

Overview and Certification

Athol Housing Authority

Annual Plan for Fiscal Year 2023

For State-Aided Public Housing

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

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

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

The Athol Housing Authority's Annual Plan for their 2023 fiscal year includes the following components:

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

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	LAKESIDE APTS 667-02	8	1971	50
667-01	Elderly	MORTON MEADOWS 667-01	5	1958	28
	Family	Family units in smaller developments	7		16
Total			20		94

Massachusetts Rental Voucher Program (MRVP)

The Massachusetts Rental Voucher Program (MRVP) is a state-funded program that provides rental subsidies to low-income families and individuals. In most cases, a “mobile” voucher is issued to the household, which is valid for any market-rate housing unit that meets the standards of the state sanitary code and program rent limitations. In some cases, vouchers are “project-based” into a specific housing development; such vouchers remain at the development if the tenant decides to move out.

Athol Housing Authority manages 43 MRVP vouchers.

Federally Assisted Developments

Athol Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 58 households.

LHA Central Office

Athol Housing Authority
21 Morton Meadows, Athol, MA, 01331-2123
Christi Martin, Executive Director
Phone: 978-249-4848
Email: athol.housing@gmail.com

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Kim Hansen	Treasurer		05/18/2021	05/15/2026
Joseph Hawkins	Chair	State Appointee	07/15/2016	06/23/2021
Edward Ledgard	Vice-Chair		06/04/2019	04/04/2024
Cathy Savoy			04/03/2012	04/03/2022
Jamie Sullivan	Member		07/21/2020	04/05/2026

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.	10/13/2021
B.	Advertise the public hearing in public postings.	10/13/2021
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	10/15/2021
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	12/08/2021
G.	Executive Director presents the Annual Plan to the Board.	12/08/2021
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	12/08/2021

Certification

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

I, Christi Martin, LHA Administrator of the Athol Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Athol Housing Authority users of DHCD Capital Software applications and Housing Applications and that all current LHA users are authorized to use the systems and have the appropriate level of user access based on their job responsibility. I approve all system access and access levels for all Athol Housing Authority users.

This certification applies to the following applications:

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

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

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

Date of certification: 12/09/2021

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on January 11, 2022. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$294,812.51		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$29,481.25		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$265,331.26	\$267,151.54	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$2,853.81	\$2,853.81	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$262,477.45	\$264,297.73	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$12,348.00	\$12,348.00	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$54,394.82	\$54,394.82	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$332,074.08	\$333,894.35	Total of all anticipated funding available for planned projects and the total of planned spending.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2022 Spent	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
015080	#015028 Master CFA - Fee accountant	MORTON MEADOWS 667-01	\$2,400	\$0	\$0	\$2,112	\$0	\$0	\$0	\$0
015083	Bldg 1 plumbing waste collection tree replacement	LAKESIDE APTS 667-02	\$57,899	\$5,100	\$0	\$52,799	\$0	\$0	\$0	\$0
015084	667-2/705-2,3 DHW replacement	LAKESIDE APTS 667-02	\$54,926	\$0	\$54,926	\$0	\$0	\$0	\$0	\$0
015089	H&S FY20: Install handrails to 2nd egress steps	LAKESIDE APTS 667-02	\$11,089	\$11,089	\$0	\$0	\$0	\$0	\$0	\$0
015095	MM Kitchen upgrade Phase 4	MORTON MEADOWS 667-01	\$61,895	\$14,785	\$4,250	\$26,460	\$0	\$0	\$0	\$0
015096	GD Flooring upgrades #2	LAKESIDE APTS 667-02	\$41,080	\$845	\$0	\$2,236	\$0	\$0	\$0	\$0
015097	Component replacement at Lakeside turnover #3	LAKESIDE APTS 667-02	\$10,278	\$0	\$5,162	\$5,117	\$0	\$0	\$0	\$0
015098	705-1 Kennebunk porch repairs	PARK/KENNEBUNK STREET 705-01	\$18,645	\$7,869	\$0	\$10,777	\$0	\$0	\$0	\$0
015099	Sustainability 705-1 Attic Insulating and air sealing.	PARK/KENNEBUNK STREET 705-01	\$12,348	\$0	\$0	\$12,348	\$0	\$0	\$0	\$0
015100	705-1 Site improvements	PARK/KENNEBUNK STREET 705-01	\$10,615	\$10,615	\$0	\$0	\$0	\$0	\$0	\$0
•	Morton Meadows Flooring #3	MORTON MEADOWS 667-01	\$9,818	\$0	\$0	\$0	\$0	\$9,818	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2022 Spent	fy2022 Planned	fy2023	fy2024	fy2025	fy2026
•	MM Kitchen Renovations Phase 5	MORTON MEADOWS 667-01	\$56,350	\$0	\$0	\$0	\$0	\$40,064	\$16,287	\$0
•	MM Kitchen Renovations Phase 6	MORTON MEADOWS 667-01	\$49,500	\$0	\$0	\$0	\$0	\$32,341	\$17,160	\$0
•	MM Kitchen Renovations Phase 8	MORTON MEADOWS 667-01	\$49,500	\$0	\$0	\$0	\$0	\$0	\$0	\$38,470
•	Sump pump Improvements	MORTON MEADOWS 667-01	\$9,984	\$0	\$0	\$0	\$4,773	\$5,212	\$0	\$0
•	MM Kitchen upgrade Phase 7	MORTON MEADOWS 667-01	\$28,750	\$0	\$0	\$0	\$0	\$0	\$28,750	\$0
•	Component Replacement On Turnover	LAKESIDE APTS 667-02	\$9,983	\$0	\$0	\$0	\$0	\$0	\$9,983	\$0
•	GD kitchen upgrade #6	LAKESIDE APTS 667-02	\$11,200	\$0	\$0	\$0	\$0	\$6,338	\$4,863	\$0
•	Site Improvements	LAKESIDE APTS 667-02	\$9,983	\$0	\$0	\$0	\$0	\$0	\$0	\$9,983
•	Park Street Paving Improvements	PARK/KENNEBUNK STREET 705-01	\$9,983	\$0	\$0	\$0	\$0	\$4,772	\$5,212	\$0
•	Ferron Circle Paving	FERRON CIRCLE 705-02	\$22,688	\$0	\$0	\$0	\$0	\$0	\$0	\$22,688
TOTALS			\$548,913	\$50,302	\$64,338	\$111,847	\$4,773	\$98,543	\$82,253	\$71,141

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
015089	H&S FY20: Install handrails to 2nd egress steps	H&S FY20: Install handrails to 2nd egress steps	\$0	\$0	\$0	\$11,089	\$0	\$0	\$0	\$0
015095	MM Kitchen upgrade Phase 4		\$0	\$0	\$0	\$0	\$0	\$0	\$16,400	\$0
015096	GD Flooring upgrades #2		\$0	\$0	\$0	\$0	\$0	\$0	\$38,000	\$0
015099	Sustainability 705-1 Attic Insulating and air sealing.	Targeted Insulation	\$0	\$0	\$12,348	\$0	\$0	\$0	\$0	\$0
TOTALS			\$0	\$0	\$12,348	\$11,089	\$0	\$0	\$54,400	\$0

Capital Improvement Plan (CIP) Narrative**Including Requests to DHCD & Supporting Statements****1. Request for increased spending flexibility.**

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

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

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

Already FISH'd projects in years one and two exceed yearly Capshare.

2. Request for additional funding.

A Housing Authority may request additional funding from DHCD for projects that qualify as emergencies, required legal compliance upgrades, or sustainability improvements.

Athol Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

The LHA's goal is to improve site conditions on many of the their property's decreasing risks to residents and the property's. In addition we are working to update vacant units to reduce vacancy percentage.

4. Changes from the Housing Authority's previous CIP

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

The new CIP addresses more site condition issues to improve resident safety.

5. Requirements of previous CIP approval

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

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 07/14/2021.

7. Capital Planning System (CPS) updates

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 04/01/2021.

8. Project priorities

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

9. High priority deficiencies

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

10. Accessibility

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

11. Special needs development

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

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 7/2020 to 6/2021.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60
	667-02		705-01 667-01	705-01

Unit renovations include water saving fixtures.

13. Energy or water saving initiatives

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

14. Vacancy rate

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

14% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

19% c. 705 (DHCD Goal 2%)

Athol Housing Authority will address the excess vacancies in the following manner:

Current projects are addressing unit renovations and upgrades.

15. Vacancies

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

CIP Approval For Athol Housing Authority for FY 2022

Formula Funding Capital Improvement Plan (CIP), WorkPlan 5001

1/10/2022

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

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

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

CPS Number	FISH #	Project Name	TDC Amount	Primary PM	Project Year
015-667-01-0-21-788	015102	Sump pump Improvements	\$9,984.00	LHA	2023

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

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

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

Details of the Approved CIP can be found at the link to 'Approved & Active CIP Reports' on the CIMS forms page in the CIP Reports section. Projects may utilize funding from multiple sources. The 'Original Approved' report details the proposed funding as submitted by the LHA. Please feel free to call DHCD Project Manager Steve Merriam at (617) 573-1181 with any questions.

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

This document was created on 1/10/2022 by Steve Merriam, Project Manager

Maintenance and Repair Plan**Maintenance Objective**

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

About This Maintenance and Repair Plan

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

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

Classification and Prioritization of Maintenance Tasks

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

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

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	855-835-6575	4:30PM-9:00AM, weekends and holid
Call LHA at Phone Number	978-249-4848	9AM to 4:30PM M-F

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 Athol Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (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
refrigerator failure
inoperable emergency lighting

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	855-835-6575	4:30PM-9:00AM, weekends and holidays
Call Housing Authority Office	978-249-4848	9AM to 4:30PM M-F
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

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

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

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

We use PHA Network for our Work Orders, all types.

Maintenance Plan Narrative

Following are Athol Housing Authority's answers to questions posed by DHCD.

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

Very good. Feedback from tenants is satisfied with maintenance speed and professionalism. Very good record of no findings from PMR and AUP.

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

Continuing to update equipment for speed and efficiency of work completion. Utilized contract services more. Higher rate of preventative maintenance items as well as unit inspections, which has further decreased emergency calls.

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

Increase use of contract services and continue to improve preventative maintenance items.

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	\$198,805.00	\$59,464.00
Last Fiscal Year Actual Spending	\$176,456.00	\$47,083.00
Current Fiscal Year Budget	\$191,140.00	\$40,000.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	9
Average time from date vacated to make Unit "Maintenance Ready"	97 days
Average time from date vacated to lease up of unit	191 days

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

Although average turnovers generally only take 40 hours to complete, the lack of full time staffing does not allow for constant attention day to day. Meaning 40 hours is usually spread over 2-4 weeks. Also the number of vacancies at the same time hinders the completion timeline

Attachments

These items have been prepared by the Athol Housing Authority and appear on the following pages:

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

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

Maintenance Plan

ATHOL HOUSING

Table of Contents

Section 1 – Annual Plan Component

Housing Authority General Maintenance & Repair Statement of Priorities

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Normal Maintenance Response System-Standard Operating Procedure (SOP)

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Work Order Management

Section 2 – PMR Component

Routine and Preventive Maintenance, and Inspections (Buildings, Grounds & Units)

Deferred Maintenance

Housing Authority General Maintenance & Repair Statement of Priorities

- 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 constraint. Programmed maintenance is grouped and scheduled to make their completion as efficient as possible. Sources of programmed maintenance include:
 1. **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.)
 2. **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 properties **must be inspected at least annually.**
 - **Goal: Inspection 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.**

Note: If the LHA has any other Work Order types, please list them below with any other additional comments.

Additional LHA comments/content:

On call emergencies-specific to after hours calls

Emergency Response System-Standard Operating Procedure (SOP) (2 pages)

Emergency Response System – Two Key Parts:

- 1) System for responding to Emergencies: There exists an after-hours on call system to respond to emergency maintenance requests 24 hours a day and the system documents the results of that response.
- 2) Distributed Definition of What an Emergency is: LHA maintains a list (see list below) of items that are considered an emergency. Residents, staff and call service should have a clear definition of what an emergency is.

System for Responding to Emergencies:

1. Does your LHA have a 24 hour system for responding to emergencies?

YES	NO
x	

2. List of Emergencies.

The following is a list of matters that DHCD and the State Sanitary Code the [LHA] deems an Emergency. If you have any questions regarding this list or other matters that may constitute an Emergency, please contact the [LHA] main office.

EMERGENCY	YES	NO	N/A
Fires of any kind	x		
Gas leaks			x
Electric power failures	x		
Elevator stoppage			x
Broken water pipes	x		
Sewer blockage	x		
Roof drain blockage	x		
Roof leak	x		
Security lock failure	x		
Lock outs	x		
No heat	x		
Inoperative refrigerator	x		
Snow or ice storm	x		
Inadequate or unsafe water supply.	x		
Inadequate heat, improper venting or air supply, or air supply which deprives a bedroom or	x		
Un-restored shut off of electricity or gas.	x		
Inadequate electrical facilities or electrical hazards.	x		
Inoperable toilet or sewage disposal system.	x		
Inadequate, obstructed or exits, passageways, or fire escapes, in disrepair (incl. snow and ice).	x		
Accumulation of garbage, rubbish or filth.		x	
Failure to provide physical security to the building main and Unit entrances	x		
Roof, foundation, elevator or other structural defect of immediate danger.	x		

Plumbing, heating or gas burning facilities which expose occupants or public to fire, burns, shock, accident or other danger, or water temperature below 110 or exceeding 130 degrees.	x		
Defect in asbestos or activity or work in violation.		x	
Missing, inoperative or tenant disconnected smoke detector/CO2 detector.	x		
Discarded or unused refrigerator with door.		x	
Improper storage of LP gas or other volatile or flammable substances.	x		
Infestation or improper storage of pesticides.	x		
Inoperable emergency lighting or exit signs	x		

3. How can tenants get in contact with the LHA if they have an **Emergency** at any time day or night?
(Complete all that apply and fill in the accompanying details)

METHOD	CONTACT INFO.	TIMES
Can Call (Answering Service) at Phone Number	855-835-6575	4:30PM-9:00AM, weekends and holidays
Can Call LHA at Phone Number	978-249-4848	9AM to 4:30PM M-F

4. Has LHA distributed this Emergency Contact procedure to:

	YES	NO
Tenants	x	
Staff	x	
Answering Service (if applicable)		

Normal Maintenance Response System-Standard Operating Procedure (SOP)

Non-Emergency Response System:

- 1) System for Responding to **Non-Emergencies**: There exists a contact system to respond to **Non-Emergency** maintenance requests the system documents the results of that response.

System for Responding to Non-Emergencies:

1. Does your LHA have a system for responding to normal maintenance (**Non-emergencies**)?

YES	NO
X	

2. How can tenants get in contact with the LHA if they have a **Non-emergency** at any time day or night?
(check all that apply and fill in the accompanying details)

METHOD	CONTACT INFO.	TIMES
Can Call (Answering Service) at Phone Number	855-835-6575	4:30PM-9:00AM, weekends and holidays
Can Call LHA at Phone Number	978-249-4848	9AM to 4:30PM M-F

3. Has LHA distributed this Contact procedure to:

	YES	NO
Tenants	X	
Staff	X	
Answering Service (if applicable)		

Maintenance Plan Narrative

Narrative Question # 1	How would you assess your Maintenance Operations based on feedback your received from staff, tenants, DHCD (PMR & AUP), and any other sources?
Overall very good. Response to requests times have improved dramatically. Lower priority items are receiving more attention than previously.	

Narrative Question # 2	What changes have you made to maintenance operations since your last Annual Plan submission?
PHA generates preventative maintenance schedule. Maintenance workers have been trained in list of priorities to respond better to needs of the tenants	

Narrative Question # 3	What are your maintenance goals for this coming year?
Continue to improve efficiency at turnovers. Make more use of force account labor to reduce costs.	

<u>Maintenance Budget Summary</u>			
	Overall Budget	Extraordinary Maintenance	Date
Current Fiscal Year Budget			
Current Fiscal Year Spent to date			
This upcoming Fiscal year Budget			

<u>Unit Turnover Summary</u>	
# Turnovers last Fiscal year	31
Average time to make Unit "Maintenance Ready"	40 hours/ 30 days
Average time to Lease –up unit	60 days

<u>Additional LHA comments/content:</u>
Although average turnovers generally only take 40 hours to complete, the lack of full time staffing does not allow for constant attention day to day. Meaning 40 hours is usually spread over 2-4 weeks. Also the number of vacancies at the same time hinders the completion timeline

Work Order Management

LHA Uses the following type of Work Order System to record and track all work completed.

Type of Work Order System	Check One	Comments
Computer Software System-Web Based (e.g. PHA Network, HAB, PHA-Web, etc.)	X	
Computer Software System-Non-Web based (e.g. SHARP (MS Access), MS Excel, MS Word, etc.)		
Manual System—Please specify in Comments section		
Other-Please Specify in Comments section		

Work orders are created using the following types/categories: (check all that apply)

Emergency	X
Vacancy	X
Preventive Maintenance	X
Inspections	X
Routine	X
Tenant Requests	X
Other-Please specify –on call emergency	X

Work Order Process:

Step	Step Description	YES/NO
1	Maintenance Request taken/submitted per the Standard Operating procedures above	y
2	Maintenance Requests logged into a computerized system or manual log	y
3	Maintenance Report(s) or List(s) generated	n
4	Work Orders Generated	y
5	Work Orders Assigned	y
6	Work Orders Tracked	y
7	Work Orders Completed/Closed Out	y

If the above process differs for any of the categories of Work Orders please describe how the process differs:

Lists and reports done weekly

Maintenance Schedules/Checklists

MAINTENANCE POLICY

Maintenance Plan (Program and Policy)

1. Introduction

This document outlines the Athol Housing Authority maintenance program and procedures.

2. Staffing

Athol has 1FT and 1PT maintenance staff.

3. Tracking of Maintenance Work

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

Work orders are entered into the system by the administrative/maintenance staff based on maintenance requests received from residents as well as from all other sources. Resident requests are received by telephone calls/walk-in requests at the Administrative Office. For after hours, holiday and weekend emergency problems, the tenants call an emergency number for on-call staff to be notified.

The maintenance person completing a work order is responsible for updating/completing the work order.

4. Routine Maintenance

The primary routine maintenance tasks at AHA are related to the general cleanliness and appearance of the property.

a) Interior of the Community Building

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

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

b) Exterior

On a weekly basis, the Maintenance Supervisor inspect the sites walkways and parking areas. These areas should be free of any visible trash or tripping hazards. The lawns

will be mowed as necessary. In the spring and fall all grass area should be thoroughly raked and cleaned to remove the accumulation of dead grass, leaves and other debris. The plantings around the site should be kept neatly trimmed and free of trash and debris.

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

Trash removal at all sites is provided by an outside contractor hired by the Authority. Residents are responsible for placing their household trash in dumpster or barrel provided by the Contractor.

5) Annual Unit Inspections

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

6) Preventive Maintenance

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

a) Fire Protection

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

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

b) Roof

Each building is equipped with shingle roofs. In the fall and spring of each year, the maintenance staff should conduct a visual inspection of the roofs. During the inspection, the staff person is looking for any lifting shingles or loose flashing. At the same time, the

maintenance person will make certain all of the roof drains and gutters appear to be free and clear of any obstructions. Any problems observed during this inspection should be brought to the immediate attention of the Maintenance Supervisor.

c) Exterior Masonry

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

d) Space Heating

At annual inspections and as needed baseboard electric heat will be inspected for cleanliness and that any flammable material is not within three feet of heating unit.

e) Domestic Hot Water

Domestic hot water is provided by electric hot water heaters at Gibson Drive, Ferron Circle and Partridge Court. All others are by oil fired boilers.

f) Plumbing & Electrical Repairs

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

g) Extermination/Pest Control

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

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

7) Vacancy Turnaround

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

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

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

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

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

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

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

8) Maintenance Charges

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

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

9) Definition of Maintenance Emergencies

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

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

ATHOL Housing Authority Deferred Maintenance Plan:

Deferred Maintenance is maintenance, upgrades, or repairs that are deferred to a future budget cycle or postponed for some other reason. The purpose of a Deferred Maintenance Plan is to ensure that an identified deficiency is not overlooked when that deficiency cannot be addressed immediately.

Deferred Maintenance should not be confused with Capital Improvement Projects (CIP). Large projects that will fall under our “Formula Funding” are still added to our CIP project list.

Items are added to our Deferred Maintenance List when an existing work order needs to be deferred.

Some of the reasons we defer a deficiency are:

1. **Items Best Completed When Unit is Vacant**
 - Anything noticed during an inspection that can and should wait until the unit is vacant would be added to our Deferred Maintenance Plan and then completed when the unit becomes vacant.
2. **Items that cannot be completed because of the season.**
 - Example: Landscaping, Exterior painting. These would be added to our Deferred Maintenance Plan and completed when the season permits.
3. **Lack of Funding**
 - During annual inspection, it was noticed that the common areas needed to be repainted. Because of a severe winter, the operating budget does not have sufficient funds to complete all the necessary painting at this time. The work order is moved to the “Deferred Maintenance Plan”. It will be completed as the operating budget permits.
4. **Efficiency – Items can be grouped together by location, task or trade**
 - Example: A contractor is required for several work orders, they are deferred and scheduled to be completed all at once.
5. **Vacancy Crisis**
 - When the housing authority experiences an unusually high vacancy count, low priority work orders will be moved to the deferred list to allow vacancies to be turned over.
6. **Organizational and Upkeep Tasks**
 - Any tasks that occur infrequently enough that they don’t fall under the category of routine work orders. Painting offices or common areas, etc.

The Deferred Maintenance List will be reviewed and prioritized weekly.

Routine Maintenance Schedule and Checklist

Athol

Landscaping and Grounds Routine Maintenance

[illegible]

Building Routine Maintenance

Building Interior

[illegible]

Other Routine Maintenance	
1	Oil Change
2	Filter Change
3	Brake Pad Replacement
4	Wash/Wax
5	Wash/Wax
6	Wash/Wax
7	Wash/Wax
8	Wash/Wax
9	Wash/Wax
10	Wash/Wax
11	Wash/Wax
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96	Wash/Wax
97	Wash/Wax
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100	Wash/Wax

Inventory, Meeting, Training, Tools

[illegible]

Preventive Maintenance Schedule and Checklist															
ATHOL															
Buildings & Grounds Preventive Maintenance															
Building Envelope															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
WINDOWS - Wash, re-caulk if needed	Annually	Staff / Vendor				X									
DOORS - Wash, check weather stripping, re-paint as needed	Annually	Staff				X									
FOUNDATION - Check cracks, vent covers	Annually	Staff				X									
EXTERIOR SURFACES, FIXTURES - Refinish	Every 10yrs or as Mod project	Staff / Vendor													
Building Interior															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
VINYL FLOORS - Refinish, polish	As Needed	Staff													
CEILINGS - Refinish	As Needed	Staff / Vendor													
WALLS - Refinish	As Needed	Staff / Vendor													
WALLS - Recaulk (kitchen and bath)	As Needed	Staff / Vendor													
WALLS - Wash off hand prints and dirt in high traffic areas	MONTHLY	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Pest Control															
PEST CONTROL - Notify residents, Apply Chemicals	As needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	
Common Kitchen, Laundry															
KITCHEN - Clean Range, Microwave, Refrigerator	Monthly / Annually	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
LAUNDRY - Wipe surfaces, empty trash, mop floor, clean behind machines, check lint traps and clean as needed	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Trash / Recycling Room															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Bring recycles to transfer station	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Landscaping															
Shrubs, Trees (remove broken, dead, deformed branches)	Weekly / Seasonal	Staff	X	X	X	X	X	X	X	X	X	X	X	X	
Grounds															
Signage - inspect, clean, repair as needed	bi_annually	Staff					X					x			
Walks, Paving, Curbs - monitor, clean, repair as needed	Annually	Staff					X								
Parking Lot - Monitor condition, clean and reseal as needed	Annually	Staff / Vendor					X								

Preventive Maintenance Schedule and Checklist															
ATHOL															
Mechanical, Electrical Systems Preventive Maintenance															
HVAC (Heating, Ventilation, Air Conditioning)															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Water system															
Test / Check Water Temperatures	At inspection	Staff	x	x	x	x	X	x	x	x	x	X	x	x	
Plumbing															
Toilets - check for leaks, running water	at instpection	Staff						X							
Faucets and shut-offs - check for leaks, drips	at instpection	Staff						X							
Pumps - sump pump in basement, confirm operational	Weekly / Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Fire Sprinklers N/A															
Sanitary system															
Replace toilet mechanism	as needed	Staff / Vendor													
Storm drain system															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Test system integrity	Annually	municipality									X				
Electrical system															
Tighten connections in transformers and junctions	As Needed	Vendor	Recommended by DHCD's Handbook.												
Clean, Test	As Needed	Vendor	However, if this was never performed, then it should be performed by licensed EC after an infrared test by a Testing Company												
Infrared Test	Every 5 -10 Yrs	Vendor													
Fire Alarms															
System (Hardwired) - Clean, Test	Annually	Vendor											X		
Fire Extinguishers - Test, Recharge, Replace (if necessary)	Annually	Vendor											X		
Emergency Lighting (Not on Generator)															
Test	Quarterly	Staff			X			X			X			X	
ALL Light Fixtures															
Lighting - clean fixtures, replace lamps as needed	Monthly/ As needed	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Test lights	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X

Preventive Maintenance Schedule and Checklist															
ATHOL															
Dwelling Unit Preventive Maintenance															
Heat and smoke detectors															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Battery Heat / Smoke Detectors - Test	At Inspection	Vendor											x		
Test hardwired detectors (with System)	Annually	Vendor											x		
Pest control															
Notify Residents, Install Chemicals	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	
Floors															
Refinish floors	At Turnover / As Needed														
Ceilings															
Refinish	At Turnover / As Needed														
Walls															
Refinish	At Turnover / As Needed														
Recaulk (kitchen and bath)	At Turnover / As Needed														
Kitchen fixtures															
KITCHEN - Clean Range, Microwave, Refrigerator	At Turnover / As Needed										X				
UNIT APPLIANCES - clean interior and exterior, vacuum under and behind	Annually	Resident Staff						X							
HVAC fixtures															
Unit Electrical Baseboard - Vacuum around fins	Annually	Resident													
Unit Bathroom Fans - Inspect, Vacuum, Clean covers	Annually	Resident													
Machine Preventive Maintenance															
Automobile															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Lubricate, Change Filters	Per Manufacturers Recommendations	Vendor										X			
Change tires	Rotate Annually	Vendor										X			
Replace brakes, other fixed life parts	Per Manufacturers Recommendations	Vendor										X			
Annual Sticker (Vehicles, Trailers)	Annually (Varies)	Vendor													
Small Engines															
ALL WORK by Service Contract	Per Manufacturers Recommendations	Vendor										X			
OIL - Check Level , Change, Replace Filter	Per Manufacturers Recommendations	Staff										X			
Air Filter - Replace Foam/Paper Air cleaner	Per Manufacturers Recommendations (OR Every Season)	Staff										X			
Replace Spark Plug, In-line Fuel Filter	Per Manufacturers Recommendations (OR Every 100 Hrs)	Staff										X			
Prep Work Season Start, Season End)	Bi-Annually	Staff			X							X			
Snow Removal and Sanding Equipment	Annually											X			

Inspections Schedule and Checklist																
ATHOL																
Buildings & Grounds Inspections																
Building Envelope																
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
ROOFS - Sloped/Flat and EPDM/Shingle/Metal	Bi-Annually / Annually	Staff				X						X				
ROOFS - Cracks, water pooling, leaks, flashing	Bi-Annually / Annually	Staff				X						X				
WALLS - Brick, Vinyl, Shingle	Annually	Staff				X										
WINDOWS, DOORS - Seals, Operators	Annually	Staff				X										
DECKS, EXT STAIRS - Wash	Annually	Staff				X										
FOUNDATIONS - Cracks, vent covers	Annually	Staff				X										
Building Interior																
FLOORS - Wood, Vinyl, Carpet	Annually	Staff				X										
CEILINGS	Annually	Staff				X										
WALLS	Annually	Staff				X										
Pest Control																
PEST CONTROL - Pests	Monthly / As Needed	Vendor	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Common Kitchen, Laundry																
KITCHEN - Inspect Appliances	Annually	Staff										X				
Kitchen, Bath - Cabinets, fixtures	Annually	Staff										X				
Trash / Recycling Room																
Trash / Recycle Cans	Weekly / Bi-Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Landscaping																
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Lawn, Shrubs, Landscape Beds	Annually	Staff				X										
Grounds																
Signage - Inspect	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Walks, Paving, Curbs - Cracks, broken curbs	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Parking Lot - Cracks, and Water Ponding	Bi-Annually	Staff			X						X					
Mechanical, Electrical Systems Inspections																
Plumbing																
Toilets - Leaks	Annually	Staff		AT	INS											
Faucets and shut-offs - Leaks	Annually	Staff		AT	INS											
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Electrical system																
Inspect connections in panels	AS Needed	Recommended by DHCDs Handbook. Perform during major work that includes panel changes														
Fire Alarms																
System (Hardwired) - Inspect Common / Public Areas	Bi-Annually	Staff / Vendor				X						X				
System (Hardwired) - FA Panel for Trouble	Annually	Staff / Vendor									X					
Fire Extinguishers - Check Gauge for Replacement need	Annually	Vendor									X					
Emergency Lighting (Not on Generator)																
Inspect and Test	Quarterly	Staff			X			X			X				X	
ALL Light Fixtures																
Lighting - Lights working	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Inspections Schedule and Checklist															
ATHOL															
Machine Inspections															
Automobile															
TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Check Oil	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Check tires	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Check Brakes	Weekly	Staff	X	X	X	X	X	X	X	X	X	X	X	X	X
Registration	Annually (Varies)	Staff													
Small Engines															
Check Oil Level	Every 5 Hrs/BEFORE USE	Staff			X	X	X	X	X	X					
Check Fuel (in Tank and Stored)	After Use, Season End/Start	Staff		X	X	X	X	X	X	X	X				
Inspect Machine / Equipment	Before and after Use	Staff			X	X	X	X	X	X					

Dwelling Unit Inspections Schedule and Checklist

LHA NAME: ATHOL

DEVELOPMENT: ALL

LAKE SIDE APARTMENTS

TASK	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Buildings 1 & 2 & 3	Annually	Staff									X			
Buildings 3 & 4 & 6	Annually	Staff										X		
Building 7	Annually	Staff								X				

MORTON MEADOWS	
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Buildings 1 & 2	Annually	Staff				X								
Buildings 3 & 4 & 5	Annually	Staff					X							

Scattered Sites	
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[illegible]

Heat and smoke detectors	100%
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Battery Heat / Smoke Detectors - Inspect Condition	Bi-Annually / Annually	Staff			AT INSPECTION								
Inspect System Heat detectors (in Units)	Bi-Annually / Annually	Vendor	SCHEDULED UNDER ROUTINE MAINTENANCE										

[illegible][illegible]

Floors, Ceilings, Walls	
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Floors (Wood, Vinyl, Tile)	Annually				AT INSPECTION							
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[illegible]

KITCHEN - Inspect Appliances	Bi-Annually / Annually	Staff			AT INSPECTION									
Kitchen, Bath - Cabinets, fixtures	Bi-Annually / Annually	Staff				AT INSPECTION					X			

HVAC fixtures	
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[illegible]

Athol Housing Authority

Deferred Maintenance Report

For work orders deferred between 4/1/2020 and 10/31/2021

Date Deferred	Work Description	Location/ Bldg/Unit	Reason Deferred	Estimated Costs	Material Needed	Original Work Order No.	Target Completion Date	Actual Completion Date	Other Comments
04/23/2020	Tenant reports that a shade in her apartment is broken (pulls hard).	667-1/MM/03	state of emergency	\$0.00		15373	08/26/2020	8/26/2020	
05/11/2020	Clean Furnaces at Ferron Circle		pending social distancing restrictions	\$0.00		15399	07/10/2020	10/23/2020	
06/10/2020	Needs ramp to be extended and have siding on. Also complained of storm door opening incorrectly. Explained we will discuss.	667-1/MM/02	pending approval	\$0.00		15433	08/09/2020	6/19/2020	
07/06/2020	Tenant fell and put hole in living room wall towards kitchen area. From deferred maintenance list. Patch and paint wall	667-2/LAK/41	non emergency will complete after state of emergency	\$0.00		15456	09/04/2020	3/23/2021	
07/06/2020	Would like apartment walls painted. Paint has washed off walls.	705-1/PARK/02	non emergency due to virus	\$0.00		15458	09/04/2020		
08/05/2020	replace broken tiles	667-1/MM/02	unable to access, staff on vacations, other higher priority items to attend to	\$0.00		15493	10/04/2020	9/7/2020	
08/12/2020	bath fan smells like it is burning	667-2/LAK/41	waiting on parts 41 GD bath fan	\$0.00		15498	10/11/2020	9/30/2020	
09/23/2020	Prepare apartment for turnover Follow Apartment Check Sheet Initial completed tasks Ensure ALL MECHANICAL DEFICIENCIES ARE CORRECTED	667-2/LAK/02	2 GD to be renovated by contractor end of October	\$0.00		15517	11/22/2020	2/26/2021	
09/11/2020	hinge on kitchen cabinet broke,	705-1/PARK/01	hinge needed to be ordered	\$0.00		15521	11/10/2020	11/20/2020	

Athol Housing Authority

Deferred Maintenance Report

For work orders deferred between 4/1/2020 and 10/31/2021

10/07/2020	Prepare apartment for turnover Follow Apartment Check Sheet Initial completed tasks Ensure ALL MECHANICAL DEFICIENCIES ARE CORRECTED	667-2/LAK/45	45GD Active covid cases in building	\$0.00		15523	12/06/2020		
10/07/2020	replace broken floor tiles in kitchen/pantry area	667-2/LAK/19	19 GD tiles Due to active covid cases in complex	\$0.00		15543	12/06/2020	6/15/2021	
10/07/2020	she can't get screen back in bedroom window after removing a/c	667-2/LAK/23	screen replacement GD Active covid	\$0.00		15550	12/06/2020	10/9/2020	
10/07/2020	Annual inspection GD buildings 4+5+6		Gd inspections Active covid in complex	\$0.00		15555	12/06/2020	10/28/2020	
10/09/2020	Kitchen and hallway light has been flashing since the power outage last week	705-01/KEN/03	kenne lights vendor scheduled to replace week of 10/26	\$0.00		15564	12/19/2020	10/22/2020	
10/20/2020	tenant needs 5 new mini blinds. She would like you to measure for her. She realizes she will be charged and will pay \$10 per month per Christi.removed and instaled new blinds.	667-2/LAK/23	#23 GD blinds ordered awaiting shipment	\$0.00		15568	12/19/2020	10/27/2020	
10/20/2020	Tenant requests 5 new shades and understands he has to pay for same	667-2/LAK/43	43 GD materials on order with other window treatments	\$0.00		15574	12/19/2020	10/28/2020	tenant decided not to get
11/04/2020	cove base coming unattached in several places	667-2/LAK/23	precaution due to covid	\$0.00		15591	01/03/2021	6/9/2021	
11/04/2020	pantry door off track	667-2/LAK/31	high numbers of covid	\$0.00		15595	01/03/2021	6/9/2021	
11/04/2020	Tenant would like closet door put in	667-1/MM/28	covid precaution	\$0.00		15609	01/03/2021	1/27/2021	
11/20/2020	ceiling above tub that was wet from water leak from upstairs apt is getting worse with "pieces" falling off. There may be new wet or moisture spots.	705-01/KEN/02	tub on third floor needs replacement before ceiling can be repaired #2Kennebunk	\$0.00		15623	01/19/2021	11/20/2020	

Athol Housing Authority

Deferred Maintenance Report

For work orders deferred between 4/1/2020 and 10/31/2021

03/04/2021	floor tiles are broken and some coming up in the kitchen near the "fridge"	667-1/MM/22	unit 22 MM- non emergency covid	\$0.00		15708	05/07/2021	6/7/2021	
04/29/2021	Cabinet door left of sink needs fixing.	667-1/MM/09	9 mm cabinet door non emergency to be done during inspection	\$0.00		15748	06/28/2021	6/8/2021	
04/29/2021	paint is chipping on inside of bedroom window	667-1/MM/29	29 mm paint chipping non emergency to be done at inspection	\$0.00		15758	06/28/2021	6/3/2021	
05/10/2021	Need to extend gutter in the back. She talked to Nick	667-1/MM/28	to be done prior to winter with other gutter repair	\$0.00		15772	08/08/2021		
06/09/2021	Her refrigerator is leaking and the seal fell off. Please check door seal	705-2/FC/2C	seal on order	\$0.00		15815	08/08/2021	6/15/2021	
06/15/2021	tiles loose in bathtub	667-2/LAK/21	21 GD- vendor to install new surround when units arrive, loose tiles temporary glued	\$0.00		15837	10/29/2021		
	26 deferred item(s) listed								

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 03/31/2021. It also shows the approved budget for the current year (2022) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

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

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

Operating Reserve

The LHA's operating reserve is the amount of funds that an LHA sets aside to sustain itself during lean years, or to remedy urgent health and safety concern or address deferred maintenance items. In addition, while DHCD approves a fixed non-utility operating budget level for every LHA (called the Allowable Non-Utility Expense Level, or ANUEL), LHAs can propose a budget that exceeds that level, with the additional cost to be funded from the Operating Reserve, as long as the reserve will still remain above the minimum threshold set by DHCD.

DHCD defines a full (100%) Operating Reserve (OR) amount to be equal to one-half of the previous year's operating expenses and requires LHAs to maintain a minimum OR of 35% of this amount to cover any unplanned but urgent needs that may arise during the year and that can't be funded by the operating budget. If the reserve is between 20% and 35% of the full level, the LHA must obtain prior written approval from DHCD to spend reserve funds, unless the expense is to resolve a health and safety issue. If the reserve is below the 20% level, the LHA can only spend OR funds on health and safety issues. In both cases, the LHA should address the health and safety issue immediately but must retroactively inform DHCD and obtain its approval.

The Athol Housing Authority operating reserve at the end of fiscal year 2021 was \$347,036.00, which is 104.1% 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 Athol Housing Authority.						
REVENUE						
Account Number	Account Class	2021 Approved Revenue Budget	2021 Actual Amounts Received	2022 Approved Revenue Budget	% Change from 2021 Actual to 2022 Budget	2022 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$372,000.00	\$355,507.00	\$348,000.00	-2.1%	\$308.51
3111	Shelter Rent - Tenants - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
3115	Shelter Rent - Federal Section 8	\$0.00	\$0.00	\$0.00	0%	\$0.00
3190	Nondwelling Rentals	\$0.00	\$0.00	\$0.00	0%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$0.00	\$80.00	\$0.00	-100%	\$0.00
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$2,000.00	\$1,754.00	\$2,000.00	14%	\$1.77
3691	Other Revenue - Retained	\$40,000.00	\$67,020.00	\$30,000.00	-55.2%	\$26.60
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$20,000.00	100%	\$17.73
3801	Operating Subsidy - DHCD (4001)	\$309,160.00	\$316,202.00	\$265,742.00	-16%	\$235.59
3802	Operating Subsidy - MRVP Landlords	\$0.00	\$0.00	\$0.00	0%	\$0.00
3803	Restricted Grants Received	\$0.00	\$0.00	\$0.00	0%	\$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	\$0.00	\$0.00	\$0.00	0%	\$0.00
3000	TOTAL REVENUE	\$723,160.00	\$740,563.00	\$665,742.00	-10.1%	\$590.20

Annual Plan 2023
Annual Operating Budget

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Athol Housing Authority.						
EXPENSES						
Account Number	Account Class	2021 Approved Expense Budget	2021 Actual Amounts Spent	2022 Approved Expense Budget	% Change from 2021 Actual to 2022 Budget.	2022 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$102,012.00	\$103,474.00	\$103,515.00	0%	\$91.77
4120	Compensated Absences	\$0.00	\$7,606.00	\$0.00	-100%	\$0.00
4130	Legal	\$0.00	\$0.00	\$0.00	0%	\$0.00
4140	Members Compensation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4150	Travel & Related Expenses	\$2,000.00	\$66.00	\$2,000.00	2930.3%	\$1.77
4170	Accounting Services	\$8,520.00	\$8,620.00	\$8,520.00	-1.2%	\$7.55
4171	Audit Costs	\$3,780.00	\$3,780.00	\$3,780.00	0%	\$3.35
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$22,638.00	\$17,174.00	\$14,638.00	-14.8%	\$12.98
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$138,950.00	\$140,720.00	\$132,453.00	-5.9%	\$117.42
4310	Water	\$34,907.00	\$35,281.00	\$36,751.00	4.2%	\$32.58
4320	Electricity	\$116,830.00	\$118,934.00	\$120,703.00	1.5%	\$107.01
4330	Gas	\$0.00	\$0.00	\$0.00	0%	\$0.00
4340	Fuel	\$38,486.00	\$27,130.00	\$39,365.00	45.1%	\$34.90
4360	Net Meter Utility Debit/Energy Conservation	\$0.00	\$31,540.00	\$0.00	-100%	\$0.00
4390	Other	\$1,000.00	\$260.00	\$1,000.00	284.6%	\$0.89
4391	Solar Operator Costs	\$0.00	\$58,413.00	\$0.00	-100%	\$0.00
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$-89,953.00	\$0.00	-100%	\$0.00
4300	TOTAL UTILITIES	\$191,223.00	\$181,605.00	\$197,819.00	8.9%	\$175.37

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Athol Housing Authority.						
EXPENSES						
Account Number	Account Class	2021 Approved Expense Budget	2021 Actual Amounts Spent	2022 Approved Expense Budget	% Change from 2021 Actual to 2022 Budget	2022 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$98,015.00	\$88,001.00	\$121,146.00	37.7%	\$107.40
4420	Materials & Supplies	\$30,000.00	\$25,375.00	\$27,000.00	6.4%	\$23.94
4430	Contract Costs	\$70,790.00	\$63,080.00	\$42,994.00	-31.8%	\$38.12
4400	TOTAL MAINTENANCE	\$198,805.00	\$176,456.00	\$191,140.00	8.3%	\$169.45
4510	Insurance	\$20,548.00	\$19,895.00	\$23,024.00	15.7%	\$20.41
4520	Payment in Lieu of Taxes	\$3,700.00	\$3,700.00	\$3,700.00	0%	\$3.28
4540	Employee Benefits	\$80,470.00	\$77,962.00	\$87,606.00	12.4%	\$77.66
4541	Employee Benefits - GASB 45	\$0.00	\$12,098.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$0.00	\$0.00	0%	\$0.00
4570	Collection Loss	\$0.00	\$1,395.00	\$0.00	-100%	\$0.00
4571	Collection Loss - Fraud/Retroactive	\$0.00	\$0.00	\$0.00	0%	\$0.00
4580	Interest Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4590	Other General Expense	\$0.00	\$0.00	\$0.00	0%	\$0.00
4500	TOTAL GENERAL EXPENSES	\$104,718.00	\$115,050.00	\$114,330.00	-0.6%	\$101.36
4610	Extraordinary Maintenance	\$59,464.00	\$47,083.00	\$40,000.00	-15%	\$35.46
4611	Equipment Purchases - Non Capitalized	\$23,880.00	\$18,056.00	\$19,000.00	5.2%	\$16.84
4612	Restricted Reserve Expenditures	\$0.00	\$0.00	\$0.00	0%	\$0.00
4715	Housing Assistance Payments	\$0.00	\$0.00	\$0.00	0%	\$0.00
4801	Depreciation Expense	\$0.00	\$148,427.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$83,344.00	\$213,566.00	\$59,000.00	-72.4%	\$52.30
4000	TOTAL EXPENSES	\$717,040.00	\$827,397.00	\$694,742.00	-16%	\$615.91

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Athol Housing Authority.						
SUMMARY						
Account Number	Account Class	2021 Approved Budget	2021 Actual Amounts	2022 Approved Budget	% Change from 2021 Actual to 2022 Budget	2022 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$723,160.00	\$740,563.00	\$665,742.00	-10.1%	\$590.20
4000	TOTAL EXPENSES	\$717,040.00	\$827,397.00	\$694,742.00	-16%	\$615.91
2700	NET INCOME (DEFICIT)	\$6,120.00	\$-86,834.00	\$-29,000.00	-66.6%	\$-25.71
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$6,000.00	100%	\$5.32
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$6,000.00	100%	\$5.32
7600	EXCESS REVENUE OVER EXPENSES	\$6,120.00	\$-86,834.00	\$-35,000.00	-59.7%	\$-31.03

Explanation of Budget Accounts

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

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

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

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

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

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

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

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

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

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with

the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

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

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

3801: Operating Subsidy – DHCD (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:

The credit balance in this account represents the anticipated total receipts from DHCD during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

3920: Gain/Loss from Sale or Disposition of Property (Capitalized or Non-Capitalized): The debit or credit balance of this account represents the following items: a) Cash proceeds from the sale of property that was either: 1) non-capitalized; or 2) capitalized and has been fully depreciated, and b) Realized gain or loss from the sale or disposition of capitalized property that has not been fully depreciated.

4110: Administrative Salaries: This account should be charged with the gross salaries of LHA personnel engaged in administrative duties and in the supervision, planning, and direction of maintenance activities and operating services during the operations period. It should include the salaries of the executive director, assistant executive director, accountants, accounting clerks, clerks, secretaries, project managers, management aides, purchasing agents, engineers, draftsmen, maintenance superintendents, and all other employees assigned to administrative duties.

4120: Compensated Absences: The debit balance in this account represents the actual cost incurred during the fiscal year for vacation, paid holidays, vested sick leave and earned compensatory time. This account includes both the direct compensated absences cost and associated employer payroll expenses (employment taxes, pension cost, etc.).

4130: Legal Expense: This account should be charged with retainers and fees paid to attorneys for legal services relating to the operation of the projects.

4140: Compensation to Authority Members: A local authority may compensate its members for performance of their duties and such other services as they may render to the authority in connection with its Chapter 200 development(s). Compensation for any other program is not authorized. Because of this, LHAs must base such compensation only on the actual rent receipts for these developments plus a prorated share of other operating receipts of funds on a per unit basis. The precise amount that members may be compensated is defined by statute to a maximum of \$40 per member per day, and \$50 for the chairperson per day. The total of all compensation to all board members is not to exceed two percent (2%) of actual gross income of Chapter 200 developments in any given year, consistent with the approved budget amount. In no case shall the payment of compensation exceed \$12,500 annually for the chairperson, or \$10,000 for any member other than the chairperson. Please note the statute requires the member to perform housing authority business in order to receive compensation.

4150: Travel and Related Expense: Legitimate travel expenses incurred by board members and staff in the discharge of their duties for any **state-aided program** are reimbursable from this account, as consistent with Department policy.

4170: Contractual Accounting Services: Fees for accounting services that are provided routinely and are contracted for on an annual basis. Only accounting services performed on a contractual basis (fee accountant) should be included in this item. Full or part-time LHA accounting staff that provides routine accounting services should be included in Account 4110, Administrative Salaries.

4171: Audit Costs: This account includes the state program's prorated share of audit fees paid to an Independent Public Accountant (IPA). The procurement of an IPA is necessary to satisfy the Federal Government's audit requirements. Costs for these services should be shared with all state and federal programs of LHA. **Audit costs are to be absorbed within the ANUEL.** The new Agreed Upon procedures (AUP) audit costs for state-assisted public housing programs should also be included in this account.

4180: Penalties and Interest: Any expenses incurred from penalties, fees, and interest paid on delinquent accounts shall be included in this line item.

4190: Administrative Other: This account is provided for recording the cost of administrative items for which no specific amount is prescribed in this 4100 group of accounts. It includes, but is not limited to, the cost of such items as: reports and accounting forms; stationery and other office supplies; postage; telephone services; messenger service; rental of office space; advertising for bids; publications; membership dues; collection agency & court costs, training costs; management fees, and fiscal agent fees.

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of \$6.00 per state-aided public housing unit occupied or available for occupancy by residents represented by such LTO(s) or an annual total of \$500.00 prorated among all such LTO(s), whichever is more. For more information on the creation and funding of LTOs see 760 CMR 6.09.

Authorities which operate computer learning centers, which are funded by the state consolidated budget or by other sources (which are typically recorded in line #3691 as "Other Revenue Retained", should budget the cost of the centers on this line.

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

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

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

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

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

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

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

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

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

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

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

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

4520: Payments in Lieu of Taxes:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7540: Betterments & Additions – Capitalized: This account should be debited with the acquisition cost (only the net cash amount) of non-expendable equipment and major non-routine repairs that are classified as a betterment or addition. These items meet the LHA's criteria for capitalization and will also be added to fixed

assets and therefore depreciated over the useful life of the asset. Examples are: major roof replacement, structural repairs such as siding, or major paving work.

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

Narrative Responses to the Performance Management Review (PMR) Findings

DHCD has cancelled publication of Performance Management Reviews for fiscal years ending 3/31/2020 through 3/31/2021 due to disruptions of normal operations in response to the COVID-19 virus. Therefore, there are no ratings included in this report.

Explanation of PMR Criteria Ratings

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

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

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management - Inspections	
Unit Inspections Conducted	Housing authorities are required to conduct inspections of all their occupied units at least once a year <ul style="list-style-type: none"> • "No Findings": 100 % of sampled units had inspections conducted once during the year • "Corrective Action": Fewer than 100% of sample units were inspected during the year
Inspections Report	Housing authorities are required to note all of the deficiencies found during inspections <ul style="list-style-type: none"> • "No Findings": 100 % of deficiencies are noted on inspection report • "Corrective Action": Fewer than 100% of deficiencies are noted in inspection report
Inspection Work Order	Housing authorities are required to generate work orders for all deficiencies noted during inspections <ul style="list-style-type: none"> • "No Findings": 100 % of deficiencies noted on inspection reports generated work orders • "Corrective Action": Fewer than 100% of deficiencies noted on inspection reports generated work orders
Work Order System	Work order system identifies, tracks, and can produce reports for inspection work orders. <ul style="list-style-type: none"> • "No Findings": Inspection work orders are identified, tracked, and reportable • "Operational Guidance": Inspection work orders are not identified, and/or tracked, and/or reportable
Inspections Work Orders Completed	Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). <ul style="list-style-type: none"> • "No Findings": Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP • "Operational Guidance": Sampled inspection work orders were completed within 31 to 45 calendar days of inspection date and not added to deferred maintenance plan or CIP • "Corrective Action": Sampled inspection work orders were completed in over 45 calendar days of inspection date

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

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

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	04/06/2011	
*Personnel Policy	02/01/2012	
*Capitalization Policy	04/30/2020	
*Procurement Policy	04/30/2020	
*Grievance Policy	05/07/2014	

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

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

Waivers

AP-2023-Athol Housing Authority-00381 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Glossary

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

AHVP: Alternative Housing Voucher Program

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

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

ANUEL: Allowable Non-Utility Expense Level

AP: Annual Plan

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

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

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

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

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

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

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

CNA: Capital Needs Assessment

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

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

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

DHCD: Massachusetts Department of Housing & Community Development

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

FF: Formula Funding

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

FYE: Fiscal Year End

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

HHA: Host Housing Authority for the RCAT program.

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

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

LHA: Local Housing Authority

LTO: Local Tenants Organization

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

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

MOR: Management and Occupancy Report

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

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

Performance Management Review (PMR):

PMR: Performance Management Review

RCAT: Regional Capital Assistance Team

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

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

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

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

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

Attachments

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

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

- Public comment
- Cover sheet for AP Survey
- Tenant Satisfaction Survey 667 Program

ATHOL HOUSING AUTHORITY

21 Morton Meadows
(978)249-4848

Athol, MA 01331-2123
fax. (978)249-9604

Date: December 8, 2021

To: To Whom It May Concern

From: Christi Martin, Executive Director

Re: Annual Plan – Public Hearing
.....

A Public Hearing was held on December 8, 2021 at 10:00 A.M. regarding the Athol Housing Authority FYE 2023 Annual Plan.

No public comments or suggestions were made concerning the Annual Plan.

Resident Surveys – Background

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

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

Round One Surveys (2016 – 2018)

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

Notes re: Round One Surveys

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

Round Two Surveys (2019 – 2022)

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

Notes re: Round Two Surveys

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

ATHOL HOUSING AUTHORITY

Chapter 667 Housing Summary 2016 - 2018

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

Fall 2016:

- Surveys were sent to 9624 housing units (Chapter 667). 5511 surveys were filled out and returned.

Fall 2017:

- Surveys were sent to 6024 housing units (Chapter 667). 3391 surveys were filled out and returned.

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.
- In the **Athol Housing Authority**, surveys were sent to a total of **78** housing units (Chapter 667); **32** surveys were completed.

This report provides some information about how the residents from the **Athol Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Western Massachusetts. These small LHAs in Western Massachusetts include: Adams, Amherst, Athol, Barre, Belchertown, Brimfield, Dalton, East Longmeadow, Easthampton, Franklin County Regional, Granby, Great Barrington, Hadley, Hampshire County Regional, Hatfield, Holyoke, Lee, Lenox, Ludlow, Monson, Montague, Orange, Palmer, Shelburne, South Hadley, Southwick, Stockbridge, Ware, Warren, Wilbraham, and Williamstown.

Communication

Residents in Ch. 667 housing were asked about how they interacted with the Athol Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Athol Housing Authority	Small LHAs in Western MA*	Entire State
Contacted management about a problem or concern.....	81%	77%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	81%	87%	87%
Saw the Capital Improvement Plan.....	50%	31%	30%
Saw the Operating Budget.....	34%	17%	17%
Knew the Executive Director held a meeting with residents...	65%	60%	53%

* Small LHAs in Western Massachusetts include: Adams, Amherst, Athol, Barre, Belchertown, Brimfield, Dalton, East Longmeadow, Easthampton, Franklin County Regional, Granby, Great Barrington, Hadley, Hampshire County Regional, Hatfield, Holyoke, Lee, Lenox, Ludlow, Monson, Montague, Orange, Palmer, Shelburne, South Hadley, Southwick, Stockbridge, Ware, Warren, Wilbraham, and Williamstown.

Services and Programs

44% of the Athol Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Athol Housing Authority	Small LHAs in Western MA	Entire State
Job training programs.....	6%	4%	6%
Money management programs (<i>budgeting, taxes, income building</i>).....	19%	11%	10%
Children's programs (<i>tutoring, childcare, afterschool programs</i>).....	0%	2%	2%
Health and Medical Services (<i>visiting nurse, meal programs</i>).....	28%	36%	35%
Adult Education (<i>GED, ESL, educational counseling</i>)	9%	7%	10%

Maintenance and Repair

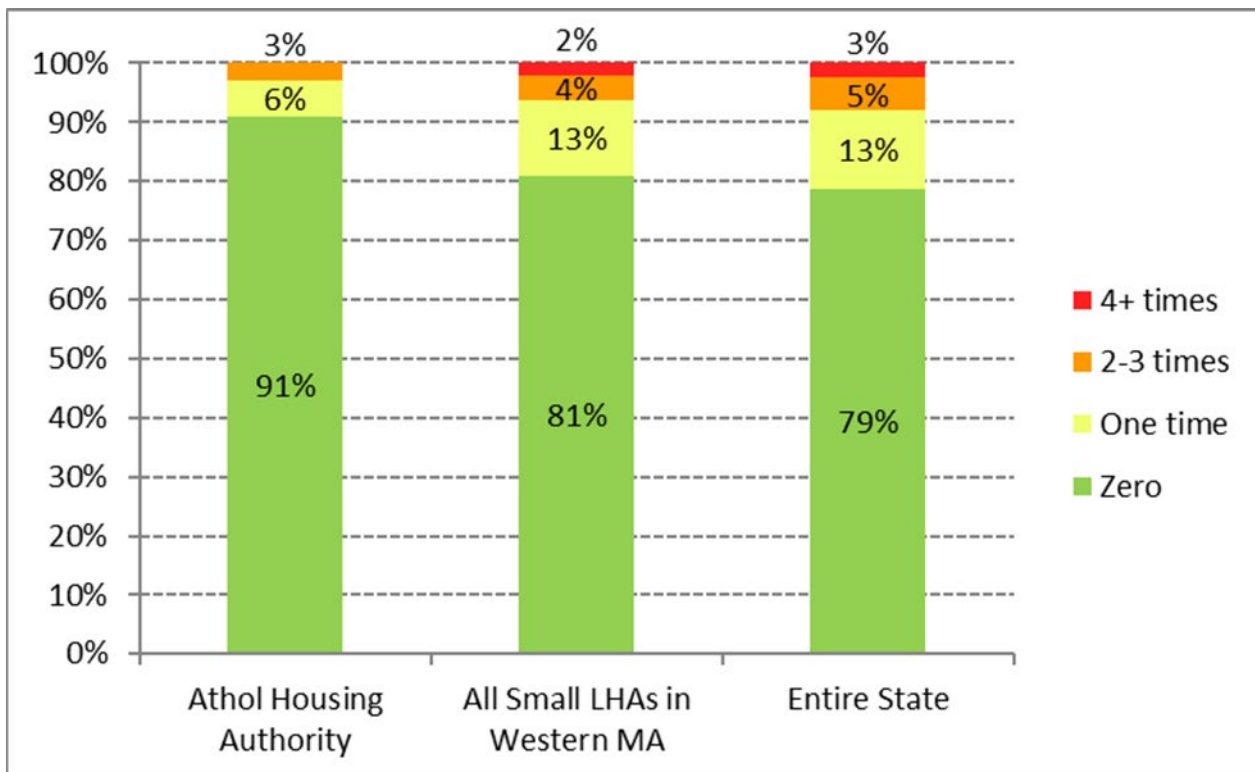
Who had problems? About one-tenth of respondents had a problem with their heating and about one-half had a plumbing problem in the last 12 months.

	Athol Housing Authority	Small LHAs in Western MA	Entire State
Had a heating problem.....	9%	18%	21%
Had a problem with water or plumbing.....	53%	46%	49%

- **Heating Problems**

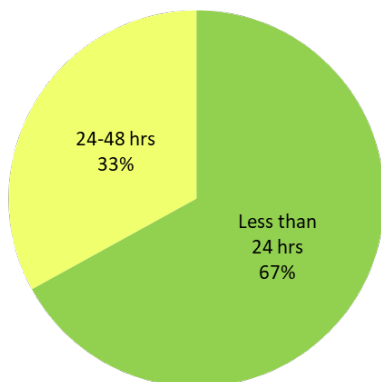
How many times did residents have heating problems?

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

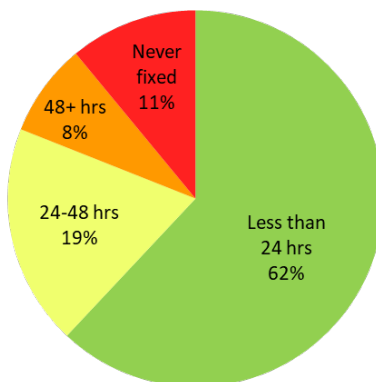


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

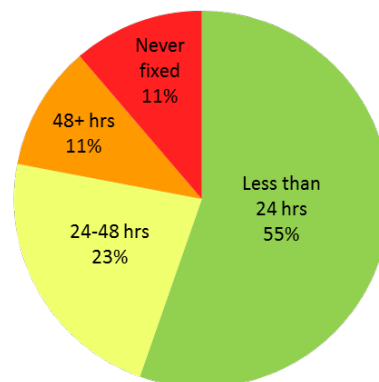
**Athol
Housing Authority**



**Small LHAs
in Western MA**



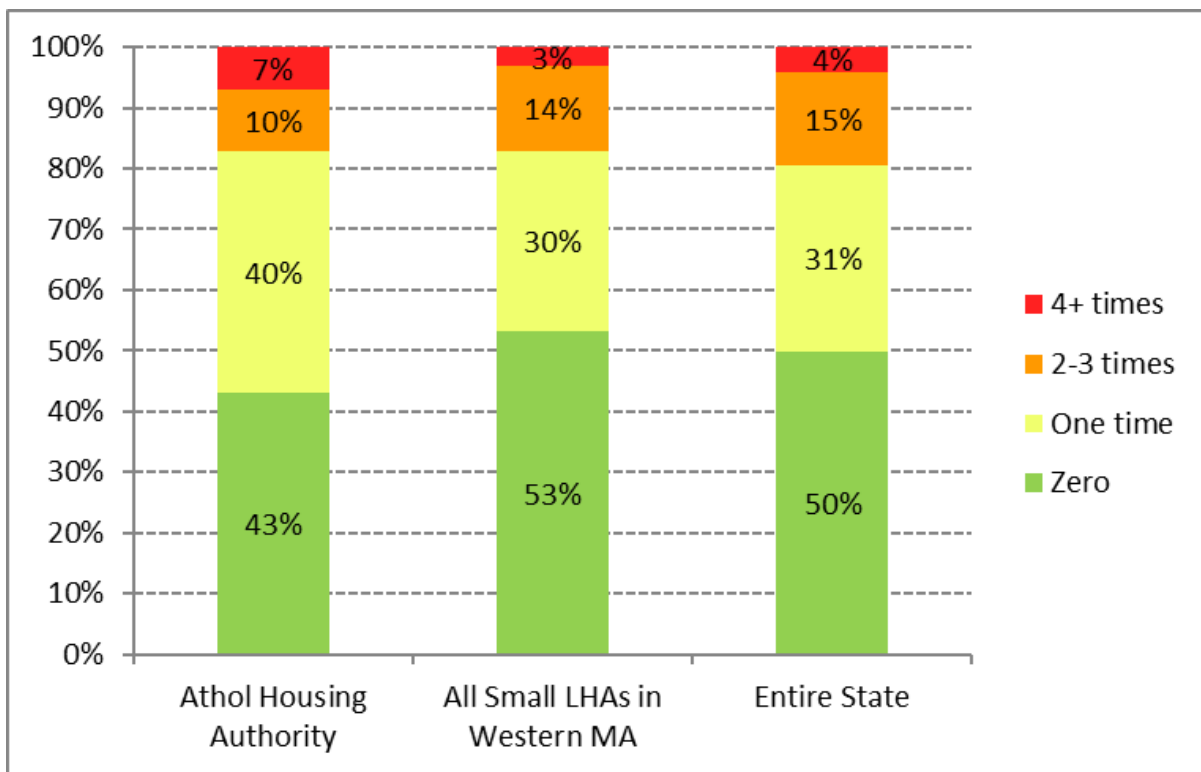
Entire State



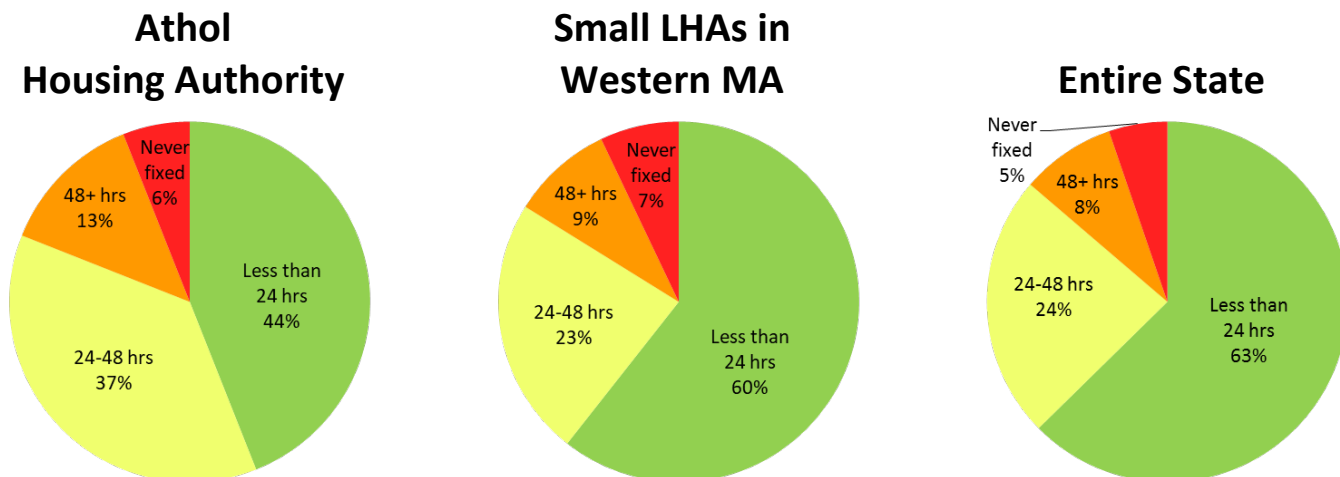
- **Water or Plumbing Problems**

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

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

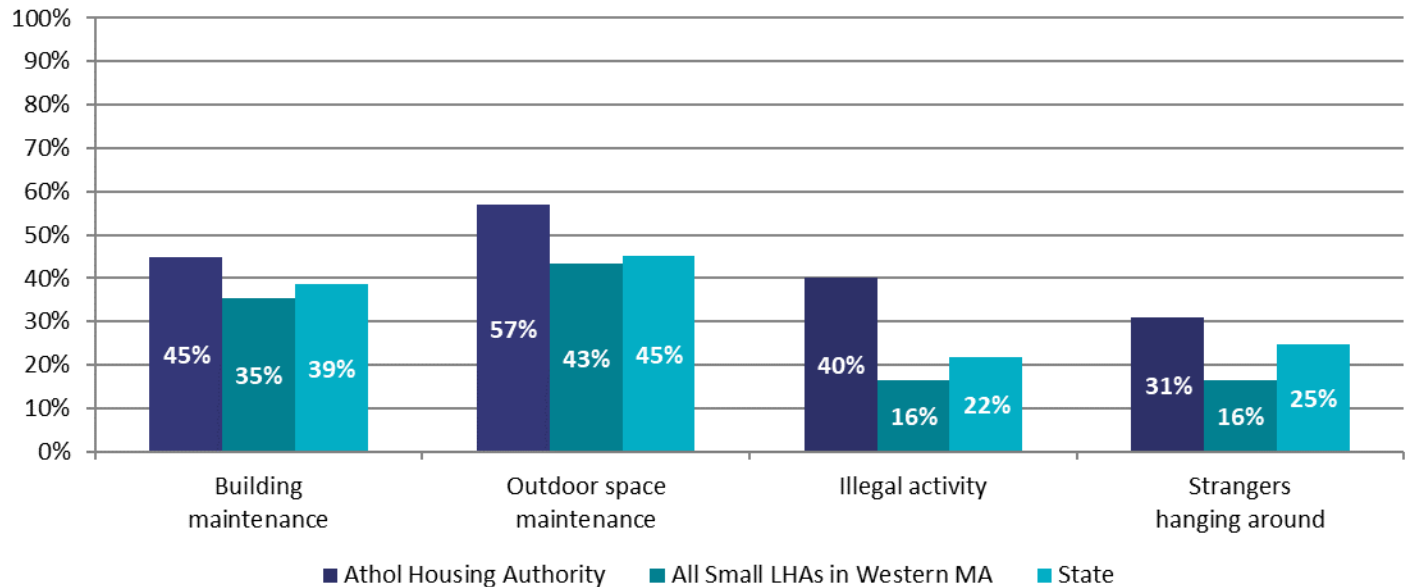


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.



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

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



Safety

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

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

