WESTFORD HOUSING AUTHORITY
Proposed Annual Plan for Fiscal Year 2027
For State-Aided Public Housing

The Annual Plan is a document compiled by housing authority staff in advance of each new fiscal year. The plan serves as both a tool for the Local Housing Authority (LHA) to reflect upon the prior fiscal year, and as an opportunity to develop a clear and transparent plan that builds on successes, identifies needs, and corrects any issues that have arisen in prior years. Additionally, the Annual Plan is an important tool for tenants, who may use the document to better understand the operations and needs of their housing authority, advocate for changes to policies and procedures, access data about the housing authority, and participate in their housing authority's governance.

In addition to the physical document, the Annual Plan is also a process of public engagement. Throughout the Annual Plan process, the LHA executive director or their designee will be expected to review the Plan with any Local Tenant Organizations (LTO's) and Resident Advisory Board (RAB) before the LHA presents the plan to the LHA Board of Commissioners; make a draft available for review to all residents and the general public; post on the website and make a copy available to each LTO at least 30 business days before the public hearing; hold a hearing on the document; and collect, integrate, and report back on substantive comments. Additionally, the Board will read, offer recommendations, and approve the Annual Plan in advance of its submission to EOHLC.

The law that mandates the Annual Plan is An Act Relative to Local Housing Authorities, Massachusetts General Laws, Chapter 121B Section 28A. The regulation that expands upon Section 28A is 760 CMR 4.16. The regulations that address Local Tenant Organization (LTO) and resident participation in the Annual Plan are 760 CMR 6.09 (3)(h) and 760 CMR 6.09(4)(a)(4).

The WESTFORD HOUSING AUTHORITY's Annual Plan for their 2027 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, which may include:
    a. Approval documents and any Public Comments
    b. Tenant Satisfaction Survey
    c. Performant Management Review report
    d. Other documents added by LHA

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-02	Elderly	SARGENT SCHOOL ELDERLY HOUSING	2	1988	25
667-01	Elderly	WESTFORD ELDERLY HOUSING	6	1974	48
	Family	Family units in smaller developments	3		6
	Other	Other Special Occupancy units	2		5
Total			13		84

LHA Central Office

WESTFORD HOUSING AUTHORITY
65 Tadmuck Rd Westford, MA 01886

Melanie Soullier, Executive Director
Phone: 978-692-6011
Email: Director@westfordhousing.org

LHA Board of Commissioners

	Role	Category	From	To
Barbara Upperman	Member		05/05/2022	05/31/2029
Diane Holmes	Member		05/05/2017	05/04/2027
Nancy Cook	Chair		08/07/2023	08/07/2031
Patricia Dubey	Member		12/13/2023	05/31/2030
Arnold Price	Member		05/05/2026	05/05/2031

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.	5/18/2026
B.	Advertise the public hearing in public postings.	5/18/2026
C.	Notify all LTOs or RAB (if there is one) of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	5/18/2026
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	7/9/2026
G.	Executive Director presents the Annual Plan to the Board.	7/9/2026
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	7/9/2026

Certification

CERTIFICATION OF LHA USER AUTHORIZATION FOR EOHLC CAPITAL SOFTWARE AND HOUSING APPLICATIONS

I, Melanie Soullier, Executive Directorof the WESTFORD HOUSING AUTHORITY, certify on behalf of the Housing Authority that I have conducted an annual review of all WESTFORD HOUSING AUTHORITY users of EOHLC Capital Software applications and Housing Applications and that all current LHA users are authorized to use the systems and have the appropriate level of user access based on their job responsibility. I approve all system access and access levels for all WESTFORD HOUSING AUTHORITY users.

This certification applies to the following applications:

- Capital Planning System (CPS)
- Consolidated Information Management System (CIMS)
- Cap Hub
- EOHLC Housing Management Systems
- CHAMP

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Melanie Soullier, Executive Director of the WESTFORD HOUSING AUTHORITY, certify on behalf of the Housing Authority that: a) the above actions all took place on the dates listed above; b) all facts and information contained in this Annual Plan are true, correct and complete to the best of my knowledge and belief and c) that the Annual Plan was prepared in accordance with and meets the requirements of the regulations at 760 CMR 4.16 and 6.09.

The Board and Executive Director further certify that LHA operations and all LHA Board-adopted policies are in accordance with M.G.L. c. 121B and all Massachusetts state-aided public housing regulations, including, but not limited to 760 CMR 4.00; 5.00; 6.00; 8.00; and 11:00, as well as adhere to Department-promulgated guidance.

Date of certification: 7/17/2026

The Executive Office of Housing and Livable Communities (EOHLC) completed its review of this Annual Plan (AP) on . Review comments have been inserted into the plan.

Capital Improvement Plan (CIP) Description

What Is the Capital Improvement Plan?

The Capital Improvement Plan (CIP) is a five-year plan that outlines major repairs and improvements to housing authority properties. It describes each project's scope, estimated cost, and timeline, while reflecting the Local Housing Authority's prioritization of its most critical needs, particularly those related to resident health and safety. The plan also identifies how projects may be funded and when they are anticipated to take place, based on the Massachusetts Executive Office of Housing and Livable Communities (EOHLC) fiscal year (July 1 through June 30).

How Projects Are Funded Each Year

Each year, every Local Housing Authority (LHA) receives a Formula Funding Award from EOHLC. This annual award provides the primary source of funding for new projects included in the CIP. While funding levels may vary, it is generally reasonable to anticipate that similar award amounts will be available over the next two years, which helps inform project planning and scheduling. LHAs may also apply for additional "special awards" from EOHLC for specific projects that meet certain criteria, such as emergency repairs, regulatory compliance, or energy and water conservation improvements.

Why Plans and Costs May Change

The CIP is a planning document and must be submitted to EOHLC for review and approval. While the plan reflects current cost estimates, project budgets often increase between the time they are planned and when construction begins. As a result, available funding may not go as far as originally anticipated, and some projects may need to be adjusted, delayed, or completed in phases.

Why Project Schedules Can Shift

Because the CIP is updated each year, project schedules and priorities may change over time. In particular, previously unidentified conditions or urgent repair needs may arise after the plan is developed; due to their impact on health, safety, or building integrity, these issues may take precedence over projects that were previously scheduled. When this occurs, the plan may be updated through CIP Revision.

To better understand how a plan has changed—including which projects were advanced, delayed, or added—it is helpful to compare the current year's CIP with the prior year's CIP. This comparison can show how EOHLC funding decisions and plan revisions have affected project timing and priorities.

Other Funding Sources

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. However, not all of these funding sources are available every year, or in all communities.

The CIP includes the following parts:

1. A list of existing projects approved in last year's CIP Plan or added to the plan through CIP Revision during the year.
2. A list of planned capital projects showing spending per fiscal year.
3. 'Narrative Questions' with a variety of additional information.

Active and Proposed Projects with Projected Spending by Fiscal Year

Active Projects			
Project #	**Project Title**	**Development**	**Total Development Cost**
330055	AIP: 667 Routine Turnovers		$14,600.00
330041	Re-Grading and Paving of front walkway	14 - 16 Line Road	$9,900.00
330042	Tree Trimming	14 - 16 Line Road	$16,199.80
330044	ARPA Targeted Award: Westford Fed-Pacific Panels and Fire Alarm Systems	WESTFORD ELDERLY HOUSING	$792,662.14
330045	Building D Emergency Water Tank Replacement	WESTFORD ELDERLY HOUSING	$13,295.00
330046	Parking Lot Asphalt Repaving	WESTFORD ELDERLY HOUSING	$167,067.79
330047	Misc Plumbing repairs/Spickets	WESTFORD ELDERLY HOUSING	$10,588.00
330048	Door Replacement	SARGENT FAMILY HOUSING	$38,800.00
330049	Gutter cleaning/repair; Power washing	14 - 16 Line Road	$9,686.20
330051	Vacant Unit Rehab (Unit 2)	SARGENT FAMILY HOUSING	$101,400.00
330052	Asphalt Walkway Replacement	WESTFORD ELDERLY HOUSING	$17,295.00
330053	Interior Common area painting	14 - 16 Line Road	$10,588.00
330056	New Vanities for Bathroom	WESTFORD ELDERLY HOUSING	$106,814.51
330057	Automatic Doors for Community Room at 667-1 - Front entrance doors at 667-2	WESTFORD ELDERLY HOUSING	$58,544.00
330050	Replace Heat circulating pumps	SARGENT SCHOOL ELDERLY HOUSING	$8,002.55
Total			$1,375,442.99

Proposed Projects			
FY2027		**Available Formula Funding:**	**$174,009.10**
Project Title	**Development**	**Total Development Cost**	**Special Award(s) Requested**
Community Room Upgrade	WESTFORD ELDERLY HOUSING	$107,824.00	
Automatic Door Openers	WESTFORD ELDERLY HOUSING	$108,190.00	
Water Heater Replacement	WESTFORD ELDERLY HOUSING	$45,045.00	
Total		$261,059.00	

Proposed Projects		
FY2028	**Anticipated Formula Funding:**	**$174,009.10**
Project Title	**Development**	**Total Development Cost**
ADA Ramps	WESTFORD ELDERLY HOUSING	$98,893.00
Total		$98,893.00

Proposed Projects		
FY2029	**Anticipated Formula Funding:**	**$174,009.10**
Project Title	**Development**	**Total Development Cost**
667-1 Countertop replacement	WESTFORD ELDERLY HOUSING	$93,714.00
Total		$93,714.00

Years 4 and 5 (reflect estimated annual planning amounts)		
FY2030 and FY2031		
Project Title	**Development**	**Total Development Cost**
Reasonable Accommodation Walk-in Shower Unit 6A**	WESTFORD ELDERLY HOUSING	$14,582.00
Total		$14,582.00

The 'Narrative Questions' with Additional Information

1. Project Closeout

Have you reviewed in progress projects, contacted your PM to close out old projects, and recirculated unused funds? Please explain why or why not.

Answer: No

Explanation: Melanie is the new ED for Westford Housing and she is just getting acclimated with projects in Caphub.

we discussed active LHA projects that she wants to get started that have balances on them.

Fish #330041, #330042, #330045, #330047, #330049, #330050, #330052, #330053. Once invoiced against I will reach out to PM to close.

2. Request for Additional Funding

Request additional funding from EOHLC by going to the project's detail page and adding a comment that includes the funding type and requested amount. Upload any relevant attachments at the bottom of this form. Do not include requests already approved in your latest CIP.

3. Overall Goals of the Capital Improvement Plan

What do you plan to achieve with this year's CIP plan and how do the projects you've selected support this goal?

Explanation: with this year's CIP we have added 3 new important projects that the housing authority needs to get done. Community Room upgrade, Automatic Door openers, and boiler replacements. The community room is original from 1974 and are in need of upgrades that accommodate the elderly tenants. automatic door openers are important for the handicap accessible tenants. The boiler project is very important because they are failing and there is a risk of the elderly tenants losing hot water.

4. Changes from the Previous CIP

Aside from completing projects that were listed in your previous CIP and adding new projects in the new planning year(s), in what way does your new CIP differ from your previous CIP?

Explanation: We are mainly focusing on projects that deal with health and safety of the tenants.

5. Requirements from previous CIP approval

A. Approval Requirements

Did your previous CIP Approval Letter include conditions to be satisfied when implementing the CIP projects or conditions to be included in your new CIP?

Answer: No

6. Project Priorities

Does your CIP only include high priority capital projects (Priority 1 and 2 projects)? If no, explain your rationale for including lower priority projects.

Answer: Yes

7. High Priority Deficiencies

Are there any high priority capital deficiencies (priority 1 or 2 projects) in your CPS Backlog that you could not fit in your year 1 or 2 CIP plan? If yes, provide an explanation and the plan to address the deficiencies. Make sure to go through the CPS Backlog and update priorities when necessary.

Answer: No

8. Accessibility

Are you aware of any accessibility deficiencies in your portfolio (units, common areas, and sites)? If yes, describe the deficiencies and list the projects in this CIP that will address them.

Answer: No

9. Special Needs Development

A. DMH/DDS Developments

LHAs must meet with each service provider on an annual basis to discuss the physical condition and necessary repairs of each of the DDS/DMH developments (167 or 689). Does your LHA have one or more DDS/DMH developments? If yes, provide details from the service provider input.

Answer: Yes

B. DMH/DDS Projects

Does your plan include projects for the DMH/DDS developments recommended by this service provider? If no, provide an explanation. Include input from the service provider staff for expanding the DMH/DDS set aside.

Service Provider Input Completion Date: 07/01/2025

Answer: Yes

10. Sustainability Program

Are you requesting Sustainability Funding for any of your projects?

Answer: No

11. Solar Initiatives

Does your current CIP contain roof replacement projects?

Answer: No

12. Resilience

Are any of your developments flagged for weather vulnerabilities in CPS? For example, sea-level rise/storm surge, rainfall flooding, and extreme heat.

Answer: No

13. Fossil Fuels

PHN 2024-11 stipulates that EOHLC Capital Funds cannot be used to install new fossil fuel-fired equipment, barring a few exceptions. This includes natural gas, propane, and heating oil.

Will fossil fuel-fired equipment be installed as a part of any project in this CIP?

Answer: No

14. Vacant Units

Please list the projects in this CIP submission that are tied to reoccupying vacant units. If there are none, write none.

Explanation: the WHA just finished up a vacant unit rehab Fish #330051.

15. EOHLC/RCAT Assistance

Has EOHLC or RCAT staff provided you with assistance developing this CIP? If yes, who were the EOHLC or RCAT staff involved?

Answer: Yes

Explanation: John Collins NE RCAT

16. Certification Statement

I certify that this is the complete and accurate list of projects that I will be submitting to the Board for approval as part of the Annual Plan process.

If there are any additions, deletions, or modifications to this list of projects resulting from the Board or LTO/public meeting, I will promptly notify my EOHLC Project Manager and RCAT Project Manager and make the necessary changes.

Answer: Yes

17. Other Comments

Comments:

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 Executive Office of Housing and Livable Communities (EOHLC).

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.
     ◊ Inspections are visual and operational examinations of parts of our property to determine their condition.
     ◊ All dwelling units, buildings and sites must be inspected at least annually.
     ◊ **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue)**.

V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
   - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
   - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	978-692-6011	After Reg Hours
Call LHA at Phone Number	978-692-6011	Monday - Thursday 8:00 AM to 2:30 PM - Friday 8:00 AM - Noon
Other		

See attached **Preventative Maintenance Plan** for more details.

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

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-692-6011	After Reg Hours
Call Housing Authority Office	978-692-6011	Monday - Thursday 8:00 AM to 2:30 PM - Friday 8:00 AM - Noon
Submit Online at Website		
Email to Following Email	director@westfordhousing.org	Monday - Thursday 8:00 AM to 2:30 PM - Friday 8:00 AM - Noon
Other		

Work Order Management

A. EOHLC review of this housing authority's operations shows that the authority uses the following system for tracking work orders: PHA Network

B. We do 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.	☑
2	Maintenance Requests logged into the work system	☑
3	Work Orders generated	☑
4	Work Orders assigned	☑
5	Work Orders tracked	☑
6	Work Orders completed/closed out	☑
7	Maintenance Reports or Lists generated	☑

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

Maintenance Plan Narrative

Following are WESTFORD HOUSING AUTHORITY's answers to questions posed by EOHLC.

A. Narrative Question #1: How would you assess your Maintenance Operations based on feedback you've received from staff, tenants, EOHLC's Performance Management Review (PMR) & Agreed Upon Procedures (AUP), and any other sources?

We have received pretty much positive feedback based on the prior meetings we have had with the tenants. As the new ED I have not yet had a PMR or AUP at this time.

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

Not much - As the new ED I will be evaluating some need changes and will implement them in the future

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

We are getting the maintenance department prepped for doing forced account labor, implementing uniforms & name tags, and company issued cell phones w/GPS.

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	$194,705.00	$0.00
Last Fiscal Year Actual Spending	$277,036.00	$2,795.00
Current Fiscal Year Budget	$238,552.00	$0.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	7
Average time from date vacated to make unit "Maintenance Ready"	31 days
Average time from date vacated to lease up of unit	59 days

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

Attachments

These items have been prepared by the WESTFORD HOUSING AUTHORITY and appear on the following pages:

Preventive Maintenance Schedule - a table of preventive maintenance items showing specific tasks, who is responsible (staff or vendor), and the month(s) they are scheduled

Deferred Maintenance Schedule - a table of maintenance items which have been deferred due to lack of resources.

SECTION 8 - PREVENTIVE MAINTENANCE PROCEDURES AND POLICIES

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

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

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

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

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

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

1. Dwelling Unit Inspections: The unit inspection system has two primary goals:

- To assure that all dwelling units comply with standards set by D.H.C.D. and local codes; and
- To assure that the staff knows at all times the condition of each unit for which it is responsible.

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

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

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

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

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

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

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

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

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

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

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

Summer, 2010 (June, July, August)

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

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

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

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

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

Spring, 2011 (Mar., April, May)

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

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

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

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

Summer, 2010 (June, July, August)

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

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

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

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

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

Spring, 2011 (Mar., April, May)

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

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

Miscellaneous:

Jet bottom floor sewage lines to septic tanks every 3 years

Trim back bushes around building bi-annually

Deferred Maintenance Plan

Item	Date added to Deferred Maintenance Plan	Item Description	Location or Unit Number	Reason Deferred	Estimated Cost	Material Needed	Original Work Order Number	Target Completion Date	Actual Completion Date	Other Comments
	Our Maintenance Dept. has been working diligently and we are all caught up. Thus we have no Deferred Maintenance to report this year.									

Annual 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 6/30/2025. It also shows the approved budget for the current year (2025) 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 Executive Office of Housing and Livable Communities (EOHLC). 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 EOHLC 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 EOHLC.

EOHLC 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 EOHLC 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 EOHLC and obtain its approval.

The WESTFORD HOUSING AUTHORITY operating reserve at the end of fiscal year 2024 was $226,391.00, which is 66.41% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by WESTFORD HOUSING AUTHORITY						
REVENUE						
Account Number	Account Class	2024 Approved Revenue Budget	2024 Actual Amounts Received	2025 Approved Revenue Budget	% Change from 2024 Actual to 2025 Budget	2025 Dollars Budgeted Per Unit per Month
3110	Shelter Rent -Tenants	332,424.00	340,942.00	366,192.00	7.40%	386.28
3111	Shelter Rent - Tenants - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
3115	Shelter Rent -Federal Section 8\MRVP One-time Leased up Rev.	0.00	0.00	0.00	0.00%	0.00
3190	Nondwelling Rentals	0.00	0.00	0.00	0.00%	0.00
3400	Administrative Fee - MRVP	0.00	0.00	0.00	0.00%	0.00
3610	Interest on Investments - Unrestricted	135.00	10.00	75.00	650.00%	0.08
3611	Interest on Investments - Restricted	0.00	0.00	0.00	0.00%	0.00
3690	Other Revenue	3,000.00	2,907.00	3,000.00	3.20%	3.16
3691	Other Revenue - Retained	93,000.00	61,924.00	60,000.00	-3.10%	63.29
3692	Other Revenue - Operating Reserves	0.00	0.00	0.00	0.00%	0.00
3693	Other Revenue - Energy Net Meter	0.00	0.00	0.00	0.00%	0.00
3801	Operating Subsidy - EOHLC (4001)	257,789.00	206,053.00	240,135.00	16.50%	253.31
3802	Operating Subsidy - MRVP Landlords	0.00	0.00	0.00	0.00%	0.00
3803	Restricted Grants Received	0.00	0.00	0.00	0.00%	0.00
3920	Gain/Loss From Sale/Disp. of Prop.	0.00	0.00	0.00	0.00%	0.00
3000	TOTAL REVENUE	686,348.00	611,836.00	669,402.00	9.40%	706.12

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by WESTFORD HOUSING AUTHORITY

EXPENSES

Account Number	Account Class	2024 Approved Revenue Budget	2024 Actual Amounts Received	2025 Approved Revenue Budget	% Change from 2024 Actual to 2025 Budget	2025 Dollars Budgeted Per Unit per Month
4110	Administrative Salaries	60,829.00	58,357.00	81,075.00	38.90%	85.52
4120	Compensated Absences	0.00	4,058.00	0.00	-100.00%	0.00
4130	Legal	5,000.00	0.00	6,500.00	100.00%	6.86
4140	Members Compensation	0.00	0.00	0.00	0.00%	0.00
4150	Travel & Related Expenses	273.00	0.00	273.00	100.00%	0.29
4170	Accounting Services	9,720.00	9,717.00	11,400.00	17.30%	12.03
4171	Audit Costs	4,500.00	4,500.00	4,590.00	2.00%	4.84
4180	Penalties & Interest	0.00	0.00	0.00	0.00%	0.00
4190	Administrative Other	12,978.00	15,553.00	30,680.00	97.30%	32.36
4191	Tenant Organization	0.00	0.00	0.00	0.00%	0.00
4100	TOTAL ADMINISTRATION	93,300.00	92,185.00	134,518.00	45.90%	141.90
4310	Water	16,583.00	16,583.00	17,469.00	5.30%	18.43
4320	Electricity	166,000.00	119,548.00	122,840.00	2.80%	129.58
4330	Gas	12,996.00	13,447.00	13,832.00	2.90%	14.59
4340	Fuel	0.00	0.00	0.00	0.00%	0.00
4360	Net Meter Utility Debit/Energy Conservation	93,000.00	58,296.00	60,000.00	2.90%	63.29
4390	Other	10,000.00	18,558.00	20,000.00	7.80%	21.10
4391	Solar Operator Costs	59,000.00	43,555.00	45,000.00	3.30%	47.47
4392	Net Meter Utility Credit (Negative Amount)	-152,000.00	-101,851.00	-105,000.00	3.10%	-110.76
4300	TOTAL UTILITIES	205,579.00	168,136.00	174,141.00	3.60%	183.69

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by WESTFORD HOUSING AUTHORITY

EXPENSES

Account Number	Account Class	2024 Approved Revenue Budget	2024 Actual Amounts Received	2025 Approved Revenue Budget	% Change from 2024 Actual to 2025 Budget	2025 Dollars Budgeted Per Unit per Month
4410	Maintenance Labor	112,848.00	185,333.00	131,400.00	-29.10%	138.61
4420	Materials & Supplies	41,857.00	35,438.00	38,152.00	7.70%	40.24
4430	Contract Costs	40,000.00	56,265.00	69,000.00	22.60%	72.78
4510	Insurance	19,329.00	26,155.00	30,054.00	14.90%	31.70
4520	Payment in Lieu of Taxes	1,600.00	1,603.00	1,600.00	-0.20%	1.69
4540	Employee Benefits	39,113.00	38,415.00	42,656.00	11.00%	45.00
4541	Employee Benefits - GASB 45	0.00	0.00	0.00	0.00%	0.00
4542	Pension Expense - GASB 68	0.00	-15,462.00	0.00	-100.00%	0.00
4570	Collection Loss	500.00	9,594.00	500.00	-94.80%	0.53
4571	Collection Loss - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
4580	Interest Expense	0.00	0.00	0.00	0.00%	0.00
4590	Other General Expense	0.00	0.00	0.00	0.00%	0.00
4500	TOTAL GENERAL EXPENSES	60,542.00	60,305.00	74,810.00	24.10%	78.91
4610	Extraordinary Maintenance	0.00	2,795.00	0.00	-100.00%	0.00
4611	Equipment Purchases - Non Capitalized	9,000.00	2,097.00	5,000.00	138.40%	5.27
4612	Restricted Reserve Expenditures	0.00	0.00	0.00	0.00%	0.00
4715	Housing Assistance Payments	0.00	0.00	0.00	0.00%	0.00
4801	Depreciation Expense	0.00	60,132.00	0.00	-100.00%	0.00
4600	TOTAL OTHER EXPENSES	9,000.00	65,024.00	5,000.00	-92.30%	5.27
4000	TOTAL EXPENSES	563,126.00	662,686.00	627,021.00	-5.40%	661.41

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by WESTFORD HOUSING AUTHORITY

SUMMARY

Account Number	Account Class	2024 Approved Revenue Budget	2024 Actual Amounts Received	2025 Approved Revenue Budget	% Change from 2024 Actual to 2025 Budget	2025 Dollars Budgeted Per Unit per Month
3000	TOTAL REVENUE	686,348.00	611,836.00	669,402.00	9.40%	706.12
4000	TOTAL EXPENSES	563,126.00	662,686.00	627,021.00	-5.40%	661.41
2700	NET INCOME (DEFICIT)	123,222.00	-50,850.00	42,381.00	-183.30%	44.71
7520	Replacements of Equip. - Capitalized	9,000.00	7,643.00	70,000.00	815.90%	73.84
7540	Betterments & Additions - Capitalized	0.00	0.00	0.00	0.00%	0.00
7500	TOTAL NONOPERATING EXPENDITURES	9,000.00	7,643.00	70,000.00	815.90%	73.84
7600	EXCESS REVENUE OVER EXPENSES	114,222.00	-58,493.00	-27,619.00	-52.80%	-29.13

Explanation of Budget Accounts

The following explains how each of the line items is to be prepared.

3110: Shelter Rent: The shelter rent projection should be based on the current rent roll plus anticipated changes expected from annual rent re-determinations or as a result of regulatory amendments.

3111: Shelter Rent – Tenants - Fraud/Retroactive: This account should be used for the reporting of total rent receipts from residents due to unreported income. These are often called fraud or retroactive balances. In cases where deficit LHAs discover, pursue cases, and have entered into a written fraud/retroactive re-payment agreement **with a present or former tenant who did not report income,** the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

3115: Shelter Rent - Section 8: This account applies only to those developments receiving support through the federal government's Housing and Urban Development (HUD) Section 8 New Construction and/or Substantial Rehab Programs.

3190: Non-Dwelling Rental: This account should be credited with the rents, other than tenants rents reported in line 3110 and 3115, including charges for utilities and equipment, billed to lessees of non-dwelling facilities as well as apartments rented for non-dwelling purposes, such as social service programs.

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is $50.00 per unit per month, as of July 1, 2020.

3610: Interest on Investments – Unrestricted: This account should be credited with interest earned on unrestricted administrative fund investments.

3611: Interest on Investments – Restricted: This account should be credited with interest earned on restricted administrative fund investments. For example, an LHA may receive a grant whose use is restricted to a specific purpose, and the interest income earned on that grant may also be restricted to the same purpose.

3690: Other Operating Revenues: This account should be credited with income from the operation of the project that cannot be otherwise classified. Income credits to this account include, but are not limited to, penalties for delinquent payments, rental of equipment, charges for use of community space, charges to other projects or programs for the use of central office management and maintenance space, commissions and profits from vending machines, including washing machines, and certain charges to residents for additional services, materials, and/or repairs of damage caused by neglect or abuse in accordance with the Department's regulations on lease provisions..

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

3692: Other Revenue - Operating Reserves: This account should be credited with funds that LHAs plan to utilize from their operating reserve accounts in excess of the Allowable Non-Utility Expense Level (ANUEL). To be approvable, LHA must maintain the EOHLC prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

3693: Other Revenue – Net Meter: This account should normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter $0 here. Savings are calculated as the value of the net meter credits appearing on the LHA's electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/20 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691. LHAs can keep 50% of savings effective 7/1/2020.

3801: Operating Subsidy – EOHLC (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 EOHLC 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 properly 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 $25.00 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.

4310: Water: This account should be charged with the cost of water and sewer charges purchased for all purposes.

4320: Electricity: This account should be charged with the total cost of electricity purchased for all purposes. Many LHAs have entered into Net Meter Credit Power Purchase Agreements (PPA's). In these deals, an LHA executes a contract with a solar power developer who constructs and owns an off- site solar electricity- generating site. In exchange for contracting to purchase a percentage of the solar power produced, the LHA receives a credit on its utility electric bill for each KWH purchased or in some cases receives a direct cash payment from their utility company. Please ensure that the amount charged to this account is the total cost of electricity BEFORE any reductions due to the receipt of net meter credits.

4330: Gas: This account should be charged with the cost of gas (natural, artificial, or liquefied) purchased for all purposes.

4340: Fuel: This account should be charged with the cost of coal, fuel oil, steam purchased, and any other fuels (except electricity and gas) used in connection with Local Housing Authority operation of plants for the heating of space or water supplied to tenants as a part of rent.

4360: Net Meter Utility Debit/Energy Conservation: This account is to be charged with costs incurred for energy conservation measures.

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360. In addition, for all quarterly or year-end operating statements 9/30/20 or later, and all budgets 6/30/21 or later, please use this line to record the total net meter credits earned as reported in Line 4392, MINUS the Solar Operator Costs reported in Line 4391, with the result expressed as a positive number. For example, if you reported -$20,000 in Net Meter Utility Credits in Line 4392 and $15,000 in Solar Operator Costs in Line 4391, you would subtract the $15,000 reported on Line 4391 from the -$20,000 reported on Line 4392, and post the remainder of $5,000 on Line 4360, as a positive number. This number essentially represents the "net" savings the LHA earned from its net meter credit contract.

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

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

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

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

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

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by EOHLC 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 EOHLC 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 EOHLC 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

PMRs are conducted for most LHAs on a biennial basis. This year there is no PMR record for this Housing Authority.

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
Occupancy Rate	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) • "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)	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) • "No Findings" : At or below 2% • "Operational Guidance": More than 2% , but less than 5% • "Corrective Action": 5% or more
Certifications and Reporting Submissions	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. • "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	Percentage of board members that have completed the mandatory online board member training. • "No Findings" : 80% or more completed training • "Operational Guidance" : 60-79.9% completed training • "Corrective Action" : <60 % completed training
Staff Certifications and Training	Each LHA must have at least one staff member complete a relevant certification or training During the fiscal year. The number of required trainings varies by LHA size. • No Findings: LHAs completed the required number of trainings Corrective Action: LHAs have not completed any trainings
Annual Plan (AP) Submitted	Housing authorities are required to submit an annual plan every year. • "No Findings" =Submitted on time • "Operational Guidance" =Up to 45 days late • "Corrective Action" =More than 45 days late

CRITERION	DESCRIPTION
CHAMP	
Paper applications	Paper applications are available, received and entered into CHAMP • No Findings: Paper applications are available; And paper applications are date and time stamped correctly; And 90% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; And 2% or less of new paper applications are entered more than 30 days after date/time stamp • Operational Guidance: Paper applications are available; And paper applications are date and time stamped and entered correctly; And 75% - 89% of new paper applications are entered into CHAMP within 15 calendar days; And 3% - 5% of new paper applications are entered more than 30 days after date/time stamp • Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp
Vacancies occupied using CHAMP	Vacancies are recorded correctly and occupied using CHAMP • No Findings: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors • Operational Guidance: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors • Corrective Action: All vacancies during the fiscal year are not recorded in EOHLC's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers

CRITERION	DESCRIPTION
Financial	
Adjusted Net Income	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. Underspending Rating: • "No Findings" : 0 to 9.9% • "Operational Guidance": 10 to 14.9% • "Corrective Action": 15% or higher Overspending Rating: • "No Findings" : 0 to -4.9% • "Operational Guidance": -5% to -9.9% • "Corrective Action": -10% or below
Operating Reserves	Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures. • "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 Spending	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 • "No Findings" = at least 80% • "Operational Guidance" = At least 50% • "Corrective Action" = Less than 50%
Health & Safety	
Health & safety violations	EOHLC 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.

CRITERION	DESCRIPTION
Facility Management – Inspection Standards and Practices	
100% Unit Inspections	All units inspected at LHA during FY under review • No Findings: 100% of units inspected • Corrective Action: Less than 100% of units inspected
LHA Inspections Reports/Work Orders	Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP • No Findings: All inspection work orders/lease violations are created, tracked, and reported; And non-health and safety work orders for inspection repairs/lease violations are completed within 30 days or added to DM/CIP; And health and safety work orders for inspection repairs/lease violations are addressed within 48 hours • Operational Guidance: All health and safety inspection work orders/lease violations are created, tracked, reported and completed within 48 hours; And LHA fail to create, track, or report no more than 1 or 2 (based on LHA size) non-EHS (exigent health and safety) deficiencies; Or LHA failed to complete any non-EHS work orders/lease violations appropriately • Corrective Action: Any EHS work orders/lease violations not created, tracked, reported, or completed; Or 1 of the following: LHA failed to create, track or report a) More than 1 non-EHS deficiency (small LHA); b) More than 2 non-EHS deficiencies (Medium/Large)
Accuracy of LHA Inspections	Unit inspection reports accurately reflect necessary repairs • No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies • Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies • Corrective Action: c.667 has equal to or greater than 3 EHS deficiencies or c.200/705 unit has equal to or greater than 4 EHS deficiencies
Facility Management – Preventative Maintenance Standards and Practices	
LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules	LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components • No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies • Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies • Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies

CRITERION	DESCRIPTION
Facility Management – Vacancy Turnover Standards and Practices	
Vacancy Turnover Work Orders	Work orders created for every vacancy and completed within 30 days (or waiver requested) • No Findings: Vacancy work orders are created, tracked and reported for every unit and reflect all work in unit; And Vacancy work orders are Maintenance Ready in <=30 days for c.667 units or <=45 days for c.200/705 units or have approved waiver • Operational Guidance: Vacancy work orders are created, tracked and reported for every unit; And work orders do not reflect all work completed in unit; Or vacancy work orders are Maintenance Ready in 31-45 days for c.667 and 46-60 days for c.200/705 and no approved waiver • Corrective Action: Vacancy work orders are not created, tracked and reported for every unit; Or vacancy work orders are Maintenance Ready in >45 days for c.667 and >60 days for c.200/705 and have no approved waiver
Accuracy and Standard of Vacancy Turnovers	Vacancy turnover work orders accurately reflect necessary repairs • No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies • Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies • Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies
Work Order Types and Systems	
Emergency Work Orders	All emergency work orders are created, tracked, reported and completed within 48 hours • No Findings: All emergency work orders under review are created, tracked, reported and completed within 48 hours • Operational Guidance: All emergency work orders completed within 48 hours; Less than 100% but greater than or equal to 80% of work orders under review are correctly created, tracked and reported administratively • Corrective Action: Not all emergency work orders are completed within 48 hours; Or less than 80% of work orders under review are correctly created, tracked and reported administratively
CRITERION	**DESCRIPTION**
Requested Work Orders	All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP • No Findings: All requested work orders under review are created, tracked, and reported; All work is complete within 14 days or added to DM/CIP • Operational Guidance: All requested work orders completed within 14 days or added to DM/CIP; And less than 100% of work orders under review are correctly created, tracked and reported • Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP

Policies

The following policies are currently in force at the WESTFORD HOUSING AUTHORITY:

Policy	Last Ratified by Board Vote	Notes
*Capitalization Policy	5/11/2005	
*Fair Housing Marketing Plan	10/13/2022	
*Grievance Policy	11/13/2008	
*Language Access Plan	10/13/2022	
*Personnel Policy	12/1/2010	
*Procurement Policy	12/1/2010	
*Reasonable Accommodations Policy	10/13/2022	
*Rent Collection Policy	3/4/2001	

* Starred policies are required by EOHLC. 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 EOHLC.

Waivers

WESTFORD HOUSING AUTHORITY has received the following waivers from EOHLC's regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

Description	Reason	Date Approved by EOHLC	Date Expired

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

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 EOHLC for each year.

Capital Funds: Funds provided by EOHLC 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 the 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 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 EOHLC conducts its review of the LHA's CIP in CIMS. For the Annual Plan CIMS imports data from other EOHLC 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 EOHLC'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 EOHLC.

EOHLC: Massachusetts Executive Office of Housing and Livable Communities

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 EOHLC'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 EOHLC and the LHA to take a deep dive into the data, lift up best practices, and work together towards improving operations voucher Program.

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, EOHLC 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 EOHLC.

Attachments

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

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

Westford Housing Authority
Annual Plan Hearing

We had our Annual plan Hearing on July 9th, 2026. There were no public comments at that time.

Melanie Soullier
Executive Director

Resident Surveys – Background

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

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

Round One Surveys (2016 – 2018)

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

Round Two Surveys (2019 – 2022)

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

Round Three Surveys (2023 – 2027)

Round Three of the surveys began in 2023. CSR surveyed about one-third of the elderly/disabled units and one-third of family units in Fall 2023.

WESTFORD HOUSING AUTHORITY

Performance Management Review (PMR) Report

Fiscal Year End 6/30/2024

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

Executive Office of Housing and Livable Communities (EOHLC)

PMR Desk Audit Ratings Summary Official Published PMR Record

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

Housing Authority	WESTFORD HOUSING AUTHORITY
Fiscal Year Ending	Jun 2024
Housing Management Specialist	Thomas Lee
Facilities Management Specialist	Wilzor Exantus

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

Report Date: 11/18/2024 19:13:25

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

LHA Name	WESTFORD HOUSING AUTHORITY
FYE	Jun 2024
HMS Name	Thomas Lee
FMS Name	Wilzor Exantus

Criteria	Rating
Staff Certification and Training	No Findings

Report Date: 11/18/2024 19:13:25

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

LHA Name	WESTFORD HOUSING AUTHORITY
FYE	Jun 2024
HMS Name	Thomas Lee
FMS Name	Wilzor Exantus

CFA Submission

Rating: Not Applicable

Recommendations: 1. No Recommendations

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

LHA Name	WESTFORD HOUSING AUTHORITY
FYE	Jun 2024
HMS Name	Thomas Lee
FMS Name	Wilzor Exantus

Occupancy

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

1. No Recommendations

Tenant Accounts Receivable (TAR)

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

1. Create or update rent collection policy and procedures and submit to EOHLC for review, with supporting Board vote.
2. Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
3. Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
4. Report to credit bureau when resident has vacated unit with past due rent balance.
5. Consider using small claims court (https://www.mass.gov/info-details/massachusetts-law-about-small-claims)
6. Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
7. 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.
8. Set reasonable thresholds for commencing legal action.
9. Ensure proper documentation of past due balances and collection efforts with tenants.

Board Member Training

Rating: No Findings

1. No Recommendations

Certifications and Reporting Submissions

Rating: Operational Guidance

1. Submit all four quarterly vacancy certifications by the end of the month following the quarter end.

Annual Plan Submission

Rating: No Findings

1. No Recommendations

Adjusted Net Income/Revenue

Rating: No Findings

Revenue

1. No Recommendations

Expense

Salaries

1. No Recommendations

Legal

1. No Recommendations

Utilities

1. No Recommendations

Maintenance

1. No Recommendations

Other

1. No Recommendations

Operating Reserve

Rating: No Findings

1. No Recommendations

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

LHA Name	WESTFORD HOUSING AUTHORITY
FYE	Jun 2024
HMS Name	Thomas Lee
FMS Name	Wilzor Exantus

CHAMP Criteria 1a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 1b

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 1c

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 2a

Rating: Corrective Action

Recommendations:
1. Ensure that all vacancies are recorded in the EOHLC Housing Apps Vacancy Reporting System within 30 days of the vacancy date.
2. Ensure that you are entering vacancy data correctly within 30 days.
3. Establish reoccurring calendars reminders to help ensure vacancy data is entered into the EOHLC Housing Apps Vacancy Reporting System within 30 days.

CHAMP Criteria 2b

Rating: Corrective Action

Recommendations:
1. Ensure that all offers of housing were made using CHAMP for all units occupied in the Fiscal Year (Excluding Admin Transfers).
2. Ensure that all unit offer data is correctly entered into the EOHLC Housing Apps Vacancy Reporting System (Including Application ID, List Pull ID, Applicant Priority/Preference, and Lease Start date)

CHAMP Criteria 3a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 3b

Rating: Corrective Action

Recommendations: 1. Fill out the CHAMP Fair Housing Form prior to the start of the next fiscal year.

CHAMP Criteria 3c

Rating: Corrective Action

Recommendations: 1. Adopt the Affirmative Action Goal and applicable Placement Rate, as calculated in the CHAMP Fair Housing Form.
2. Make offers in accordance with the applicable Placement Rate.
3. Follow the outreach procedures outlined in your Fair Housing Marketing Plan.

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
PMR Physical Condition Report
For any questions on your FMS PMR Ratings, please contact your FMS.

LHA Name	WESTFORD HOUSING AUTHORITY
FYE	Jun 2024
HMS Name	Thomas Lee
FMS Name	Wilzor Exantus

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

Rating: No Findings

Recommendations:
1. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
2. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection

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

Rating: Corrective Action

Recommendations:
1. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
2. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations:
1. No Recommendations

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

Rating: Corrective Action

Recommendations:
1. Ensure that all work required for a Vacancy Turn Over is recorded in a Vacancy Turn Over Work Order
2. Ensure that all Vacancy Turn Over Work Orders are created and tracked per EOHLC guidance

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: Corrective Action

Recommendations:
1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. Ensure that all Emergency Work Orders are created, tracked, and reported per EOHLC guidance
2. Ensure that all Emergency Work Orders are completed within 48 hours

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

Rating: No Findings

Recommendations: 1. Ensure that all Tenant Requested Work Orders are created, tracked, and reported per EOHLC guidance
2. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP
3. Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B
4. 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

Health & Safety Deficiencies

Inspection reports were provided to the LHA at the time of the EOHLC site visit. Health and safety deficiencies were identified during the PMR Inspection. These items must be completed or initiated within 48 hours. Following completion of these health and safety deficiencies, the Executive Director must login to the FMS software application and certify, by electronic signature, that all health and safety deficiencies have been completed. Please contact your assigned FMS for further assistance.