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
342062	FF: Window replacement	DEMING WAY 667-01	\$70,826	\$70,826	\$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
342073	FF: Repairs of the gas fired boilers - Rev	DEMING WAY 667-01	\$2,616	\$2,616	\$0	\$0	\$0	\$0	\$0	\$0
342075	FF: VU25k request- Vacant Unit Modernization	Scattered Site 705-01	\$23,500	\$23,300	\$0	\$0	\$0	\$0	\$0	\$0
342077	FF: Repave deteriorated roadway, parking area, and walkways Phase 3	DEMING WAY 667-01	\$223,580	\$6,420	\$0	\$217,160	\$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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
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	\$7,786	\$0	\$0	\$0	\$0
342080	FF: Chimney Liner	OAKRIDGE CIRCLE	\$5,423	\$5,300	\$0	\$123	\$0	\$0	\$0	\$0
342082	FF: Roof Replacement Phase 1	DEMING WAY 667-01	\$226,202	\$19,855	\$0	\$206,347	\$0	\$0	\$0	\$0
342086	Retention Pond and Catch Basin Cleaning and Repair	DEMING WAY 667-01	\$2,846	\$2,845	\$0	\$1	\$0	\$0	\$0	\$0
342088	Vacant Unit Rehab 705-02 (2 units), 667-01 (\$195 VCU Award)	Scattered Site 705-01	\$25,000	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
342089	Vacant Unit Bathroom Rehab	DEMING WAY 667-01	\$4,690	\$4,105	\$0	\$585	\$0	\$0	\$0	\$0
342090	H&S FY20: Repair Uneven Driveway uneven 43 North Street		\$8,000	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0
342091	H&S FY20: Carpet Replacement		\$9,000	\$0	\$0	\$9,000	\$0	\$0	\$0	\$0
•	Window Replacement	DEMING WAY EXTENSION 667-02	\$242,275	\$0	\$0	\$0	\$0	\$0	\$0	\$1,929

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	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
•	Roof replacement & Siding Repair	DEMING WAY EXTENSION 667-02	\$117,164	\$0	\$0	\$0	\$0	\$0	\$117,164	\$0
•	Roofing Replacement	SCATTERED SITE 705-02	\$142,789	\$0	\$0	\$0	\$0	\$29,764	\$113,026	\$0
TOTALS			\$1,147,598	\$171,169	\$0	\$474,002	\$0	\$29,764	\$230,190	\$1,929

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
342062	FF: Window replacement	asbestos	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
342073	FF: Repairs of the gas fired boilers - Rev		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,615
342075	FF: VU25k request- Vacant Unit Modernization		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,500
342088	Vacant Unit Rehab 705-02 (2 units), 667-01 (\$195 VCU Award)	1 vacant unit rehab 29 King St.	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0
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
TOTALS			\$0	\$10,000	\$0	\$42,000	\$0	\$0	\$0	\$26,115

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

We have large project that are in urgent need to be completed.

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

We are continuing to look at ways to save energy and complete (3) vacant units 2 (705's) and 1(667).

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 adding 2 new vacant unit rehab projects to our new CIP

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 05/13/2020.

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 05/11/2020.

8. Project priorities

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

9. High priority deficiencies

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

10. Accessibility

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

11. Special needs development

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 3/2019 to 2/2020.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60

No developments exceed threshold values.

13. Energy or water saving initiatives

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

14. Vacancy rate

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

1% 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 have two new 705 vacancy projects in this years CIP to reduce the 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 2021

Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

9/28/2020

Congratulations! The CIP-2021 submitted by Wilmington Housing Authority is approved, subject to the following conditions:

- Planned spending of existing projects in design exceeds your Cap Share; your current plan does not include projects to start in Year 1.
- You have reported an unadjusted vacancy rate for the 705 program of 8%, exceeding the state-wide DHCD goal. Please provide an email to your project manager detailing the vacancy issues, what the Authority is doing to address the issues, and how DHCD may be of assistance.
- 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.

There are no projects to be managed independently by the LHA or RCAT.

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 9/28/2020 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

Currently using SHARP but will eventually convert to PHANetwork.

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	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.

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

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?

Being a small housing authority, my maintenance man works effectively to complete his tasks. He is diligent and responsible. He strives to meet deadlines as needed. All our properties reflect his work ethics. He takes pride in his work.

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

We have tweaked our Preventive Maintenance Policy to reflect wear and tear of the properties.

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

We will continue to strive to turn over units in a timely fashion. We will also continue to maintain the properties to the best of our ability within the confines of our budgets.

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	\$107,323.00	\$42,868.00
Last Fiscal Year Actual Spending	\$138,358.00	\$55,305.00
Current Fiscal Year Budget	\$133,099.00	\$27,230.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	7
Average time from date vacated to make Unit "Maintenance Ready"	36 days
Average time from date vacated to lease up of unit	44 days

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.

Maintenance Plan (Program and Policy)

1. Introduction

This document outlines the Wilmington Housing Authority (WHA) maintenance program and procedures.

Scattered sites located in the town of Wilmington, the family development (705) consists of thirteen 3-bedroom single family homes. Each house has a front and rear exit door, a paved driveway and yard. Each unit has a laundry room located on the first floor with tenant owned washing machines and dryers. **8 Everett Avenue** is a raised ranch built in 1990, oil heat, baseboard hot water, laundry hook up in full basement and is connected to town sewer. **14 Oakridge Circle** is a ranch style one story home built in 1959, oil heat forced hot air, electric hot water, laundry hook up in full basement and has a septic system. **43 North Street** is a single-story ranch built in 1962, oil heat, hot water baseboard, laundry hook up in full basement and has a septic system. **20 Blackstone** is a single-story ranch built in 1973, oil heat, hot water baseboard, laundry hook up in full basement and has a septic system. **8 Suncrest Avenue** is a one and a half story cape cod built in 1953, oil heat, hot water baseboard, laundry hook up in full basement, a free-standing garage and has a septic system. The following 8 units are pre-fabricated one-story ranch style homes built in 1987: **16 Cary Street, 29 King Street, 2 Larson Road, 22 St. Paul Street, 33 St. Paul Street, 9 Virginia Road, 8 Virginia Road and 50 Virginia Road**. These units all have electric heat and hot water, washer/dryer hook ups in the kitchen, crawl unfinished basement areas and septic systems. Modernization work at 22 St. Paul Street added a barrier free bathroom, bedroom and exterior ramp.

Located at Deming Way are the elderly housing developments. The 667-1 consists of 40-one-bedroom units. The 667-2 has 28 one-bedroom units and one congregate four-bedroom apartment. The site has 10 one story garden style buildings with four units each (667-1), one standalone community building/office and a two-story building (667-2) with elevator in the rear. The Community Building has rest rooms, small kitchen and a laundry room. There is also a free-standing maintenance shed. The entire site at Deming Way is on town sewer, which is pumped from our site using a system located below the 667-2 building. There is a back up generator for the pump system, powered by natural gas.

2. Staffing

This site has 1 FT maintenance staff.

3. Tracking of Maintenance Work

All maintenance work performed by the WHA staff is tracked through a work order system, SHARP. Work orders are generated by routine scheduled work, on demand routine and emergency requests from the residents and staff, the results of apartments/building inspections and the preventive maintenance program.

Work orders are prepared and tracked by paper forms from the Administrative Office. Work orders are entered into the system by the administrative staff based on maintenance requests received from residents as well as from all other sources. Resident requests are received by telephone

calls/walk-in requests at the Administrative Office. For after hours, holiday and weekend emergency problems, the tenants call the office number which is connected to an answering service. The service then relays emergency situations to the on-call staff.

The maintenance person completing a work order is responsible for completing the written work order and submitting to the administrative staff.

4. Routine Maintenance

The primary routine maintenance tasks at this site are custodial in nature and related to the general cleanliness and appearance of the property.

a) Interior of the Community Building

At least twice times a week, the Maintenance Supervisor will conduct a visual inspection of the community room, laundry room and public bathrooms. Based on this visual inspection, these areas will receive the custodial attention needed to keep these areas clean, attractive and hazard free. These tasks will include but not be limited to: vacuuming, sweeping, dry mopping and washing the kitchen/laundry/bathroom floors, washing down the laundry areas sink, washing machines and dryers and emptying the waste baskets, washing all glass and door surfaces, cleaning the public bathrooms and restocking toilet paper, paper towels and soap and emptying the waste baskets, dry mopping and washing the community room floor, emptying the waste baskets and cleaning the kitchen.

All surfaces in the laundry and public bathrooms will be thoroughly washed and disinfected. As necessary these floors will be washed and buffed to keep their appearance neat and clean.

b) Exterior

On a daily basis, the Maintenance Supervisor should inspect the sites walkways and parking areas. As necessary, these areas should be broom cleaned and free of any visible trash or tripping hazards. The lawns will be mowed as necessary to keep the grass height below 3 inches. In the spring and fall all grass area should be thoroughly raked and cleaned to remove the accumulation of dead grass, leaves and other debris. The plantings around the site should be kept neatly trimmed and free of trash and debris.

During the winter months, all walkways and parking areas will be kept free and clear of snow and ice. If snow and ice conditions occur outside of the normal workday and workweek, the maintenance staff will report to the Administrative Office for snow and ice removal purposes and will be dispatched to this location by the Maintenance Supervisor. The walkways will be handled using the snow blower assigned to the site and hand tools. Other WHA maintenance staff will handle the areas of the site that can be cleaned by a plow. Prior to the start of each winter season the Maintenance Supervisor and Executive Director will meet and walk the site to determine if any adjustments are needed to the snow removal plan for the site.

Trash removal at the site is provided by an outside contractor hired by the Authority. Residents are responsible for placing their household trash in barrels provided by the Authority and stored at designated sites throughout property. The barrels will be weekly at the designated pick-up area, by the contracted trash removal company. As needed the barrels will be cleaned and disinfected by the Authority's maintenance staff.

5) Annual Unit Inspections

The Executive Director or designee and a certified public housing inspector will perform an annual inspection of each unit in the property using an inspection form provided by the authority. All items found during the inspection considered immediate threats to life and property (emergencies) must be repaired within 24 hours. All other items should be corrected as soon as possible, but in no more than 30 business days. During these inspections, the inspectors may identify trends in the condition of certain building components, these observations should be brought to the attention of Maintenance Supervisor. The Maintenance Supervisor will also review these inspection forms to make a separate assessment of any unit condition that should be addressed. Any housekeeping concerns observed by maintenance during the annual inspection or any other unit entry should be promptly reported to the administrative staff.

6) Preventive Maintenance

Because of the complexity of the WHA mechanical systems at this site preventive maintenance is provided through a combination of outside contractors and WHA staff.

a) Fire Protection

An outside firm under contract to the Authority maintains the building's fire protection system. This firm will test the operation of the system on a semi-annual basis in accordance with the guidelines provided by the National Fire Protections Association. If any maintenance person detects a problem with the system, typically limited to hearing the audible trouble alarm, they should immediately contact the Authority's alarm contractor.

Maintenance of this system by the WHA maintenance staff is limited to assisting the contractor in performing their inspections and responding to assist the Fire Department when an alarm is triggered. At no time should an WHA employee silence or turn off a fire protection system without the express authorization of the Wilmington Fire Department.

b) Roof

Each building is equipped with shingle roofs. In the fall and spring of each year, the maintenance staff should conduct a visual inspection of the roofs. During the inspection, the staff person is looking for any lifting shingles or loose flashing. At the same time, the maintenance person will make certain all of the roof drains and gutters appear to be free and clear of any obstructions. Any problems observed during this inspection should be brought to the immediate attention of the Maintenance Supervisor.

c) Exterior Masonry

In the spring and fall, the maintenance staff will conduct a visual inspection, of the building's masonry and concrete. Look for gaps in the mortar, spalling bricks, spalling in the concrete vertical and horizontal surfaces.

d) Space Heating

The heat at Deming Way 667-1 has a gas forced hot water system, radiators in the units and the community building has forced hot water baseboard and two blowers. These buildings are heated using 6 boilers with three located under the buildings entrance doors are located next to unit # 12 and #29. The 667-2 building has electric heat in the units and community room. Prior to the start of each heating season, the boilers will be serviced

by an outside contractor to make certain they are in proper working condition. During unit inspections and the inspection of the common areas, the building maintenance person should make certain the heating elements and thermostats in all units are operating correctly. On a daily basis, during the heating season, a maintenance staff member should conduct a visual inspection of these WHA mechanical areas to spot any obvious leaks and to detect any abnormal sounds in the circulator motors associated with this system. 8 Everett Avenue, 14 Oakridge Circle, 43 North Street, 20 Blackstone Street and 8 Suncrest Avenue have oil, forced hot water baseboard heating systems. 16 Cary Street, 29 King Street, 2 Larson Road, 22 St. Paul Street, 33 St. Paul Street, 9 Virginia Road, 8 Virginia Road and 50 Virginia Road all have baseboard electric heat.

e) Domestic Hot Water

At Swan Pond Road the domestic hot water is heated by oil and each unit has its own unit located in the basement. At Peabody Court, each building has a gas fired hot water tank. On a daily basis, a maintenance person should conduct a visual inspection of this NRHA mechanical area to spot any obvious leaks and to detect any abnormal sounds in the circulator motors associated with this system. On an annual basis, the boilers should be inspected by the authority's HVAC contractor to make certain the equipment is operating within the appropriate operating parameters.

f) Plumbing & Electrical Repairs

The WHA maintenance staff is expected to have the skills necessary to perform most minor plumbing and electrical repairs such as repairing a leaking faucet or a defective light switch. When the maintenance staff encounter a plumbing or electrical problem they are not trained to handle or are comfortable with they are to contact the Executive Director. Based on the nature of the problem, the Maintenance Supervisor/Executive Director will authorize calling in an outside plumber or electrician.

g) Extermination/Pest Control

Because of liability issues, the authority no longer performs any of its own pest control services. This includes spraying for bees, hornets, wasps or any other flying insects. All resident complaints concerning cockroaches, flying insects, mice or other pests are handled by the authority's pest control contractor.

Pest control problems are addressed through an integrated pest management approach. This approach is designed to minimize the amount of chemicals used to treat a problem. The contractor will work to identify the harborage point of the infestation and treat it at its source. The contractor may require the assistance of Authority maintenance staff to make any necessary repairs to assist in the control of the problem.

When the maintenance staff becomes aware of a pest problem either through resident or other reports or through their own observation, they should inform the Maintenance Supervisor. The Administrative Staff will assist in the preparation of notices to insure full access for treatment of the problem.

7) Vacancy Turnaround

The Maintenance Supervisor has primary responsibility for coordinating the maintenance turnaround of units at this site. All efforts will be made to re-occupy a unit within 20 business days of the unit becoming vacant.

The terms of the lease require each resident to give the authority 30 days written notice of their intent to vacate a unit. Residents are directed to provide written notice to the administrative staff. If the administrative staff receives written notice of intent to vacate, they will promptly notify the Maintenance Supervisor and the tenant selection staff of the planned move out date.

Experience has shown not all residents provide proper written notice. It is not unheard of for residents to move out without any notice. As the primary regular site presence, maintenance staff should promptly investigate any information concerning someone vacating. If an investigation finds that someone has moved without notice, maintenance should immediately notify the administrative staff.

Once a unit is vacant, the WHA should conduct a move out inspection. The former resident of the unit should be invited to participate in this inspection. The unit will be inspected to determine if there is any damage to the unit beyond normal wear and tear that should be repaired at the expense of the former occupant. In addition, the inspection should identify what repairs will be needed to prepare the unit for re-occupancy. Depending on the workload, the maintenance staff may be expected to paint and clean the apartment, or the work may be contracted out. The Maintenance Supervisor should work with the Executive Director who will make the determination and coordinate any other outside contractor work needed to complete this turnaround.

The timely re-occupancy of its units is a core part of the authority's operations. Because of this importance, senior Authority staff will meet on a weekly basis to review occupancy issues in a staff meeting.

The administrative or maintenance staff will show prospective residents' available units. During the presentations, the staff person will make certain to present all of the positive aspects of the site and the unit that is being shown.

Once a new tenant has taken possession of a unit, the administrative staff will conduct a move in inspection. The purpose of this inspection is to take a written snapshot of the condition of the unit at move in. This record will be used to determine if the resident will be held responsible for any excess wear and tear or damage to the unit identified during annual or move out inspections.

8) Maintenance Charges

The Authority does not use a Schedule of Standard Maintenance charges to assess a resident for maintenance related work. When maintenance repairs are determined to be required because of resident/guest abuse or misuse, the resident is charged the actual Authority costs to make the repair. The charges will vary due to the amount of time of the repair (regular or after hours), the hourly rate of the person making the repairs and the materials involved. The maintenance person who completed the work will indicate whether they feel an item should be a resident charge on the work order. A copy of this work order will be forwarded to the administrative office for a final calculation of charge for the repair.

A written itemized bill will be sent to resident. Failure to promptly pay a maintenance charge or enter into and keep a repayment agreement for said charge is grounds for eviction. A resident may appeal the assessment of a maintenance charge to the Executive Director any may also appeal this charge through the grievance process.

9) Definition of Maintenance Emergencies

A maintenance emergency is when a building's residents or Authority staff is faced with a health or life-threatening situation or if there is a building condition that will result in serious structural or systems damage if it is not repaired immediately.

The Authority considers the following items maintenance emergencies: gas leak, exposed electrical wires, broken water lines. Broken/clogged sewer lines, major roof or other building envelope leaks, security lock failure (unit or building), no electricity/heat, inoperable refrigerator (WHA owned), fire and any other natural disasters. All emergency items will be repaired or stabilized within 24 hours.



PREVENTATIVE MAINTENANCE PLAN

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 (2nd 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 shut-down and PM service. (non-heating season June 15th to September 15th)
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 over grown 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 (3rd 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 over grown 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. 15th.
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. (4th 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 digarded intems, 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
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
Tile Work	10/4/2016	Kitchen tiles coming up	50 Virginia Rd.	Contractor Work	\$0.00		0			
Door Work	10/17/2016	Closet Door Replacement	215 Deming Way	Maintenance Time	\$0.00		0		10/20/2016	
Cabinet Work	11/17/2016	Kitchen cabinets need replacement	33 St. Paul Street	Contractor Work	\$0.00		0			
Door Work	11/23/2016	Storm door handle missing	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			
Door Work	3/16/2017	Bedroom Closet Door replacement	211 Deming Way	Order Material	\$0.00		0			
Door Work	3/21/2017	Bathroom door frame repair	103 Deming Way	Contractor Work	\$0.00		0		6/8/2018	
Door Work	5/23/2017	Living Room Door Removal	216 Deming Way	Contractor Work	\$0.00		0		6/1/2017	
Plumbing repair	6/28/2017	Faucet should be replaced	37 Deming Way	Plumbing Repair	\$0.00		0		10/6/2017	
Door Work	9/21/2017	Livingroom closet door	105 Deming Way	Order new door	\$0.00		0			
Faucet	10/3/2017	Kitchen & Bath faucet replacement	202 Deming Way	Plumbing Repair	\$0.00		0			
Painting	10/5/2017	Ceiling peeling in shower area	215 Deming Way	Contractor Work	\$0.00		0		5/1/2018	
Gutter Cleaning	10/11/2017	Gutters need cleaning	5 Deming - 20 Deming	Work Crew	\$0.00		0	16-Sep-19	6/18/2018	Work crew - done
Bath Mod	10/11/2017	Sink needs to be replaced	7 Deming Way	Contractor Work	\$0.00		0	09-Jan-19	4/15/2019	New vanity & faucet
Ceiling Fan	10/16/2017	Vent fan not working- Kitchen	3 Deming Way	Order Supplies	\$0.00		0			
Gutter Cleaning	10/16/2017	Gutters need to be cleaned	1-4 Deming Way	Work Crew	\$0.00		0		6/18/2018	work crew/done
Door Work	10/16/2017	Door Sweeps	16 Deming Way	Order Material	\$0.00		0		7/9/2018	
Other Work	10/16/2017	Counter top needs glueing	1 Deming Way	Time available	\$0.00		0		11/3/2017	
Bath Mod	10/18/2017	Tile in tub area	18 Deming Way	Contractor Work	\$0.00		2623			
Window	10/19/2017	Shades in unit not rolling down properly	22 Deming Way	Not an emergency	\$0.00		0		11/3/2017	
Faucet	10/19/2017	Kitchen faucet leaking	32 Deming Way	Plumbing Repair	\$0.00		0		10/26/2018	
Ceiling Fan	10/19/2017	Vent fan not working	22 Deming Way	Order Supplies	\$0.00		0			
Faucet	10/25/2017	Kitchen -banging	37 Deming Way	Plumbing Repair	\$0.00		0		10/27/2017	
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
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
Gutters	11/6/2017	Down spouts are on the property	22 St. Paul St.	Contractor Work	\$0.00		0		4/13/2018	
Door	11/8/2017	Storm doors replacement	22 St. Paul	Contractor Work	\$0.00		0		9/19/2018	
Electrical Work	11/8/2017	Kitchen and Bathroom outlets	43 North St.	Contractor Work	\$0.00	Electrician Wire	0	26-Jan-18	1/25/2018	F & S Electric did the work
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 Circle	Contractor Work	\$0.00		0	04-Apr-18	9/24/2018	front /back
Other Work	11/8/2017	Outside Bathroom Vent	14 Oakridge	Contractor Work	\$0.00		0		1/15/2020	Cleaned by Steve & Mike
Door Work	11/8/2017	Laundry Bi-fold off track	33 St. Paul	Contractor Work	\$0.00		0		11/15/2017	took doors down
Cabinet Work	11/8/2017	Kitchen drawers need facing	33 St. Paul	Contractor Work	\$0.00		0			
Door	11/9/2017	Son's bedroom door off track	8 Everett Ave.	Time available	\$0.00		2652			
Bath Mod	11/9/2017	Bathroom vent needs replacing	14 Oakridge Circle	Order Supply	\$0.00		3267		1/15/2020	

Item	Date Added	Item Description	Location	Reason Deferred	Cost Estimate	Materials Needed	Original WO	Target Date	Actual Date	Comments
Electrical Work	11/9/2017	Dome front outside light	14 Oakridge Ridge Circle	Time available	\$0.00	New dome	2657		1/15/2020	I New lights were installed
Electrical Work	11/9/2017	Door Bell not working	8 Everett Ave.	Buy material	\$0.00	Wireless door bell	2658			
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
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	11/16/2017	Outlets in Basement Sump Pump	43 North Street	Plumbing Contractor	\$0.00	New Sump Pump	0	26-Jan-18	1/30/2018	Rick- Wilm. Plumbing
Other Work	11/23/2017	bannister needs replace/repair	14 Oakridge Circle	Contractor Work	\$600.00	New Railing	0	01-Oct-18	10/1/2418	Bousseau Construction
Tile Work	12/1/2017	Loose and missing tile	18 Deming Way	Contractor Work	\$0.00		0			
Electrical Work	12/6/2017	Door Bell	20 Blackstone	Contractor Work	\$0.00		0			
Bath Mod	12/6/2017	Faucet should be replaced	112 Deming Way	Plumbing Repair	\$0.00	New parts - shower valve	3319	12-Feb-20	2/24/2020	Water shut off & replace, new parts in shower valve
Faucet	12/6/2017	Bathroom faucet leaking	112 Deming Way	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 job
Faucet	12/6/2017	Kitchen faucet leaks	20 Blackstone	Plumbing Repair	\$0.00		0			
Cabinet	12/26/2017	Drawer left of sink in Kitchen	8 Suncrest Ave.	Time available	\$0.00		2708			
Inside step	12/26/2017	Basement step	8 Suncrest Ave.	Time available	\$0.00		2710			
Faucet	5/1/2018	Faucet should be replaced	213 Demingt	Contractor Work	\$0.00		2789			
Bathroom Door & Tile	5/17/2018	Replace 3 tiles/sand down door	5 Deming Way	Contractor Work	\$0.00	Tile	2798			
Window blind	5/22/2018	Needs new blind	36 Deming Way	Needs availability	\$0.00	Blind	2800		7/9/2019	
Door Work	5/23/2018	Door Sweeps	10 Deming Way	Order Material	\$0.00		2801		6/1/2018	
Door work	6/5/2018	Door front sweep	38 Deming Way	Time available	\$0.00	Door Sweep	2815			
Yard Work	6/21/2018	Tree needs to be cut down	front between units 34 & 35	Contract Work	\$0.00		1		10/12/2018	
Gutter Clean	7/2/2018	Gutters need cleaning	14 Oakridge Circle	Contractor Work	\$0.00		2842	30-Jul-18	7/9/2018	
Gutter Clean	7/2/2018	Gutters need cleaning	20 Blackstone	Contractor Work	\$0.00		2841	30-Jul-18	7/3/2018	
Door	7/6/2018	Storm doors replacement	33 St. Paul	Contractor Work	\$0.00		2849	04-Apr-18	7/23/2018	front /Back door
Windows	7/6/2018	Windows need to be replaced	33 St. Paul	Contractor Work	\$0.00	New windows	2851	05-Sep-18	7/25/2018	
Bath	7/17/2018	New tub trap assembly	31 Deming Way	Plumber Contractor	\$0.00		2867			
Tile Work	7/26/2018	Tiles are coming up in Kitchen	33 St. Paul Street	Contractor Work	\$0.00		2878	04-Jan-18	7/26/2018	Repaired/AJ floor
Cabinet Work	7/30/2018	Kitchen drawer/Stickey -broken	25 Deming Way	Time available	\$0.00		2880			
Electrical	8/6/2018	Light in bathroom	20 Blackstone Street	Electrical Contractor	\$0.00	New Heater/Light	2895			
Electrical	8/6/2018	Fan in bathroom	20 Blackstone Street	Electrical Contractor	\$0.00	New fan	2896			
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
Door Work	8/13/2018	Water coming in front door	14 Oakridge Circle	Man power	\$0.00		2921			
Door	8/27/2018	Weather stripping/front door	36 Deming Way	Needs availability	\$0.00	Weather stripping	2906	10-Jul-19	7/10/2019	Replaced door sweep
Exhaust Fan	9/10/2018	Needs new fan	33 St. Paul Street	Time available	\$0.00	N/A	2917	19-Mar-19	5/7/2019	Repaired/cleaned out
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	01-Dec-19	1/31/2020	installed new closet track
Door Work	9/21/2018	Weather stripping for front door	38 Deming Way	Time available	\$0.00	Weather Stripping	2934	10-Jul-19	7/10/2019	Replaced door sweep

Item	Date Added	Item Description	Location	Reason Deferred	Cost Estimate	Materials Needed	Original WO	Target Date	Actual Date	Comments
Bath Mod	10/15/2018	Back wall behind toilet should be replaced	9 Deming Way	Contractor Work	\$0.00	Sheetrock	0			
Ceiling	10/16/2018	Ceiling	14 Deming Way	Time available	\$0.00	Paint	2963	11-Mar-19	2/25/2020	Ceiling painted
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			
Door	10/17/2018	Back door sticks	28 Deming Way	Work Crew Help	\$0.00		2968			
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	18-Oct-18		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			
Cabinet Work	11/8/2018	Vanity drawers	33 St. Paul	Contractor Work	\$0.00		0			
Bath Mod	11/9/2018	Bathroom Fan	23 Deming Way	Time available/cost	\$0.00	1 new fan	2969			
Bath Mod	11/16/2018	Fans in Bathroom & Kitchen not working	22 Deming Way	Time available/cost	\$0.00	2 new fans	2966			
Window work	12/5/2018	Window needs to be repaired	107 Deming Way	Contractor Work	\$0.00		3016	10-Jul-19		Will not close properly
Stove	12/12/2018	Tenant would like a new stove	26 Deming Way	Lack of funds	\$0.00	New stove	3020	16-Jan-19		
Door Bell	12/14/2018	Door bell not working	16 Cary Street	Order Supplies	\$0.00		3019			
Toilet	1/3/2019	Toilet should be replaced with new	111 Deming Way	Cost	\$0.00	New toilet	3029	01-Mar-19		
Door Work	1/14/2019	Piece from front door came off	4 Deming Way	Time available	\$0.00		3040			
Sink/Faucet	1/30/2019	Kitchen faucet	202 Deming Way	Maintenance/Plumber	\$0.00	New faucet	3052	28-Feb-19		
kitchen Stove	2/20/2019	Tenant needs new stove	101 Deming Way	Tried to Fix	\$0.00	Need new stove	3068		7/29/2019	New stove purchased
Thermostat	3/19/2019	Thermostat cover is off	36 Deming Way	Ok, will replace	\$0.00	New thermostat	3087			Working fine/will put new one in
Painting	5/17/2019	Railings need to be painted	43 North St.	Time available	\$0.00	Paint & brushes	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
Deck	5/17/2019	Deck needs power washing	43 North St.	Time available	\$0.00	Power washer	3133			
Storm Door	5/17/2019	Storm door needs to be replaced	43 North St.	Time available	\$0.00	New Door	3133		6/17/2019	
Soffit in front	5/17/2019	Holes in soffit in the front	43 North St.	Time available	\$0.00		3133		6/17/2019	
Basement lights	5/17/2019	Lights need to be replaced	43 North St.	Time available	\$0.00	Lights	3133			
Roof	5/17/2019	Remove the moss from roof	43 North St.	Time available	\$0.00	Power washer	3133			
Flood Light	7/30/2019	Flood light needs replacement	1 Deming Way	Time available	\$0.00	Light Bulb	3161	14-Nov-19	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	14-Apr-20	2/3/2020	Installed new motion sensor
Flooring/ Carpet	9/16/2019	Carpet need replacement	9 Virginia Road	Contract work	\$0.00	carpet	3258	21-Jan-20		
Door	9/18/2019	Replace door on closet	107 C Deming Way	Time available	\$0.00		3188	20-Feb-20		
Window	9/18/2019	Window needs replacement	107 Deming Way	Need Funds	\$0.00	New window	3332	14-Oct-20		Window can not be opened.
Bath Mod	10/21/2019	Needs ceiling repaired	27 Deming Way	Time available/cost	\$0.00	green board	3128	12-Oct-20	2/26/2020	Ceiling was repaired and painted
Painting	11/6/2019	Ceiling is peeling	110 Deming Way	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	18-Dec-19	1/15/2020	Steve & Mike cleaned
Light	12/12/2019	Ceiling livingroom light	17 Deming Way	Time available	\$0.00		3289			

Item	Date Added	Item Description	Location	Reason Deferred	Cost Estimate	Materials Needed	Original WO	Target Date	Actual Date	Comments
Door	12/18/2019	Back door sticks, needs sanding	28 Deming Way	Will fix in warmer weather	\$0.00		3242	15-Apr-20	12/18/2019	Done by contractor
Ceiling	4/6/2020	Paint and Plaster the bathroom ceiling.	110 Deming Way	Will need contractor	\$0.00	paint and green board	3357	02-Mar-21		

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 09/30/2019. It also shows the approved budget for the current year (2020) 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.

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 2019 was \$103,494.00, which is 40.5% 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.						
REVENUE						
Account Number	Account Class	2019 Approved Revenue Budget	2019 Actual Amounts Received	2020 Approved Revenue Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$449,730.00	\$481,161.00	\$454,096.00	-5.6%	\$445.19
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	\$260.00	\$265.00	\$265.00	0%	\$0.26
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$3,300.00	\$3,388.00	\$0.00	-100%	\$0.00
3691	Other Revenue - Retained	\$0.00	\$5,790.00	\$3,000.00	-48.2%	\$2.94
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)	\$0.00	\$0.00	\$22,000.00	100%	\$21.57
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	\$453,290.00	\$490,604.00	\$479,361.00	-2.3%	\$469.96

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Wilmington Housing Authority.						
EXPENSES						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget.	2020 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$75,187.00	\$75,187.00	\$77,309.00	2.8%	\$75.79
4120	Compensated Absences	\$0.00	\$395.00	\$0.00	-100%	\$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	\$663.00	\$260.00	\$1,592.00	512.3%	\$1.56
4170	Accounting Services	\$7,190.00	\$7,191.00	\$7,538.00	4.8%	\$7.39
4171	Audit Costs	\$3,780.00	\$3,780.00	\$3,780.00	0%	\$3.71
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$9,429.00	\$8,908.00	\$12,635.00	41.8%	\$12.39
4191	Tenant Organization	\$200.00	\$0.00	\$200.00	100%	\$0.20
4100	TOTAL ADMINISTRATION	\$96,449.00	\$95,721.00	\$103,054.00	7.7%	\$101.03
4310	Water	\$40,991.00	\$36,235.00	\$38,812.00	7.1%	\$38.05
4320	Electricity	\$39,791.00	\$34,199.00	\$35,567.00	4%	\$34.87
4330	Gas	\$35,091.00	\$32,616.00	\$34,246.00	5%	\$33.57
4340	Fuel	\$500.00	\$0.00	\$0.00	0%	\$0.00
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$4,390.00	\$3,222.00	\$3,223.00	0%	\$3.16
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	\$120,763.00	\$106,272.00	\$111,848.00	5.2%	\$109.65

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Wilmington Housing Authority.						
EXPENSES						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$63,624.00	\$62,956.00	\$64,889.00	3.1%	\$63.62
4420	Materials & Supplies	\$12,000.00	\$17,366.00	\$14,000.00	-19.4%	\$13.73
4430	Contract Costs	\$31,699.00	\$58,036.00	\$54,210.00	-6.6%	\$53.15
4400	TOTAL MAINTENANCE	\$107,323.00	\$138,358.00	\$133,099.00	-3.8%	\$130.49
4510	Insurance	\$18,441.00	\$18,369.00	\$18,815.00	2.4%	\$18.45
4520	Payment in Lieu of Taxes	\$4,173.00	\$4,172.00	\$4,172.00	0%	\$4.09
4540	Employee Benefits	\$81,689.00	\$80,636.00	\$84,742.00	5.1%	\$83.08
4541	Employee Benefits - GASB 45	\$0.00	\$22,584.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$20,814.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$0.00	\$0.00	\$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	\$104,303.00	\$146,575.00	\$107,729.00	-26.5%	\$105.62
4610	Extraordinary Maintenance	\$42,868.00	\$55,305.00	\$27,230.00	-50.8%	\$26.70
4611	Equipment Purchases - Non Capitalized	\$6,937.00	\$12,136.00	\$6,410.00	-47.2%	\$6.28
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	\$129,706.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$49,805.00	\$197,147.00	\$33,640.00	-82.9%	\$32.98
4000	TOTAL EXPENSES	\$478,643.00	\$684,073.00	\$489,370.00	-28.5%	\$479.77

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Wilmington Housing Authority.						
SUMMARY						
Account Number	Account Class	2019 Approved Budget	2019 Actual Amounts	2020 Approved Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$453,290.00	\$490,604.00	\$479,361.00	-2.3%	\$469.96
4000	TOTAL EXPENSES	\$478,643.00	\$684,073.00	\$489,370.00	-28.5%	\$479.77
2700	NET INCOME (DEFICIT)	\$-25,353.00	\$-193,469.00	\$-10,009.00	-94.8%	\$-9.81
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	\$-25,353.00	\$-193,469.00	\$-10,009.00	-94.8%	\$-9.81

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 \$40.00 per unit per month, as of July 1, 2019.

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 6/30/19, all deficit LHAs may keep 100% of the net meter credit savings.

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 be 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 6/30/19 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691

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: 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.

4391: Solar Operator Costs: Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off-site solar electricity-generating site. The LHA makes regular (usually monthly) payments to the developer for its contracted share of the solar electricity produced by the site. Those payments should be entered in this account.

4392: Net Meter Utility Credit (Negative Amount): As noted in account #4391 above, many LHAs have executed Net Meter Credit Power Purchase Agreements (PPA's). In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased from the developer, which reduces the balance on its electric bill, or, in some cases, the credits are paid in cash to the LHA by the utility company. The total gross amount of the net meter credits that appear on the LHA's utility bills should be carried in this account and entered as a negative number. In cases where credits are paid in cash to the Host LHA, the net balance after paying out the amounts due the participating housing authorities, should also be carried in this account and entered as a negative number.

4410: Maintenance Labor: This account should be charged with the gross salaries and wages, or applicable portions thereof, for LHA personnel engaged in the routine maintenance of the project.

4420: Materials & Supplies: This account should be charged with the cost of materials, supplies, and expendable equipment used in connection with the routine maintenance of the project. This includes the operation and maintenance of automotive and other movable equipment, and the cost of materials, supplies, and expendable equipment used in connection with operating services such as janitorial services, elevator services, extermination of rodents and household pests, and rubbish and garbage collection.

4430: Contract Costs: This account should be charged with contract costs (i.e. the cost of services for labor, materials, and supplies furnished by a firm or by persons other than Local Authority employees) incurred in connection with the routine maintenance of the project, including the maintenance of automotive and other movable equipment. This account should also be charged with contract costs incurred in connection with such operating services as janitorial services, fire alarm and elevator service, extermination of rodents and household pests, rubbish and garbage collection, snow removal, landscape services, oil burner maintenance, etc.

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by DHCD on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:

This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract.

Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

4541: Employee Benefits - GASB 45: This line covers "Other Post-Employment Benefits" (OPEB). Of the total benefits offered by employers to attract and retain qualified employees, some benefits, including salaries and active-employee healthcare are taken while the employees are in active service, whereas other benefits, including post-employment healthcare and other OPEB are taken after the employees' services have ended. Nevertheless, both types of benefits constitute compensation for employee services. In accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4542: Pension Expense – GASB 68: The primary objective of GASB 68 Statement is to improve accounting and financial reporting for pension costs. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. As with account 4541 above, in accordance with required accounting practices, this amount is not projected in the budget (and is therefore blank) but the estimated future costs of this item is carried in the operating statement.

4570: Collection Loss: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents. Note: Do not include losses from fraud/retroactive balances here. Report them in Account 4571 – Collection Loss – Fraud/Retroactive.

4571: Collection Loss – Fraud/Retroactive: The balance in this account represents the estimated expense to cover unexpected losses for tenant rents due to unreported income, i.e. fraud/retroactive balances.

4580: Interest Expense: The debit balance in this account represents the interest expense paid and accrued on loans and notes payable. This debt can be from operating borrowings or capital borrowings.

4590: Other General Expense: This account represents the cost of all items of general expenses for which no specific account is prescribed in the general group of accounts.

4610: Extraordinary Maintenance – Non-Capitalized: This account should be debited with all *costs* (labor, materials and supplies, expendable equipment (such as many tools or routine repair parts), and contract work) of repairs, replacements (but not replacements of non-expendable equipment), and rehabilitation of such a substantial nature that the work is clearly not a part of the routine maintenance and operating program. The items charged to this account should not increase the useful life or value of the asset being repaired. These items are not capitalized and are not added as an increase to fixed assets at the time of completion. Nor are these items depreciated. An example of this would be scheduled repainting of apartments.

4611: Equipment Purchases – Non-Capitalized: This account should be debited with the costs of equipment that does not meet the LHA's criteria for capitalization. Because these items are being expended when paid, they should not be categorized as a fixed asset and therefore will not be depreciated. These items include stoves, refrigerators, small tools, most computers and software, etc.

The budget is a planning tool and as our portfolio ages it is essential that LHAs evaluate their properties annually and plan for extraordinary maintenance. To that end DHCD very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

4715: Housing Assistance Payments: This account should be debited with all housing assistance payments paid to landlords for the MRVP program on a monthly basis.

4801: Depreciation Expense: This account should be debited with annual fixed asset depreciation expenses as determined by the LHA's capitalization policy.

7520: Replacement of Equipment – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment purchased as a replacement of equipment of substantially the same kind. These items, such as vehicles, computers, or furniture, meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life.

7540: Betterments & Additions – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as a betterment or addition. These items meet the LHA's criteria for capitalization and will also be added to fixed assets and therefore depreciated over the useful life of the asset. Examples are: major roof replacement, structural repairs such as siding, or major paving work.

In accordance with GAAP accounting, inventory purchases (Replacement of Equipment and Betterments & Additions) are distinguished between capitalized and non-capitalized items. Any inventory or equipment purchase greater than \$5,000 is required by DHCD to be capitalized, inventoried and depreciated. Any inventory or equipment purchase costing \$1,000 to \$4,999 should be inventoried by LHA staff for control

purposes only but is not subject to capitalization or depreciation, it is, however, required to be expensed when the items are paid for. An LHA's inventory listing should include both capitalized and non-capitalized items of \$1,000 and more, as well as all refrigerators and stoves of any value. All items that appear on the inventory listing should be tagged with a unique identification number, and all refrigerators and stoves (regardless of value) should be tagged. LHAs may adopt a capitalization policy that capitalizes inventory purchases at a lesser amount than the \$5,000 requirement (i.e. \$1,000 - \$4,999); however, no capitalization policy can have an amount higher than \$5,000. Any inventory or equipment purchases costing \$0 to \$999 are to be expensed when paid for.

Narrative Responses to the Performance Management Review (PMR) Findings

The Performance Management Review conducted by the Department of Housing and Community Development (DHCD) for the 2019 LHA fiscal year resulted in the following ratings. Criteria which received a 'Corrective Action' rating show both a reason for the rating and a response by the LHA. The reason indicates Wilmington Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

Category: Management

Criterion: Occupancy Rate - the percentage of units that are occupied on monthly report.

Rating: No Findings

Criterion: Tenant Accounts Receivable (TAR) - the percentage of uncollected rent and related charges owed by tenants to the local housing authority (LHA), out of the total amount of rent and related costs charged to tenants.

Rating: No Findings

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

Rating: No Findings

Criterion: Completion of mandatory online board member training

Rating: No Findings

Category: Financial

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

Rating: No Findings

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

Rating: No Findings

Category: Capital Planning

Criterion: Capital Improvement Plan (CIP) submitted on time.

Rating: No findings

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

Rating: No Findings

Category: Facility Management - Health & Safety

Criterion: Health and Safety Violations

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

	Number of violations cited	Number of violations corrected
Maintenance related violations	2	2
Tenant related violations	0	0

Category: Facility Management - Inspections

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

Category: Facility Management - Work Order System

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

Rating: No Findings

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

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

Criterion: Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.

Rating: No Findings

Category: Facility Management - Emergency Response System:

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

Rating: No Findings

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
Occupancy Rate	<p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	<p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> • “No Findings” : At or below 2% • “Operational Guidance” : More than 2% , but less than 5% • “Corrective Action” : 5% or more
Certifications and Reporting Submissions	<p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> • “No Findings” : At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance” : Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training

CRITERION	DESCRIPTION
Financial	
Adjusted Net Income	<p>The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> • “No Findings” : 0 to 9.9% • “Operational Guidance”: 10 to 14.9% • “Corrective Action”: 15% or higher <p>Overspending Rating:</p> <ul style="list-style-type: none"> • “No Findings” : 0 to -4.9% • “Operational Guidance”: -5% to -9.9% • “Corrective Action”: -10% or below
Operating Reserves	<p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> • “No Findings” :35%+ of maximum operating reserve • “Operational Guidance”: 20% to 34.9% of maximum operating reserve • “Corrective Action”: <20% of maximum operating reserve
Capital Planning	
Capital 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"> • “No Findings” =Submitted on time and no modifications required or modifications made within 45 days. • “Operational Guidance” =Up to 45 days late and no modifications required or modifications made within 45 days. • “Corrective Action” =More than 45 days late or modifications required and not completed within 45 days.
Capital Spending	<p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> • “No Findings” = at least 80% • “Operational Guidance” = At least 50% • “Corrective Action” = Less than 50%

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA’s developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management - Inspections	
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"> • “No Findings”: 100 % of sampled units had inspections conducted once during the year • “Corrective Action”: Fewer than 100% of sample units were inspected during the year
Inspections Report	<p>Housing authorities are required to note all of the deficiencies found during inspections</p> <ul style="list-style-type: none"> • “No Findings”: 100 % of deficiencies are noted on inspection report • “Corrective Action”: Fewer than 100% of deficiencies are noted in inspection report
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"> • “No Findings”: 100 % of deficiencies noted on inspection reports generated work orders • “Corrective Action”: Fewer than 100% of deficiencies noted on inspection reports generated work orders
Work Order System	<p>Work order system identifies, tracks, and can produce reports for inspection work orders.</p> <ul style="list-style-type: none"> • “No Findings”: Inspection work orders are identified, tracked, and reportable • “Operational Guidance”: Inspection work orders are not identified, and/or tracked, and/or reportable
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"> • “No Findings”: Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP • “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 • “Corrective Action”: Sampled inspection work orders were completed in over 45 calendar days of inspection date

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

CRITERION	DESCRIPTION
Requested Work Orders	<p>Requested work orders should be identified, tracked and reportable.</p> <ul style="list-style-type: none"> • “No Findings”: Requested work orders identified, tracked, reportable and completed regularly • “Operational Guidance”: Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly
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"> • “No Findings”: Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP • “Operational Guidance”: Requested work orders are completed within 15-30 calendar days from the date of tenant request • “Corrective Action”: Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed
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"> • “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 • “Operational Guidance”: System exists, but no definition has been distributed • “Corrective Action”: Neither a system nor distributed definitions exist

Policies

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

Policy	Last Ratified by Board Vote	Notes
*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	

* 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-2021-Wilmington Housing Author-00079 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.

- public comments-none
- Tenant Satisfaction Survey
- Performance Management Review

Public Hearing for the Annual Plan was held July 29, 2020. All board members were present, no public attendance and no comments made.

WILMINGTON HOUSING AUTHORITY

Chapter 200, 667, and 705 Housing (combined)

Summary 2016 - 2017

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

- **Chapter 200 and 705 housing:** In the spring of 2016, surveys were sent to 9772 housing units. 3240 surveys were filled out and returned.
- **Chapter 667 housing:**
 - In the fall of 2016, surveys were sent to 9624 housing units and 5511 surveys were filled out and returned.
 - In the fall of 2017, surveys were sent to 6024 housing units and 3391 surveys were filled out and returned
- In the **Wilmington Housing Authority**, surveys were sent to a total of **76** Chapter 667, 705, and 200 housing units; **54** surveys were completed.

This report provides some information about how the residents from the **Wilmington Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Northeastern Massachusetts. These small LHAs in Northeastern Massachusetts include: Bedford, Burlington, Chelmsford, Danvers, Dracut, Essex, Georgetown, Hamilton, Haverhill, Lowell, Manchester, Middleton, Nahant, Newburyport, North Andover, North Reading, Reading, Rockport, Rowley, Salisbury, Swampscott, Tewksbury, Tyngsborough, Wakefield, West Newbury, and Wilmington.

Communication

Residents were asked about how they interacted with the Wilmington Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Wilmington Housing Authority	Small LHAs in the Northeast*	Entire State
Contacted management about a problem or concern.....	67%	80%	80%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	92%	86%	84%
Saw the Capital Improvement Plan.....	59%	32%	28%
Saw the Operating Budget.....	39%	18%	16%
Knew the Executive Director held a meeting with residents...	83%	46%	45%

* Small LHAs in Northeastern Massachusetts include: Bedford, Burlington, Chelmsford, Danvers, Dracut, Essex, Georgetown, Hamilton, Haverhill, Lowell, Manchester, Middleton, Nahant, Newburyport, North Andover, North Reading, Reading, Rockport, Rowley, Salisbury, Swampscott, Tewksbury, Tyngsborough, Wakefield, West Newbury, and Wilmington.

Services and Programs

63% of the Wilmington Housing Authority residents who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Wilmington Housing Authority	Small LHAs in the Northeast	Entire State
Job training programs.....	7%	12%	13%
Money management programs (<i>budgeting, taxes, income building</i>).....	7%	14%	15%
Children’s programs (<i>tutoring, childcare, afterschool programs</i>).....	4%	10%	12%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	35%	31%	33%
Adult Education (<i>GED, ESL, educational counseling</i>)	9%	12%	15%

Maintenance and Repair

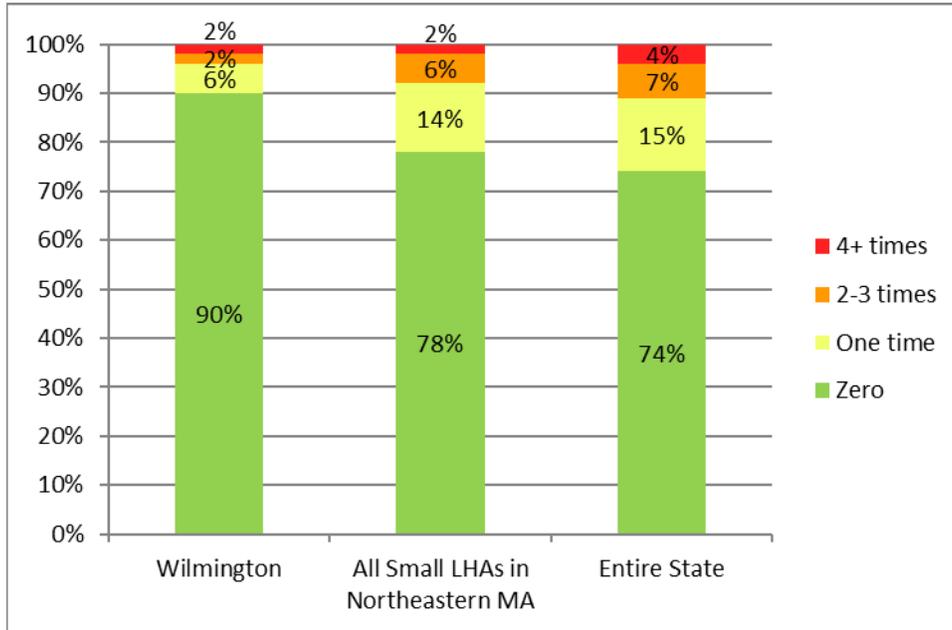
- **Who had problems?** Roughly One-tenth of respondents had a problem with their heating and slightly under half had a plumbing problem in the last 12 months.

	Wilmington Housing Authority	Small LHAs in the Northeast	Entire State
Had a heating problem.....	9%	21%	25%
Had a problem with water or plumbing.....	44%	51%	50%

- **Heating Problems**

How many times did residents have heating problems?

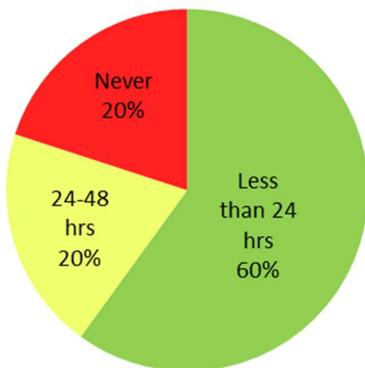
The charts below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows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



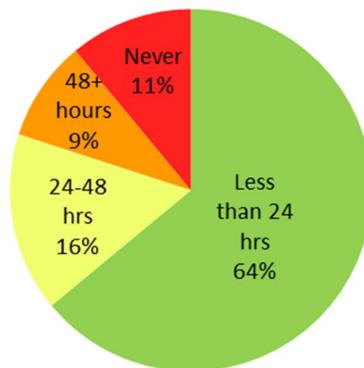
How long did it take to fix the heating problems?

For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

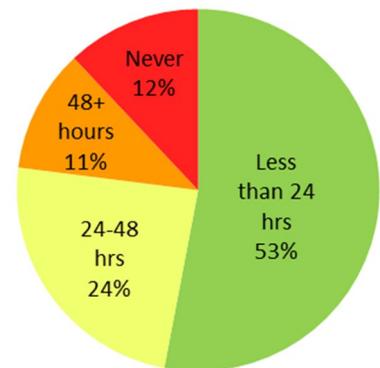
Wilmington Housing Authority



Small LHAs in the Northeast



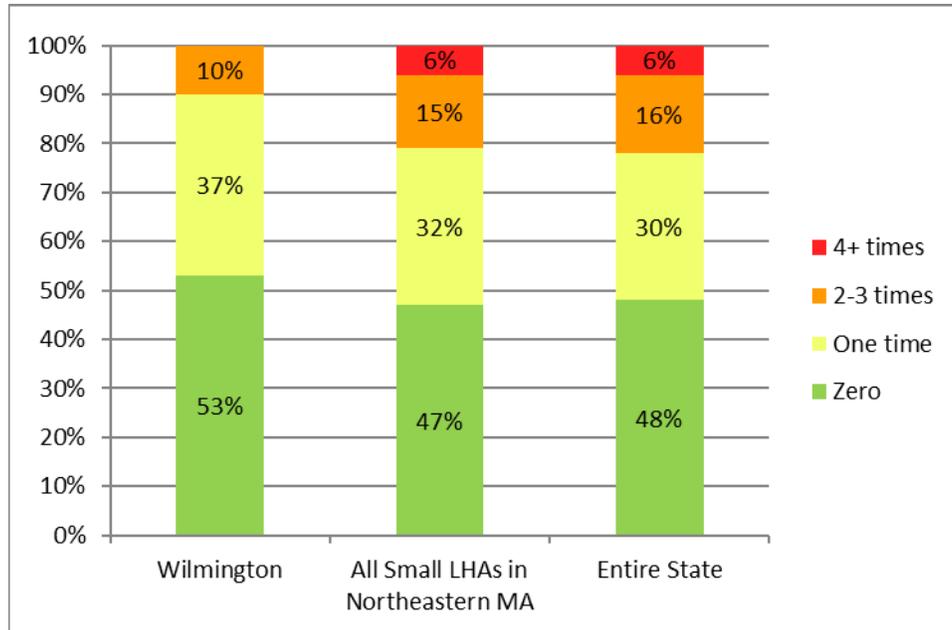
Entire State



- **Water or Plumbing Problems**

How many times did residents have problems with their water or plumbing?

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



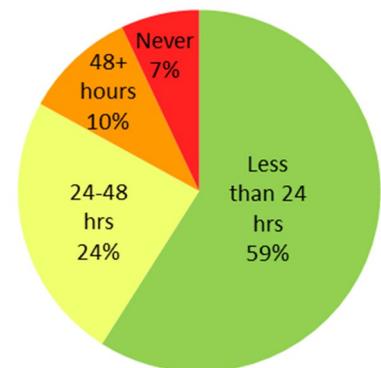
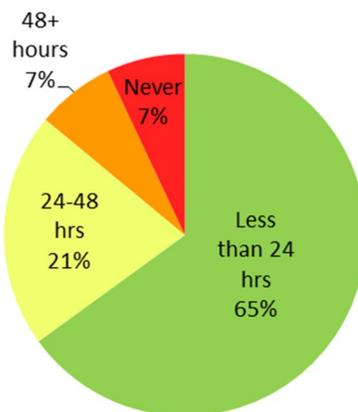
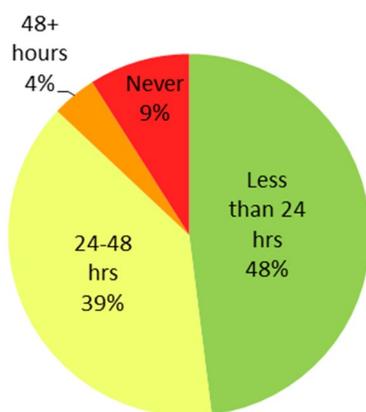
How long did it take to fix the water or plumbing problems?

For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

Wilmington Housing Authority

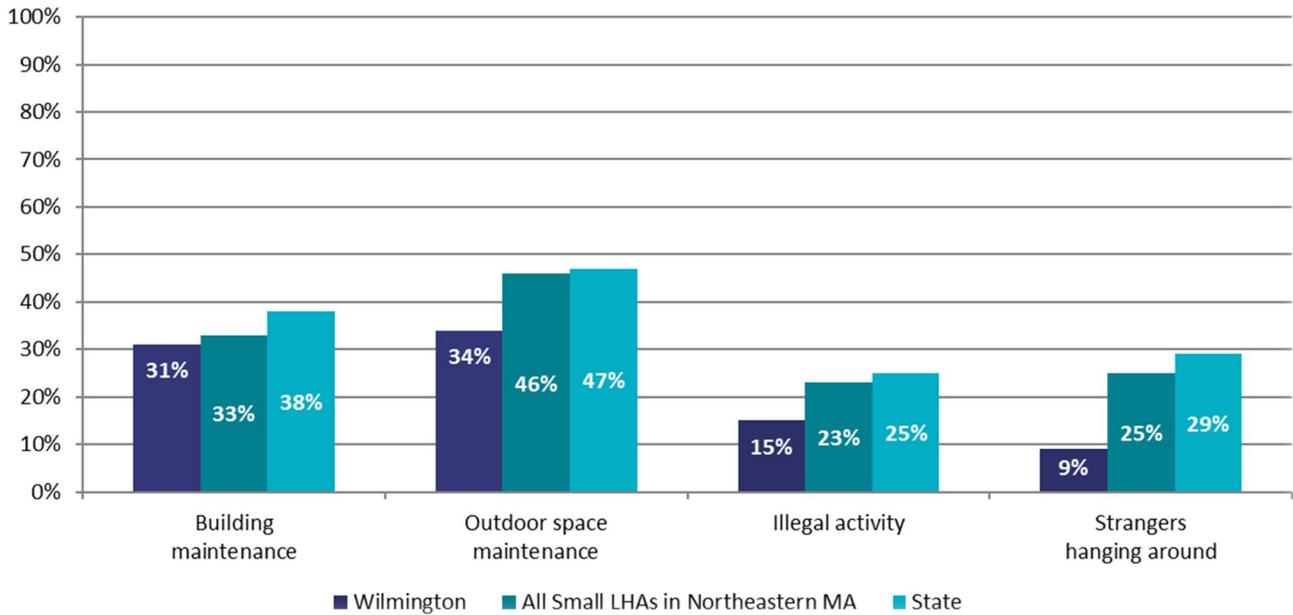
Small LHAs in the Northeast

Entire State



- What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance (*such as clean halls and stairways and having lights and elevators that work*), outdoor space maintenance (*such as litter removal and clear walk ways*), illegal activity in the development, and strangers hanging around who should not be there. The chart below shows what percentage of respondents said that they “always” or “sometimes” had this problem in the last 12 months.

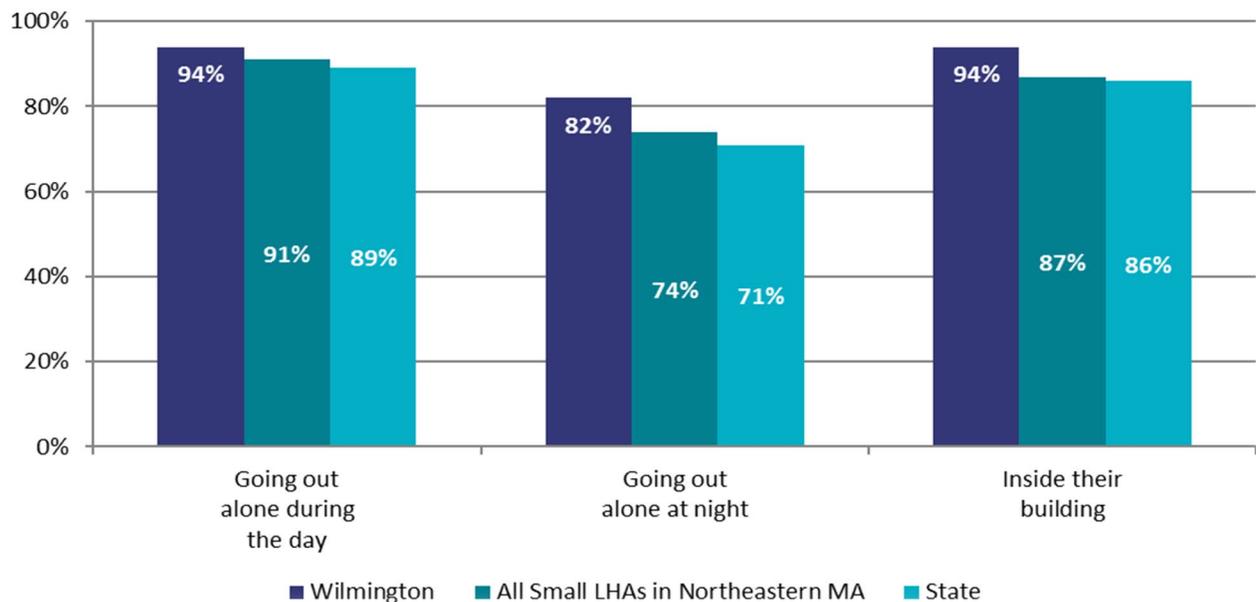
Respondents who “always” or “sometimes” had problems with...



Safety

Respondents were asked how safe they felt in their building and going outside alone. The chart below shows what percentage of people said they felt “very safe” or “mostly” safe.

Respondents who felt “very safe” or “mostly safe”



WILMINGTON HOUSING AUTHORITY

Performance Management Review (PMR) Report

Fiscal Year End 9/30/2019

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

Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)

PMR Desk Audit Ratings Summary

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

Housing Authority	Wilmington Housing Authority
Fiscal Year Ending	09/30/2019
Housing Management Specialist	Thomas Lee
Facilities Management Specialist	Bob Arsenault

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

Occupancy

Rating All: No Finding

Rating 667: No Finding

Rating 200: Not Applicable

Rating 705: Operational Guidance

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

Tenant Account Receivable (TAR)

Rating All: No Finding

Rating 667: No Finding

Rating 200: Not Applicable

Rating 705: No Finding

- Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
- Report to credit bureau when resident has vacated unit with past due rent balance.
- Consider using small claims court (<https://www.mass.gov/info-details/massachusetts-law-about-small-claims>)
- Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
- Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected. Don't allow tenant balances to build-up before doing lease enforcement. Review aged receivables report regularly.
- Set reasonable thresholds for commencing legal action.
- Ensure proper documentation of past due balances and collection efforts with tenants.
-

Certification and Reporting Submissions

Rating: No Finding

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

Adjusted Net Income/Revenue

Rating: No Finding

Revenue:

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

Expense:

Salaries

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

Legal

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

Utilities

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

Maintenance

- Develop or update your preventive maintenance, deferred maintenance and routine maintenance plans and review monthly with maintenance staff.
- Develop or update your procurement and purchasing policies and review with staff.
- Develop a system to schedule and track preventive maintenance, reach out to your facilities management specialist for assistance.
- If contractor costs are high, see if your current maintenance team can complete the work or if it is possible to contract with a tradesman.
- Consider bulk purchasing for supplies and shop around for the best deals.
- Consider investing (through purchase or maintenance) in equipment that may reduce hours spent on maintenance (such as a snow blower to reduce time shoveling).

- Other:**

Operating Reserve

Rating: No Finding

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

Board Member Training

Rating: No Finding

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

PMR Capital Benchmarks for LHA Fiscal Year 2019

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Fiscal Year 2019	
For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority	
Criteria	Score/Rating
	Capital
Capital Improvement Plan (CIP) Submitted	No Findings
Capital Spending	No Findings

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

Housing Authority	Wilmington Housing Authority
Fiscal Year Ending	9/30/2019
Housing Management Specialist	Thomas Lee
Facilities Management Specialist	Bob Arsenault

Inspection and Work Order System Criteria	Rating
Inspections	
LHA conducted 100% of the unit inspections.	No Findings
Inspections report noted 100% of the necessary repairs in each unit.	No Findings
100% of inspection-related work orders were generated.	No Findings
Work order system identifies, tracks, and can produce reports for inspection work orders.	No Findings
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).	No Findings
Work Order System	
Emergency work orders defined per PMG, identified, tracked, reportable.	No Findings
Emergency work orders initiated within 24 to 48 hours.	No Findings
Vacancy work orders identified, tracked and reportable.	No Findings
Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.	No Findings
Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.	No Findings
Routine work orders identified, tracked, reportable and completed regularly.	No Findings
Requested work orders are identified, tracked and reportable.	No Findings
Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.	No Findings
LHAs have a 24 hour system for responding to emergencies and have distributed definition of emergency to residents, staff and answering service (if applicable).	No Findings

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

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

Housing Authority	Wilmington Housing Authority
Fiscal Year Ending	9/30/2019
Housing Management Specialist	Thomas Lee
Facilities Management Specialist	Bob Arsenault

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

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

Criteria A: LHA conducted 100% of the unit inspections - No Findings

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

Additional Notes:

Criteria B: Inspection report noted 100% of the necessary repairs in each unit - No Findings

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

Additional Notes:

Criteria C: 100% of inspection-related work orders were generated - No Findings

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

Additional Notes:

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

Criteria D: Inspection - No Findings

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

Criteria H: Vacancy - No Findings

Criteria K: Routine - No Findings

Criteria L: Requested - No Findings

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

Additional Notes:

Timely Completion of Work Order Types

Criteria E: Inspection - No Findings

Criteria G: Emergency - No Findings

Criteria I: Vacancy - No Findings

Criteria M: Requested - No Findings

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

Additional Notes:

Emergency Work Order:

Vacancy Work Order:

Timeliness Requested Work Order:

Timeliness of Inspection Work Order:

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

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

Additional Notes:

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

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

Additional Notes: