

ATTLEBORO HOUSING AUTHORITY
Performance Management Review
(PMR) Report
Fiscal Year End 09/30/2019

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

Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Desk Audit Ratings Summary	
Housing Authority	Attleboro Housing Authority
Fiscal Year Ending	06/30/2019
Housing Management Specialist	Lisa Taylor
Facilities Management Specialist	Robert Garrett

Criteria	Score/Rating			
	Management			
	c.667	c.705	c.200	Cumulative
Occupancy Rate	No Findings	Operational Guidance	No Findings	No Findings
	c.667	c.705	c.200	Cumulative
Tenant Accounts Receivable (TAR)	Operational Guidance	Corrective Action	Operational Guidance	Operational Guidance
Board Member Training	No Findings			
Certifications and Reporting Submissions	Operational Guidance			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			

LHA Attleboro Housing Authority

Occupancy

Rating All: No Findings
Rating 667: No Findings
Rating 200: No Findings
Rating 705: Operational Guidance

- Enter vacancies into system at least monthly and ensure that there are no duplicates. Reach out to HMS if accidental duplicates occur.
- Use online vacancy system, see user guide if need help. All vacancies must be reported; and quarterly certifications must be completed certifying all data is in system. Request waivers when applicable.
- Follow tenant selection best practices to improve vacancy turnover (pulling lists in CHAMP as soon as vacancy occurs and previewing list to prescreen in advance of vacancies as needed).
- Include unit turnovers in capital improvement plan.
- Engage in a management agreement or contract with private firms to help with heavy unit turnover.
- Review turnovers with staff weekly or biweekly to monitor status of vacant units.
- Develop plan for updating units with long term occupancy to limit turn over time at vacancy; family units may need consistent attentions o when lease up, condition is not affecting vacancy turnover time.
- Ensure that yearly inspection findings are addressed and address tenant damage/lease violations.
- Other: Although the AHA received a Cumulative Rating of No Findings overall, the c. 705 program received Operational Guidance. The SHA must enter vacant units into the Vacancy System, request waiver when applicable, and develop a schedule to monitor entries (Refer to PHN2016-17).**

Tenant Accounts Receivable (TAR)

Rating All: Operational Guidance
Rating 667: Operational Guidance
Rating 200: Operational Guidance
Rating 705: Corrective Action

- Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
- Ensure proper documentation of past due balances and collection efforts with tenants.
- Other: It is recommended that the AHA enter into written agreements for the c.705 housing program. The agreement shall provide for pay back of the amounts owed for rent, damage or costs. Normal Repayment Agreements include court-ordered agreements. Refer to PHN 2018-08, PHN 2017-13, HMS Handout A_TAR User instructions and Handout D_HAB TAR Instructions for additioanl guidance on this criteria.**

Certifications and Reporting Submissions

Rating: Operational Guidance

- Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
- Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
- Submit all four quarterly operating statements within 60 days of the quarter end.
- Schedule board meetings well in advance. Consider scheduling a backup date to ensure you are able to have your board vote/approval in time to meet reporting deadlines.
- Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.
- Other: Refer to PHN 2018 -08, Section A, Important PMR Dates, for guidance on this criteria.**

Adjusted Net Income/Revenue

Rating: No Findings

Revenue:

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

Expense:

Salaries

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

Legal

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

Utilities

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

Maintenance

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

- Other:**

Operating Reserve

Rating: No Findings

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

Board Member Training

Rating: No Findings

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

PMR Capital Benchmarks for LHA Fiscal Year 2019

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Fiscal Year 2019 (Planning Year)	
Criteria	Score/Rating
	Capital
Capital Improvement Plan (CIP) Submitted	No Findings
Capital Spending	Operational Guidance

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

Housing Authority	Attleboro Housing Authority
Fiscal Year Ending	6/30/2019
Housing Management Specialist	Lisa Taylor
Facilities Management Specialist	Robert Garrett

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

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

Housing Authority	Attleboro Housing Authority
Fiscal Year Ending	6/30/2019
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Health and Safety Violations. Must be initiated within 24 to 48 hours. If the box below is not checked, you did not have any health and safety violations.

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

Criteria A: LHA conducted 100% of the unit inspections - Corrective Action

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

Additional Notes:

The AHA must conduct 100% of unit inspections once per FYE year. Additionally, the AHA must be sure to date all inspection forms verifying the timeframe conducted.

Criteria B: Inspection report noted 100% of the necessary repairs in each unit - Corrective Action

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

Additional Notes:

Conduct methodical inspections of all units in a way that ensures no deficiencies or lease violations are overlooked. Attend DHCD inspection training or an acceptable equivalent.

Criteria C: 100% of inspection-related work orders were generated - Corrective Action

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

Additional Notes:

Develop internal systems that ensure methodical inspections are conducted and appropriate action is taken following the inspection. The AHA must create work orders for all deficiencies identified on the inspection. Lease violations noted on the Inspection report should also be documented and followed up on administratively. FMS and HMS reiterated this at length during the PMR.

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

Criteria D: Inspection - No Findings

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

Criteria H: Vacancy - Corrective Action

Criteria K: Routine - Operational Guidance

Criteria L: Requested - Operational Guidance

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

Additional Notes:

At the time of review, DHCD staff provided the "HAB PMR Guide" which instructs users how to set up their systems to meet DHCD requirements. Consideration should be given to other software platforms that may be better suited to the needs of the AHA. Upon closeout, HMS and FMS reiterated availability to assist in making appropriate corrections ensuring future compliance with the PMR.

Timely Completion of Work Order Types

Criteria E: Inspection - Operational Guidance

Criteria G: Emergency - No Findings

Criteria I: Vacancy - Corrective Action

Criteria M: Requested - Operational Guidance

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

Additional Notes:

Emergency Work Order:

All emergency work orders must be closed within 48 hours. Ensure compliance by monitoring these work orders as appropriate.

Vacancy Work Order:

Create vacancy work orders for all vacancies. The AHA should produce a vacancy work order that reflects a minimum standard of work for all turnovers.

Timeliness Requested Work Order:

All requested work orders should be completed within 14 days. Utilize your deferred plan for non-health and safety items as appropriate. If moving items to your deferred plan, be sure to cite reason work has been deferred.

Timeliness of Inspection Work Order:

Inspection work orders should be completed within 30 days. If unable to meet this criteria, utilize your deferred plan. When moving items to your deferred plan, be sure they are not health and safety items and provide explanation as to why the work has been deferred (capital item, excessive vacancies, snowstorms, manpower, etc.).

Criteria J: Comprehensive Preventive Maintenance Program Exists + Preventive Work Orders Identified, Tracked, Reportable - Corrective Action

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

Additional Notes:

Utilize the work order system to generate work orders for all items listed on the preventive schedule of work.

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

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

Additional Notes:

PHYSICAL CONDITION REPORT

- I. LHA conducted 100% of unit inspections
 - a) AHA received corrective action in this category. There was one identified unit that was not inspected due to it being vacant. A vacancy turn-over work order had been generated; however, it did not conform to the PMR protocol.
 - b) Staff meeting was conducted where this was reviewed and it was decided that if any unit is vacant at the time the unit is up for annual inspection. A regular inspection form will be utilized and those vacant units will not be skipped.
- II. Inspection reports noted 100% of repairs in each unit.
 - a) Administrative Assistant in collaboration with the Director of Maintenance will follow through to ensure that ALL items identified on the inspection report get entered as a work order. Some items were repaired immediately and a decision was made not to produce a work order. This will not occur again.
- III. 100% of inspection related work orders were generated
 - a) Going forward the Resident Services Coordinator will accompany other staff on the inspections and all LEASE RELATED violations will be recorded on a work order.
- IV. Work Order System Identifies Tracks and can Produce Reports
 - a) See attached agreements. DHCD staff recommended switching software companies; which, as was pointed out. We had already initiated the process. PHA Web will be replacing out HAB system in March of 2020.
- V. Timely Completion of Work Orders
 - a) Administrative Assistant in collaboration with the Director of Maintenance will monitor work orders on a weekly basis to ensure timely completion.
- VI. Comprehensive Proactive Maintenance Program Exists and Preventative Work Orders Identified; Tracked; Reported
 - a) A preventative maintenance plan has been approved by the AHA Board. Executive Director, Director of Maintenance and Administrative Assistant will coordinate efforts to be certain PM work orders get issued on a monthly basis, are completed, and are closed out.

DESK AUDIT

- I. Tenant Accounts Receivable (TAR)
 - a) It was noted that the AHA received operational guidance for the 200 and 667 programs; and corrective action on the 705 program. The Director of Finance showed DHCD staff the multiple repayment agreements that are in place with residents. These repayment plan dollar amounts were not backed out of the TAR total that the Fee Accountant calculates on a quarterly basis.
 - b) When factored against the total TAR, had these repayment plans been removed from the TAR total, the TAR balance would have been very acceptable per PMR standards.
 - c) The Director of Finance will meet with the Fee Accountant at his monthly visit to the AHA on 11-18-19 to review this PMR finding and to make the necessary adjustments going forward.