

## Overview and Certification

# Millbury Housing Authority Annual Plan for Fiscal Year 2021 For State-Aided Public Housing

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

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

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

The Millbury Housing Authority's Annual Plan for their 2021 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
  - a. A/P meeting
  - b. Tenant Satisfaction Survey
  - c. Performance Management Review

**State-Aided Public Housing Developments**

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

<b>Dev No</b>	<b>Type</b>	<b>Development Name</b>	<b>Num Bldgs</b>	<b>Year Built</b>	<b>Dwelling Units</b>
667-03	Elderly	CENTERVIEW 667-03	1	1981	54
667-02	Elderly	COLONIAL DRIVE 667-02	6	1973	60
667-04	Elderly	CONGREGATE 667-04	1	1989	23
667-01	Elderly	LINDEN APARTMENT 667-01	4	1959	32
200-01	Family	MEMORIAL DRIVE 200-01	25	1950	25
	Family	Family units in smaller developments	8		12
Total			45		206

**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.

Millbury Housing Authority manages 3 MRVP vouchers.

**LHA Central Office**

Millbury Housing Authority  
89 Elm St., Millbury, MA, 01527-3104  
Carol Smith, Executive Director  
Phone: 508-865-2660  
Email: c.smith@millburyha.net

LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Lucy Chabot	Member	Tenant	12/02/2016	04/28/2018
Sherry Forleo	Vice-Chair		04/28/2015	04/28/2019
Frances Gauthier	Chair	State Appointee	04/28/2007	04/28/2018
Gilbert Picard	Member		10/25/2016	04/28/2018
Veronica Wood	Treasurer		04/24/2012	04/28/2018

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.	05/28/2020
B.	Advertise the public hearing in public postings.	05/28/2020
C.	Notify all LTO's of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	05/28/2020
E.	Hold quarterly meeting with LTO to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present.	07/22/2020
G.	Executive Director presents the Annual Plan to the Board.	07/22/2020
H.	Board votes to approve the AP.	08/19/2020

Certification

## CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

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

Date of certification: 08/20/2020

The Department of Housing and Community Development (DHCD) completed its review of this Annual Plan (AP) on October 13, 2020. Review comments have been inserted into the plan.

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

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

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

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

The CIP includes the following parts:

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

**Additional Remarks by Millbury Housing Authority**

We are in the process of rehabbing a 3 bedroom house to be used an ADA family unit. This is the first ADA family in our portfolio.

We are also in the process of renovating a 4 bedroom family unit, which is the only 4 bedroom in our portfolio.

**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)	\$201,728.88		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$30,259.33		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$171,469.55	\$810,089.77	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$10,487.89	\$10,000.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$160,981.66	\$800,089.77	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$777,984.51	\$777,984.51	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$114,459.00	\$114,459.00	Funds other than those in the above categories. See explanation below.
<b>Total funds and planned spending</b>	<b>\$1,063,913.05</b>	<b>\$1,702,533.28</b>	<b>Total of all anticipated funding available for planned projects and the total of planned spending.</b>

**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**

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

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

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
186079	FY16 2nd Elevator Initiative	CENTERVIEW 667-03	\$1,987,827	\$1,058,477	\$0	\$929,350	\$0	\$0	\$0	\$0
186087	FF: Installation of new sewer line	Scattered Site 705-01	\$27,260	\$24,413	\$0	\$2,848	\$0	\$0	\$0	\$0
186091	FF: Emergency lights - stairwells - Linden	LINDEN APARTMENT 667-01	\$114,459	\$0	\$0	\$0	\$0	\$0	\$0	\$0
186092	FF: Siding replacement	COLONIAL DRIVE 667-02	\$77,610	\$53,262	\$0	\$24,349	\$0	\$0	\$0	\$0
186094	Sewer line upgrade ( bldg. 4) 667-1	LINDEN APARTMENT 667-01	\$56,360	\$0	\$0	\$56,360	\$0	\$0	\$0	\$0
186095	Insulation and Siding (2nd level, 8 Ends) -	LINDEN APARTMENT 667-01	\$93,597	\$0	\$0	\$93,597	\$0	\$0	\$0	\$0
186096	Installation of door openers to building	CENTERVIEW 667-03	\$11,022	\$0	\$0	\$11,022	\$0	\$0	\$0	\$0
186097	Repair Chimney Riverlin St.	Scattered Site 705-01	\$7,708	\$0	\$0	\$7,708	\$0	\$0	\$0	\$0
186098	Roof Replacement 230 W. Main	Scattered Site 705-01	\$10,819	\$10,819	\$0	\$0	\$0	\$0	\$0	\$0
186099	Complete rehab 7 Waters	Scattered Site 705-01	\$218,378	\$0	\$14,400	\$218,378	\$0	\$0	\$0	\$0
186101	Accessible Units 2020:Create 1 Fully Accesible Unit-Riverlin	Scattered Site 705-01	\$213,491	\$9,880	\$4,680	\$203,611	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP)**

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	fy2021 Spent	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
•	Driveways and Parking Spaces/lot Walkway Resurface	MEMORIAL DRIVE 200-01	\$462,568	\$0	\$0	\$0	\$0	\$0	\$0	\$220,582
•	Sidewalk Replacement	MEMORIAL DRIVE 200-01	\$129,906	\$0	\$0	\$0	\$0	\$0	\$0	\$29,858
•	Window replacement development wide.	CENTERVIEW 667-03	\$248,301	\$0	\$0	\$0	\$0	\$37,592	\$210,710	\$0
•	Fire Alarm Upgrade Phase II	CENTERVIEW 667-03	\$155,807	\$0	\$0	\$0	\$155,807	\$0	\$0	\$0
•	Replacement of buzzer system (Entry Door)	CENTERVIEW 667-03	\$110,098	\$0	\$0	\$0	\$0	\$110,098	\$0	\$0
•	Congregate Sewer Line Replacement	CONGREGATE 667-04	\$117,569	\$0	\$0	\$117,569	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$4,042,776	\$1,156,850	\$19,080	\$1,664,788	\$155,807	\$147,690	\$210,710	\$250,439

**Capital Improvement Plan (CIP)**

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustainability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
186079	FY16 2nd Elevator Initiative	Elevator initiative	\$0	\$0	\$0	\$1,236,276	\$0	\$0	\$0	\$0
186091	FF: Emergency lights - stairwells - Linden		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$114,459
186101	Accessible Units 2020:Create 1 Fully Accesible Unit-Riverlin		\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0
<b>TOTALS</b>			\$0	\$0	\$0	\$1,436,276	\$0	\$0	\$0	\$114,459

## **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.

Millbury Housing Authority has not submitted an Alternate CIP.

#### **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.

Millbury Housing Authority has not requested additional funding.

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

Our goal is to provide a safe and comfortable place for our tenants to live. We have a new project to continue replacing failing sewer lines at our congregate. We can not afford this with operating reserves and ask that this can be funded through formula funding.

#### **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:

Only change to this years plan is to fix the sewer line in year one and we added paving projects to year 5.

#### **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 04/23/2020.

**7. Capital Planning System (CPS) updates**

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 05/20/2020.

**8. Project priorities**

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

**9. High priority deficiencies**

We have not been able to include all of our high priority (CPS priority 1 and 2) projects in our CIP:

see unselected list that is attached

**10. Accessibility**

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

**11. Special needs development**

Millbury 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 1/2019 to 12/2019.

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

667-03

We have a project 186-667-03-0-17-1719 in year 3 for new windows to help with energy consumption. There was also a new elevator just installed that should use less electricity with modern motors and drives.

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

1% c. 667 (DHCD Goal 2%)

4% c. 200 (DHCD Goal 2%)

17% c. 705 (DHCD Goal 2%)

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

There are two family projects currently in progress to fully renovate on house and make a second ADA accessible.

**15. Vacancies**

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

# CIP Approval For Millbury Housing Authority for FY 2021

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

9/14/2020

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

- After review, the Millbury Housing Authority has an unselected project to replace toilets using DHCD Sustainability funds . Is this still a project that needs funding? If so, please do apply. Additionally, the Targeted Improvement List for oil furnaces that went out as part of PHN 2020-02 lists Millbury's 200-1 development. As such, this CIP should have at least one project related to replacing these aging oil furnaces and replacing them with air source heat pumps. Millbury committed, in an email to the DHCD Project Manager, to create these and associated projects in a CIP Revision .
- Based on a discussion with the Millbury Housing Authority, the c. 667-3, Fire Alarm Upgrade, will be delayed, in order to allow for any additional funding needed for FISH 186099- complete rehab-7 Waters Street. The MHA can submit this project in the FY22 CIP.
- Your LHA participates in the Regional Capital Assistance Team (RCAT) program and project implementation responsibilities are as follows:
  - o For projects with construction cost under \$10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT will offer technical assistance upon your request. DHCD recently revised the Small Project Guide to address statutory and policy changes. It is available on the web at <http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf>. The Guide contains step-by-step instructions to help you make sure that your projects are done efficiently, cost-effectively and according to applicable statutes, rules and regulations. Please be sure to complete projects in accordance with the requirements and procedures described in the Guide.
  - o For projects with construction cost between \$10,000 and \$100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with LHA involvement and oversight throughout the process . If you have projects in this range, you will be working with your RCAT Project Manager who will contact you to initiate your project (s). Please note that DHCD has increased the threshold for independent implementation to \$100,000 construction cost in response to the passage of Chapter 218. Projects with an estimated Construction cost greater than \$25,000 still require soliciting the professional services of an architect or engineer. (See DHCD Small Project guide "When to Hire a Designer" (<http://www.mass.gov/hed/docs/dhcd/ph/small-projects/dhcdsmallprojectsguide.pdf> ). The RCAT may be able to provide "In House" specifications with an estimated construction cost greater than \$25,000, but requires the approval of DHCD before proceeding.
  - o For projects with construction cost over \$100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds \$100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. At this point, RCAT will not be involved in the implementation of projects in this range and you will continue to work directly with your DHCD Project Manager and DHCD design staff .

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

Projects for which the Primary PM is DHCD or RCAT - Large\*\*

CPS Number	FISH #	Project Name	TDC Amount *	Other Funding	DHCD Staff Arch/ Eng	WO/RFS Date
186-667-04-0-20-396	186103	Congregate Sewer Line Replacement	\$117,569.00	\$0.00	FBOSSI	10/18/2020

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 Linda Katsudas at (617) 573-1240 with any questions.

\* Where the TDC is followed by an asterisk the project has been indicated as 'Complex' by DHCD.

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

This document was created on 9/14/2020 by Linda Katsudas, 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.

<b>METHOD</b>	<b>CONTACT INFO.</b>	<b>TIMES</b>
Call Answering Service	N/A	N/A
Call LHA at Phone Number	774-276-0010	24/7
Other	N/A	N/A

- Other emergencies continued...Inoperable GFCI
- Inoperable elevator
- Infestations of rodents, bugs or ants
- Fallen tree on house, car, on on dangerous area in yard

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 Millbury Housing Authority main office.

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

**Normal Maintenance Request Process**

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service		
Call Housing Authority Office	508-865-2660	24 hours a day/5 days a week, including
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: PHANetwork

Work order classification used:

Emergency	✓
Vacancy	✓
Preventative Maintenance	
Routine	✓
Inspections	✓
Tenant Requests	✓

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

C. Our work order process includes the following steps:

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

**Maintenance Plan Narrative**

Following are Millbury 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?

I think that we have very good maintenance operations. We don't always have time to allow for deferred maintenance to be completed, but we do our best.

The tenants are, for the most part, very happy with the maintenance staff and what they do. I receive very few complaints, although for whatever reason, the tenant satisfaction survey doesn't show agreement. Emergencies are responded to almost immediately, and measures are taken to correct the situation.

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

We've completed our maintenance plan, and routine maintenance checklist.

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

To continue to make maintenance a priority, and to hopefully be able to complete some of the deferred maintenance work orders.

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	\$344,905.00	\$63,000.00
Last Fiscal Year Actual Spending	\$320,935.00	\$76,105.00
Current Fiscal Year Budget	\$336,029.00	\$70,000.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	34
Average time from date vacated to make Unit "Maintenance Ready"	42 days
Average time from date vacated to lease up of unit	55 days

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

Maintenance takes pride in how a unit looks when it is ready for lease up. Most applicants are very happy and surprised when they see the unit. This is very difficult to accomplish in 30 days.

The Maintenance Plan is included in the Preventive Maintenance Plan. See below

**Attachments**

These items have been prepared by the Millbury 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.

## MILLBURY HOUSING AUTHORITY PREVENTIVE MAINTENANCE POLICY

Preventive maintenance is work undertaken according to a schedule to prevent breakdown of major mechanical systems and equipment, and to prevent the deterioration of apartments. The MHA Preventive Maintenance Program will include regular comprehensive inspections and repairs of all units, equipment, buildings, and common areas. Identifying these maintenance needs will help the authority reduce the frequency and severity of breakdowns and service interruptions. These inspections will include checking, measuring, observing, and correcting deficiencies found in the units, major mechanical systems, equipment/vehicles, exterior of units, and grounds.

The MHA Preventive Maintenance Program will be the key to achieving control of maintenance. It will reduce resident-generated work orders to a manageable level, speed up vacancy turnaround since units will be generally in better condition upon a vacate, and provide information to management for follow-up with regard to care of the unit by the occupant.

The Maintenance Department will have more control over the scheduling of preventive maintenance than it has over routine corrective or emergency maintenance. Repair needs caught early will prevent emergencies, save dollars later, and substantially reduce resident generated work-orders. The preventive maintenance inspections and work also will help establish a record of deterioration which may signal modernization needs that can be systematically planned and scheduled. This way maintenance will avoid waiting for a major crisis to occur before addressing a predictable problem.

The MHA Preventive Maintenance Schedule will identify when tasks need to be completed. The system in place will record the date each inspection was conducted, who did it, and a process for ensuring that needed work is completed. This process will assign accountability to inspectors, and provides a sense of responsibility for their work.

When the preventive maintenance program requires work that is predictable and repetitive (such as cleaning burners or replacing filters), maintenance staff will tend to work from a schedule. If inspections identify a need for unanticipated repairs, or replacements, the staff will generate work orders. If work orders are written, they will be identified as routine or emergency and will follow the work assignment process. A schedule of unit inspections will be prepared at the beginning of each calendar year and monitored each month to ensure that all units are inspected at least annually.



Maintenance problems requiring outside expertise will follow procurement policy for contractors, unless it's an emergency. In the case of an emergency, we will contact a contractor that we have worked with the past for similar problems.



# MILLBURY HOUSING AUTHORITY MAINTENANCE PLAN

## Effective Date:

The Maintenance Department of the Millbury Housing Authority is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of Authority properties and providing the best service to Authority residents. The Millbury Housing Authority owns and maintains all of the housing units in Millbury, MA. The following statements are designed to establish the structure of an effective and efficient maintenance system.

## 1.0 COMPONENTS OF A MAINTENANCE SYSTEM

The Millbury Housing Authority maintenance system shall include certain components:

- A. A system of priorities for work requests;
- B. Comprehensive working procedures;
- C. A work order system;
- D. A skills training program; and
- E. A long range capital planning system.

By developing a maintenance system that has these components in place, the authority will have the tools it needs to control the performance of maintenance work at the Housing Authority.

## 1.1 PRIORITY SYSTEM

The work priorities adopted by the Housing Authority exemplify its philosophy of delivering maintenance services. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Housing Authority are the following:

1. Emergencies - maintenance needs representing threats to life, health and safety or the property.
2. Maintenance needs related to curb appeal, facility appearance and preventive maintenance.
3. Maintenance required preparing a unit for occupancy.
4. Maintenance work which will have a negative impact on the property if it is not completed. This priority level will include most resident on-demand work request.
5. Maintenance needs not included in other areas.

Placing planned maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive



work first. By doing so, the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## **1.2 DEVELOP PROCEDURES**

The Maintenance Supervisor will ensure that there are sufficient clear procedures in place to allow staff to implement this maintenance plan statement. All procedures will include the following:

- A. A statement of purpose;
- B. The job titles) of the staff members) responsible for carrying out the activities in the procedure;
- C. Any forms needed to carry out the activities; and
- D. The frequency of any specified activities.

After their adoption, maintenance procedures will be reviewed and updated at least bi-annually with the Executive Director.

## **1.3 DEVELOP PERFORMANCE STANDARDS AND GOALS**

The Maintenance Supervisor will establish measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards the Housing Authority will take into consideration certain factors:

- A. Local housing codes;
- B. Housing Authority job descriptions.

Nothing in the documents listed above will prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

## **1.4 WORK ORDER SYSTEM**



The Housing Authority shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost to complete, days to complete, and hours to perform. This information is required for the Authority to plan for the delivery of maintenance services as well as evaluate performance. To obtain the greatest effectiveness from the work order system, all work requests performed by maintenance staff must be recorded on work orders.

Work orders will contain, at a minimum, the following information:

- A **Preprinted number**
- B **Source of request (planned, inspection, resident, etc.)**
- C **Priority assigned**
- D **Location of work**
- E **Date and time received**
  
- G **Workers assigned (if needed based on skills)**
- H **Description of work requested (with task number)**
- I **Description of work performed (with task number)**
  
- J **Materials used to complete work**
- K **Resident charge**
- L **Resident signature (if available)**



## **1.5 TRAINING**

In order to allow its staff members to perform to the best of their abilities, the Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures. Each employee must participate in training annually as available.

## **1.6 LONG RANGE PLANNING**

The Housing Authority will put in place a long-range maintenance planning capability in order to ensure the most cost-effective use of Authority resources and the maximum useful life of Authority properties.

The Executive Director and Maintenance Supervisor will develop a property-specific long-range planning process that includes the following components:

- A. A property maintenance standard;
- B. An estimate of the work required to bring the property to the maintenance standard
- C. An estimate of the work required to keep the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work;
- D. An annual review of yearly budget of the on-going cost of operating the property at the maintenance standard;
- E. A cost estimate to provide the specified capital improvements; and

By developing a work plan using the Capital Needs Assessment, the Authority will be able to anticipate its staff, equipment and materials needs. It will also be possible to determine need for contracting particular services.



## **2.0 MAINTAINING THE PROPERTY**

All maintenance work performed at Housing Authority properties can be categorized by the source of the work. Each piece of work originates from a particular source -- an emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or a resident request.

### **2.1 RESPONDING TO EMERGENCIES**

Emergencies are the highest priority source of work. The Housing Authority will consider a work item to be an emergency if the following occur:

- A. The situation constitutes a serious threat to the life, safety or health of residents or staff; or
- B. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with his or her supervisor. If a supervisor is not available, the employee will use his or her best judgment to make the decision.

For emergencies that occur after regular working hours, the Housing Authority shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a maintenance employee in charge for each day as well as a list of qualified pre-approved contractors, and access to Authority materials and supplies. The designated employee shall request a work order and report on any emergency within twenty-four hours after abatement of the emergency.

### **2.2 PREPARE VACANT UNITS FOR REOCCUPANCY**

It is the policy of the Housing Authority to reoccupy vacant units as soon as possible. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Maintenance Supervisor is responsible for developing and implementing a system that ensures an average turn-around time of thirty (30) calendar days. In order to do so, he must have a system that can perform the following tasks:

- A. Forecast unit preparation needs based on prior years' experience;
- B. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and
- C. Control work assignments to ensure prompt completion.

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit.

## 2.0 MAINTAINING THE PROPERTY

All members have a responsibility to maintain the property in good order and condition. It is the responsibility of the member to report any damage or loss to the property immediately to the appropriate authority. The member is responsible for the cost of any repairs or replacement of any damaged or lost property.

## 2.1 RESPONSIBILITIES FOR MEMBERS

The member is responsible for the following:  
1. To maintain the property in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
3. To pay for the cost of any repairs or replacement of any damaged or lost property.

If a member is unable to maintain the property in good order and condition, the member may be asked to leave the property. The member is responsible for the cost of any repairs or replacement of any damaged or lost property.

The member is responsible for the following:  
1. To maintain the property in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
3. To pay for the cost of any repairs or replacement of any damaged or lost property.

## 2.2 PREPARE THE PROPERTY FOR RECEPTION

The member is responsible for the following:  
1. To prepare the property for reception in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
3. To pay for the cost of any repairs or replacement of any damaged or lost property.

The member is responsible for the following:  
1. To prepare the property for reception in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
3. To pay for the cost of any repairs or replacement of any damaged or lost property.

A member who fails to maintain the property in good order and condition may be asked to leave the property.

If a member is unable to maintain the property in good order and condition, the member may be asked to leave the property. The member is responsible for the cost of any repairs or replacement of any damaged or lost property.

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1. To maintain the property in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
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1. To maintain the property in good order and condition.  
2. To report any damage or loss to the property immediately to the appropriate authority.  
3. To pay for the cost of any repairs or replacement of any damaged or lost property.

The Maintenance Supervisor has the ability to create special teams for vacancy turnaround. Maintenance Supervisor may hire contractors when that is required maintaining Authority goals with permission from the Executive Director.

### **2.3 PREVENTIVE MAINTENANCE PROGRAM**

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

#### **A. General Operating Systems**

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

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

1. Catch basin
2. Emergency generators
3. Emergency lighting
4. Exhaust fans
5. Exterior lights
6. Fire extinguishers and other life safety systems
7. Heating and air conditioning equipment
8. Mechanical equipment and vehicles
9. Septic Systems

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. As assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.



## B. Roof Maintenance

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies.

The authority maintenance staff will usually undertake only minor roof repairs. Therefore there should be knowledge on specific bidding procedures to take on more serious problems for roofs no longer under warranty.

## C. Vehicle/Equipment Maintenance

The Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include:

1. Trucks
2. Tractors
3. Leaf blowers
4. Weed cutters
5. Lawn Mowers
6. Chain saws

The Maintenance Supervisor is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required.

The Maintenance Supervisor shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.

## D Life Safety Systems

The Housing Authority shall have a comprehensive program for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Supervisor shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

1. Fire alarms and fire alarm systems
2. Emergency generators



3. Emergency lighting
4. Smoke and Carbon Monoxide Detectors
5. Sprinkler systems

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost effective way to perform the work including the decision to hire a contractor.

## **2.4 INSPECTION PROGRAM**

The Housing Authority's goals of efficiency and cost-effectiveness are achieved through a carefully designed and rigorously implemented inspection program. This program calls for the inspection of all areas of the Authority's property including

- A. Dwelling Units
- B. Site, Building Exteriors/Systems and Common Areas

### **Dwelling Unit Inspections**

The unit inspection system of the Housing Authority has two primary goals:

- A. To assure that all dwelling units comply with standards set by Commonwealth of MA and local codes; and
- B. To assure that the staff of the Housing Authority know at all times the condition of each unit for which they are responsible.

The achievement of these goals may require more than the annual DHCD required inspection. The Executive Director is responsible for developing a unit inspection program that schedules inspections at the frequency required.

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

The maintenance staff or office staff shall perform the unit inspection program of the Housing Authority. During each inspection, the staff shall perform specified preventive and routine maintenance tasks. Any other work items noted at the time of the inspection will be documented on the Housing Authority inspection form. All uncompleted work items shall be converted to a work order within twenty-four hours of the completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within 15 days of the inspection.

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

1. Management Report  
2. Financial Statement  
3. Board Report

The Board of Directors is responsible for the overall management of the company and for the preparation of the financial statements. The Board also has the authority to declare dividends and to issue shares.

## 2.4 THE BOARD OF DIRECTORS

The Board of Directors is the highest authority in the company and is responsible for the overall management of the company. The Board also has the authority to declare dividends and to issue shares.

The Board of Directors is composed of members who are elected by the shareholders. The Board is responsible for the overall management of the company and for the preparation of the financial statements.

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### **Building and Grounds Inspections**

Regular inspections of the property grounds and building exteriors are required to maintain the curb appeal of the property. This curb appeal is required to maintain the attractiveness of the property for both current and prospective residents. The inspection procedure will specify the desired condition of the areas to be inspected. This defined condition will include any DHCD or locally required standards. The existence of these standards shall not prevent the Housing Authority from setting a higher standard that will make the property more competitive in the local market.

Building and grounds inspections must cover these areas.

- A. Hallways
- B. Stairwells
- C. Community room and other common space such as kitchens or public restrooms
- D. Laundry facilities
- E. Lobbies
- F. Common entries
- G. Basements
- H. Grounds
- I. Porches or patios
- J. Parking lots
- K. Sidewalks and fences
- L. Lawns, shrubs and trees
- M. Trash collection areas
- N. Building foundations

An inspection form will be developed for common areas and building exteriors and grounds. The staff member responsible for the inspection shall note all deficiencies on the form and ensure that these deficiencies are recorded on work order within twenty-four hours of the inspection. The Housing Authority will complete all inspection-generated work items within 30 days of the inspection.

Nothing in this plan shall prevent any Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the site manager of the appropriate property.

### **Systems Inspections**

The regular inspection of all major systems is fundamental to a sound maintenance program. The major systems inspection program overlaps with the preventive maintenance program in some areas. To the extent that inspections, in addition to those required for scheduled service intervals, are needed, they will be a part of the inspection schedule. Any work items identified during an inspection shall be converted to a work order within twenty-four hours and completed within 30 days.



## 2.5 SCHEDULED ROUTINE MAINTENANCE

The Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

### A. Pest Control/Extermination

The Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The Maintenance Supervisor will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed Authority personnel.

The extermination plan will begin with an analysis of the current condition at each property. The Maintenance Supervisor shall make sure that an adequate schedule for treatment is developed to address any existing infestation, if needed. Special attention shall be paid to cockroaches and bedbugs.

Resident cooperation with the extermination plan is essential. Apartments will be determined in a building that must be treated for the plan to be effective. Residents will be given information about the extermination program at the time a problem has been identified. All residents will be informed at least twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

### B. Landscaping and Grounds

The Housing Authority will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability.

Routine grounds maintenance includes numerous activities:

1. Litter control
2. Lawn care
3. Maintenance of driveways, sidewalks and parking lots
4. Care of flower and shrubbery beds
5. Snow removal (when required by climate)

The Maintenance Supervisor shall be responsible for the development of a routine maintenance schedule that shall include the following:

1. A clearly articulated standard of appearance for the grounds that acknowledges but is not limited to local code standards;
2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;



3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and
4. A snow removal plan including a schedule for preparing equipment for the season and the procurement of other necessary materials and supplies:

#### C. Building Exteriors and Interior Common Areas

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. Therefore, the Housing Authority will use a Preventative Maintenance Monthly schedule to ensure that they are always maintained in good condition. The components to be maintained include:

1. Lobbies
2. Hallways and stairwells
3. Public restrooms
4. Lighting fixtures
5. Common rooms and Community Spaces
6. Exterior Porches and Railings
7. Building Walls
8. Windows

The Maintenance Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule shall be based on the following:

1. A clearly articulated standard of appearance for the building
2. A list of tasks required to maintain that standard
3. The frequency with which the tasks must be performed
4. A list of materials, equipment and supplies required to perform the tasks.

#### C. Interior Painting

The appearance and condition of the paint within each unit is important to unit condition and reside satisfaction. Accordingly, the Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained.

As part of this plan painting standards will be developed that include:

1. Surface preparation
2. Protection of non-painted surfaces
3. Color and finish
4. Paint Quality



The plan will set out the conditions for the consideration of a painting request. These standards include the period of time (7 years) that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included including the conditions under which a resident will be allowed to paint his or her own unit.

## **2.6 RESIDENT ON-DEMAND SERVICE**

This category of work refers to all resident generated work requests that fall into no other category. These are non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance or responded to before the resident calls.

It is the policy of the Housing Authority to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost effective manner.

## **3.0 CONTRACTING FOR SERVICES**

The Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. Once the decision has been made to hire a contractor, the process set out in the Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.



Chapter Three

**Performing Property  
Maintenance**



### **3.01** MAINTAINING THE PROPERTY

A) All maintenance work must be categorized by the source of the work. Each work task is considered to have originated from source, such as:

- i) Emergencies
- ii) Vacancies
- iii) Preventive Maintenance
- iv) Programmed Maintenance
- iii) Requested Maintenance



## **PREVENTIVE MAINTENANCE PLUMBING SYSTEMS: ANNUALLY At APARTMENT INSPECTION**

### **Kitchens and Rest Rooms**

1. Check kitchen sink, bathroom lavatory, commode and urinal:
  - a. Inspect fixtures for cracks.
  - b. Inspect for plumbing leaks and repair. Check operation of all water valves and faucets.
  - c. Check commode seat and hardware. Tighten if loose and replace as required.
  - d. Check commode flush valve operation.
  - e. Check drains to see if they are clear - Treat all drains with enzymes. f. Check commode base for leak.
  
- 2 Check hot water heater (refer to domestic hot water heater P.M Procedure)

### **Other Areas**

1. Check floor drains, where applicable, to see if they are clear. Replace covers if broken.



## **PREVENTIVE MAINTENANCE ELECTRIC AND RANGE: ANNUALLY**

1. Check surface and oven burners for proper operation:
2. Clean and adjust burners, if needed.
3. Check for any gas leaks (odor check and use gas leak detector on all fittings).
4. Check oven door operation (gaskets and hinges) and replace as needed
5. Check oven light and replace as required.
6. Visual check of automatic shutoff.
7. Check knobs for legible temperature settings and replace as needed.
8. Check for electrical shorts.
9. Check elements and drip pans and replace as needed.
10. Check grease buildup for potential fire hazard.

### Range Hood Vents

1. Check exhaust vent/fan motor
  - a. Check proper speed.
  - b. Check noise/vibration.
2. Check light bulb and replace as needed.
3. Check for peeling paint on units that are painted.
4. Check grease buildup for potential fire hazard.
5. Check all connections.
6. Replace filters as needed.



## **PREVENTIVE MAINTENANCE REFRIGERATORS: ANNUALLY**

1. Check operation by turning thermostat to highest and lowest setting and listen to hear if the compressor responds.
2. Check for refrigerant oil leaks.
3. Check condition of door gasket and adjust or replace it if necessary.
4. Inspect cord and plug. Replace if insulation is broken.
5. Inspect interior of unit for interior wall cracks.
6. Inspect refrigerator bar and brackets (repair/replace as needed).
7. Inspect door handles and replace as needed.
8. Inspect defrost pan.
9. Check temperature controls.
10. Check interior shelves and supports.
11. Check light switch/bulb and replace as needed.
12. Check crisper tray.
13. Check kick plate.



## **PREVENTIVE MAINTENANCE INTERIOR OF UNITS/APARTMENTS: ANNUALLY**

### Walls and Ceilings

1. Check for general condition. Patch all cracks and holes.
2. Look for water stains as an indication of roof or plumbing leaks.
3. Check ceramic tile walls for grouting condition, and cracked or missing tiles. Replace as required.
4. Check bathroom mirrors and cabinets. Replace broken glass.

### Floors

1. Inspect concrete floors for cracks and pitting. Patch as required.
2. Check the floors for missing, cracked or loose tiles. Replace as required.
3. Check carpeted floors for wear, loose seams, tears and condition. Repair as required.
4. Check for loose baseboards and reattach.

### Cabinets, Desks, Bookshelves and other Furniture

1. Check for general condition. Look for warping, missing panels, missing hardware and loose Formica.
2. Tighten latches and hinges.

### Stairs

1. Look for loose stair treads and reattach.
2. Tighten loose handrails.
3. Replace handrail brackets as needed.

### Smoke Alarms Testing done by outside Contractor

1. Open the cover to brush and clean.
2. Depress activator to test and use "smoke in a can" to smoke test.
3. Check alarm installation for proper connection.
4. Replace battery if needed or annually.
5. Replace unit, if defective beyond minor repair.

### Carbon Monoxide Alarm

1. Check alarm installation for proper connection.
2. Depress activator to test.

### GFCI's

1. Depress Activator to test, reset GFI.

### Outlets

### Outlets

1. Use test light to test outlets that are accessible. If test light does not glow, identify and correct problem.

### Closets

1. Check doors, door hardware, shelving, and rod(s)

### Fire Exits

1. Where applicable - check that sign(s) are clearly marked and visible.







## **PREVENTIVE MAINTENANCE DOORS AND DOOR HARDWARE: ANNUALLY**

1. Check door latching and locking operation:
  - a. Open and close door - check for any difficulties or problems and correct.
  - b. Make sure panic bars, door knobs and door pulls work and are not loose.
  - c. Lock and unlock door - check for any problems.
2. Check, adjust and lubricate door closures.
3. Lubricate door hinges - using door hinge lubrication.
4. Inspect door and door frame for general condition and alignment and make necessary repairs. Check door glass, kick plates, push plates, weather stripping, etc.
5. Check door stops and replace as needed.

## **PREVENTIVE MAINTENANCE EXTERIOR BUILDING SURFACES: ANNUALLY**

1. Check for graffiti and remove.
2. Inspect walls for cracks, painting requirements and condition of grout on brick walls.
3. Check building numbers and signs - replace and tighten as required.
4. Check condition of entrance steps, handrails, porches and patios - make the necessary repairs.
5. Check exterior lighting fixtures are in place and working properly.  
Repair/replace as needed.







## **PREVENTIVE MAINTENANCE ELECTRIC SPACE HEATERS: ANNUALLY**

1. Check operation:
  - a. Turn thermostat to highest and lowest settings and check response of unit.
  - b. Listen for any unusual noises or vibration as an indication of fan misalignment.
2. Clean and inspect fan motor and blades.
3. Lubricate non-sealed motor bearings.
4. Check electrical heating element and clean.
5. Check electrical cord. Replace or repair as necessary.



**PREVENTIVE MAINTENANCE GROUND, EXTERIOR  
INSPECTION:  
ANNUALLY**

Driveways and Sidewalks

1. Surface material unbroken; free of obstruction or trip hazard.

Trees and Shrubs

1. Pruned.

Playgrounds

1. Free of debris; containers in good repair.

Parking Lots

1. Litter free; no abandoned vehicles.

Clotheslines

1. Check - tighten or replace as needed.

Drains

1. Check for debris and in good repair.

Erosion

1. Check and report.

**Deferred Maintenance :**

Any work order that cannot be completed in a reasonable time or needs to be put into the next FY budget or is a weather related repair, may be deferred in the work order system for the appropriate time. Example: In December it is noted that an exterior door has begun to peel. This work order is created in a deferred category until spring when weather allows the job to be completed.

PREPARED BY: M. J. ...  
INSPECTION  
QUALITY

- 1. Check for ...
- 2. Check for ...
- 3. Check for ...
- 4. Check for ...
- 5. Check for ...
- 6. Check for ...
- 7. Check for ...
- 8. Check for ...
- 9. Check for ...
- 10. Check for ...

The following information is provided for your reference. It is intended to assist you in understanding the requirements of the standard. It is not intended to be a substitute for the standard itself. The standard is the primary reference for all requirements. The information provided here is for your information only.





## MILLBURY HOUSING AUTHORITY PREVENTIVE MAINTENANCE POLICY

Preventive maintenance is work undertaken according to a schedule to prevent breakdown of major mechanical systems and equipment, and to prevent the deterioration of apartments. The MHA Preventive Maintenance Program will include regular comprehensive inspections and repairs of all units, equipment, buildings, and common areas. Identifying these maintenance needs will help the authority reduce the frequency and severity of breakdowns and service interruptions. These inspections will include checking, measuring, observing, and correcting deficiencies found in the units, major mechanical systems, equipment/vehicles, exterior of units, and grounds.

The MHA Preventive Maintenance Program will be the key to achieving control of maintenance. It will reduce resident-generated work orders to a manageable level, speed up vacancy turnaround since units will be generally in better condition upon a vacate, and provide information to management for follow-up with regard to care of the unit by the occupant.

The Maintenance Department will have more control over the scheduling of preventive maintenance than it has over routine corrective or emergency maintenance. Repair needs caught early will prevent emergencies, save dollars later, and substantially reduce resident generated work-orders. The preventive maintenance inspections and work also will help establish a record of deterioration which may signal modernization needs that can be systematically planned and scheduled. This way maintenance will avoid waiting for a major crisis to occur before addressing a predictable problem.

The MHA Preventive Maintenance Schedule will identify when tasks need to be completed. The system in place will record the date each inspection was conducted, who did it, and a process for ensuring that needed work is completed. This process will assign accountability to inspectors, and provides a sense of responsibility for their work.

When the preventive maintenance program requires work that is predictable and repetitive (such as cleaning burners or replacing filters), maintenance staff will tend to work from a schedule. If inspections identify a need for unanticipated repairs, or replacements, the staff will generate work orders. If work orders are written, they will be identified as routine or emergency and will follow the work assignment process. A schedule of unit inspections will be prepared at the beginning of each calendar year and monitored each month to ensure that all units are inspected at least annually.



Maintenance problems requiring outside expertise will follow procurement policy for contractors, unless it's an emergency. In the case of an emergency, we will contact a contractor that we have worked with the past for similar problems.



# MILLBURY HOUSING AUTHORITY MAINTENANCE PLAN

## Effective Date:

The Maintenance Department of the Millbury Housing Authority is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of Authority properties and providing the best service to Authority residents. The Millbury Housing Authority owns and maintains all of the housing units in Millbury, MA. The following statements are designed to establish the structure of an effective and efficient maintenance system.

## 1.0 COMPONENTS OF A MAINTENANCE SYSTEM

The Millbury Housing Authority maintenance system shall include certain components:

- A. A system of priorities for work requests;
- B. Comprehensive working procedures;
- C. A work order system;
- D. A skills training program; and
- E. A long range capital planning system.

By developing a maintenance system that has these components in place, the authority will have the tools it needs to control the performance of maintenance work at the Housing Authority.

## 1.1 PRIORITY SYSTEM

The work priorities adopted by the Housing Authority exemplify its philosophy of delivering maintenance services. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Housing Authority are the following:

1. Emergencies - maintenance needs representing threats to life, health and safety or the property.
2. Maintenance needs related to curb appeal, facility appearance and preventive maintenance.
3. Maintenance required preparing a unit for occupancy.
4. Maintenance work which will have a negative impact on the property if it is not completed. This priority level will include most resident on-demand work request.
5. Maintenance needs not included in other areas.

Placing planned maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive



work first. By doing so, the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## **1.2 DEVELOP PROCEDURES**

The Maintenance Supervisor will ensure that there are sufficient clear procedures in place to allow staff to implement this maintenance plan statement. All procedures will include the following:

- A. A statement of purpose;
- B. The job titles) of the staff members) responsible for carrying out the activities in the procedure;
- C. Any forms needed to carry out the activities; and
- D. The frequency of any specified activities.

After their adoption, maintenance procedures will be reviewed and updated at least bi-annually with the Executive Director.

## **1.3 DEVELOP PERFORMANCE STANDARDS AND GOALS**

The Maintenance Supervisor will establish measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards the Housing Authority will take into consideration certain factors:

- A. Local housing codes;
- B. Housing Authority job descriptions.

Nothing in the documents listed above will prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

## **1.4 WORK ORDER SYSTEM**



The Housing Authority shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost to complete, days to complete, and hours to perform. This information is required for the Authority to plan for the delivery of maintenance services as well as evaluate performance. To obtain the greatest effectiveness from the work order system, all work requests performed by maintenance staff must be recorded on work orders.

Work orders will contain, at a minimum, the following information:

- A **Preprinted number**
- B **Source of request (planned, inspection, resident, etc.)**
- C **Priority assigned**
- D **Location of work**
- E **Date and time received**
  
- G **Workers assigned (if needed based on skills)**
- H **Description of work requested (with task number)**
- I **Description of work performed (with task number)**
  
- J **Materials used to complete work**
- K **Resident charge**
- L **Resident signature (if available)**



## **1.5 TRAINING**

In order to allow its staff members to perform to the best of their abilities, the Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures. Each employee must participate in training annually as available.

## **1.6 LONG RANGE PLANNING**

The Housing Authority will put in place a long-range maintenance planning capability in order to ensure the most cost-effective use of Authority resources and the maximum useful life of Authority properties.

The Executive Director and Maintenance Supervisor will develop a property-specific long-range planning process that includes the following components:

- A. A property maintenance standard;
- B. An estimate of the work required to bring the property to the maintenance standard
- C. An estimate of the work required to keep the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work;
- D. An annual review of yearly budget of the on-going cost of operating the property at the maintenance standard;
- E. A cost estimate to provide the specified capital improvements; and

By developing a work plan using the Capital Needs Assessment, the Authority will be able to anticipate its staff, equipment and materials needs. It will also be possible to determine need for contracting particular services.



## **2.0 MAINTAINING THE PROPERTY**

All maintenance work performed at Housing Authority properties can be categorized by the source of the work. Each piece of work originates from a particular source -- an emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or a resident request.

### **2.1 RESPONDING TO EMERGENCIES**

Emergencies are the highest priority source of work. The Housing Authority will consider a work item to be an emergency if the following occur:

- A. The situation constitutes a serious threat to the life, safety or health of residents or staff; or
- B. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with his or her supervisor. If a supervisor is not available, the employee will use his or her best judgment to make the decision.

For emergencies that occur after regular working hours, the Housing Authority shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a maintenance employee in charge for each day as well as a list of qualified pre-approved contractors, and access to Authority materials and supplies. The designated employee shall request a work order and report on any emergency within twenty-four hours after abatement of the emergency.

### **2.2 PREPARE VACANT UNITS FOR REOCCUPANCY**

It is the policy of the Housing Authority to reoccupy vacant units as soon as possible. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Maintenance Supervisor is responsible for developing and implementing a system that ensures an average turn-around time of thirty (30) calendar days. In order to do so, he must have a system that can perform the following tasks:

- A. Forecast unit preparation needs based on prior years' experience;
- B. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and
- C. Control work assignments to ensure prompt completion.

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit.

## 2.0 MAINTAINING THE PROPERTY

All members are responsible for maintaining the property in good order and condition. It is the responsibility of the member to report any damage or loss to the property immediately to the appropriate authority. The member is also responsible for ensuring that the property is kept in good order and condition at all times.

### 2.1 RESPONSIBILITIES FOR MEMBERS

The member is responsible for ensuring that the property is kept in good order and condition at all times. This includes ensuring that the property is kept clean, tidy and free from any damage or loss. The member is also responsible for ensuring that the property is kept in good order and condition at all times.

If a member is unable to attend a meeting, they should notify the appropriate authority in advance. The member is also responsible for ensuring that the property is kept in good order and condition at all times.

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### 2.2 PREPARING THE PROPERTY FOR MEETINGS

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The Maintenance Supervisor has the ability to create special teams for vacancy turnaround. Maintenance Supervisor may hire contractors when that is required maintaining Authority goals with permission from the Executive Director.

### **2.3 PREVENTIVE MAINTENANCE PROGRAM**

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

#### **A. General Operating Systems**

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

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

1. Catch basin
2. Emergency generators
3. Emergency lighting
4. Exhaust fans
5. Exterior lights
6. Fire extinguishers and other life safety systems
7. Heating and air conditioning equipment
8. Mechanical equipment and vehicles
9. Septic Systems

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. As assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.



## B. Roof Maintenance

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies.

The authority maintenance staff will usually undertake only minor roof repairs. Therefore there should be knowledge on specific bidding procedures to take on more serious problems for roofs no longer under warranty.

## C. Vehicle/Equipment Maintenance

The Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include:

1. Trucks
2. Tractors
3. Leaf blowers
4. Weed cutters
5. Lawn Mowers
6. Chain saws

The Maintenance Supervisor is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required.

The Maintenance Supervisor shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.

## D Life Safety Systems

The Housing Authority shall have a comprehensive program for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Supervisor shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

1. Fire alarms and fire alarm systems
2. Emergency generators



3. Emergency lighting
4. Smoke and Carbon Monoxide Detectors
5. Sprinkler systems

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost effective way to perform the work including the decision to hire a contractor.

## **2.4 INSPECTION PROGRAM**

The Housing Authority's goals of efficiency and cost-effectiveness are achieved through a carefully designed and rigorously implemented inspection program. This program calls for the inspection of all areas of the Authority's property including

- A. Dwelling Units
- B. Site, Building Exteriors/Systems and Common Areas

### **Dwelling Unit Inspections**

The unit inspection system of the Housing Authority has two primary goals:

- A. To assure that all dwelling units comply with standards set by Commonwealth of MA and local codes; and
- B. To assure that the staff of the Housing Authority know at all times the condition of each unit for which they are responsible.

The achievement of these goals may require more than the annual DHCD required inspection. The Executive Director is responsible for developing a unit inspection program that schedules inspections at the frequency required.

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

The maintenance staff or office staff shall perform the unit inspection program of the Housing Authority. During each inspection, the staff shall perform specified preventive and routine maintenance tasks. Any other work items noted at the time of the inspection will be documented on the Housing Authority inspection form. All uncompleted work items shall be converted to a work order within twenty-four hours of the completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within 15 days of the inspection.

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

1. Management Report  
2. Financial Statement  
3. Board Report

The Board of Directors is responsible for the overall management of the company and for the preparation of the financial statements. The Board also has the authority to appoint and remove the members of the management team.

## 2.4 THE BOARD OF DIRECTORS

The Board of Directors is the highest authority in the company and is responsible for the overall management of the company. The Board also has the authority to appoint and remove the members of the management team.

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### **Building and Grounds Inspections**

Regular inspections of the property grounds and building exteriors are required to maintain the curb appeal of the property. This curb appeal is required to maintain the attractiveness of the property for both current and prospective residents. The inspection procedure will specify the desired condition of the areas to be inspected. This defined condition will include any DHCD or locally required standards. The existence of these standards shall not prevent the Housing Authority from setting a higher standard that will make the property more competitive in the local market.

Building and grounds inspections must cover these areas.

- A. Hallways
- B. Stairwells
- C. Community room and other common space such as kitchens or public restrooms
- D. Laundry facilities
- E. Lobbies
- F. Common entries
- G. Basements
- H. Grounds
- I. Porches or patios
- J. Parking lots
- K. Sidewalks and fences
- L. Lawns, shrubs and trees
- M. Trash collection areas
- N. Building foundations

An inspection form will be developed for common areas and building exteriors and grounds. The staff member responsible for the inspection shall note all deficiencies on the form and ensure that these deficiencies are recorded on work order within twenty-four hours of the inspection. The Housing Authority will complete all inspection-generated work items within 30 days of the inspection.

Nothing in this plan shall prevent any Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the site manager of the appropriate property.

### **Systems Inspections**

The regular inspection of all major systems is fundamental to a sound maintenance program. The major systems inspection program overlaps with the preventive maintenance program in some areas. To the extent that inspections, in addition to those required for scheduled service intervals, are needed, they will be a part of the inspection schedule. Any work items identified during an inspection shall be converted to a work order within twenty-four hours and completed within 30 days.



## 2.5 SCHEDULED ROUTINE MAINTENANCE

The Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

### A. Pest Control/Extermination

The Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The Maintenance Supervisor will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed Authority personnel.

The extermination plan will begin with an analysis of the current condition at each property. The Maintenance Supervisor shall make sure that an adequate schedule for treatment is developed to address any existing infestation, if needed. Special attention shall be paid to cockroaches and bedbugs.

Resident cooperation with the extermination plan is essential. Apartments will be determined in a building that must be treated for the plan to be effective. Residents will be given information about the extermination program at the time a problem has been identified. All residents will be informed at least twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

### B. Landscaping and Grounds

The Housing Authority will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability.

Routine grounds maintenance includes numerous activities:

1. Litter control
2. Lawn care
3. Maintenance of driveways, sidewalks and parking lots
4. Care of flower and shrubbery beds
5. Snow removal (when required by climate)

The Maintenance Supervisor shall be responsible for the development of a routine maintenance schedule that shall include the following:

1. A clearly articulated standard of appearance for the grounds that acknowledges but is not limited to local code standards;
2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;



3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and
4. A snow removal plan including a schedule for preparing equipment for the season and the procurement of other necessary materials and supplies:

#### C. Building Exteriors and Interior Common Areas

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. Therefore, the Housing Authority will use a Preventative Maintenance Monthly schedule to ensure that they are always maintained in good condition. The components to be maintained include:

1. Lobbies
2. Hallways and stairwells
3. Public restrooms
4. Lighting fixtures
5. Common rooms and Community Spaces
6. Exterior Porches and Railings
7. Building Walls
8. Windows

The Maintenance Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule shall be based on the following:

1. A clearly articulated standard of appearance for the building
2. A list of tasks required to maintain that standard
3. The frequency with which the tasks must be performed
4. A list of materials, equipment and supplies required to perform the tasks.

#### C. Interior Painting

The appearance and condition of the paint within each unit is important to unit condition and reside satisfaction. Accordingly, the Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained.

As part of this plan painting standards will be developed that include:

1. Surface preparation
2. Protection of non-painted surfaces
3. Color and finish
4. Paint Quality



The plan will set out the conditions for the consideration of a painting request. These standards include the period of time (7 years) that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included including the conditions under which a resident will be allowed to paint his or her own unit.

## **2.6 RESIDENT ON-DEMAND SERVICE**

This category of work refers to all resident generated work requests that fall into no other category. These are non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance or responded to before the resident calls.

It is the policy of the Housing Authority to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost effective manner.

## **3.0 CONTRACTING FOR SERVICES**

The Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. Once the decision has been made to hire a contractor, the process set out in the Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.



Chapter Three

**Performing Property  
Maintenance**



### **3.01** MAINTAINING THE PROPERTY

A) All maintenance work must be categorized by the source of the work. Each work task is considered to have originated from source, such as:

- i) Emergencies
- ii) Vacancies
- iii) Preventive Maintenance
- iv) Programmed Maintenance
- iii) Requested Maintenance



## **PREVENTIVE MAINTENANCE PLUMBING SYSTEMS: ANNUALLY At APARTMENT INSPECTION**

### **Kitchens and Rest Rooms**

1. Check kitchen sink, bathroom lavatory, commode and urinal:
  - a. Inspect fixtures for cracks.
  - b. Inspect for plumbing leaks and repair. Check operation of all water valves and faucets.
  - c. Check commode seat and hardware. Tighten if loose and replace as required.
  - d. Check commode flush valve operation.
  - e. Check drains to see if they are clear - Treat all drains with enzymes. f. Check commode base for leak.
  
- 2 Check hot water heater (refer to domestic hot water heater P.M Procedure)

### **Other Areas**

1. Check floor drains, where applicable, to see if they are clear. Replace covers if broken.



## **PREVENTIVE MAINTENANCE ELECTRIC AND RANGE: ANNUALLY**

1. Check surface and oven burners for proper operation:
2. Clean and adjust burners, if needed.
3. Check for any gas leaks (odor check and use gas leak detector on all fittings).
4. Check oven door operation (gaskets and hinges) and replace as needed
5. Check oven light and replace as required.
6. Visual check of automatic shutoff.
7. Check knobs for legible temperature settings and replace as needed.
8. Check for electrical shorts.
9. Check elements and drip pans and replace as needed.
10. Check grease buildup for potential fire hazard.

### Range Hood Vents

1. Check exhaust vent/fan motor
  - a. Check proper speed.
  - b. Check noise/vibration.
2. Check light bulb and replace as needed.
3. Check for peeling paint on units that are painted.
4. Check grease buildup for potential fire hazard.
5. Check all connections.
6. Replace filters as needed.



## **PREVENTIVE MAINTENANCE REFRIGERATORS: ANNUALLY**

1. Check operation by turning thermostat to highest and lowest setting and listen to hear if the compressor responds.
2. Check for refrigerant oil leaks.
3. Check condition of door gasket and adjust or replace it if necessary.
4. Inspect cord and plug. Replace if insulation is broken.
5. Inspect interior of unit for interior wall cracks.
6. Inspect refrigerator bar and brackets (repair/replace as needed).
7. Inspect door handles and replace as needed.
8. Inspect defrost pan.
9. Check temperature controls.
10. Check interior shelves and supports.
11. Check light switch/bulb and replace as needed.
12. Check crisper tray.
13. Check kick plate.



## **PREVENTIVE MAINTENANCE INTERIOR OF UNITS/APARTMENTS: ANNUALLY**

### Walls and Ceilings

1. Check for general condition. Patch all cracks and holes.
2. Look for water stains as an indication of roof or plumbing leaks.
3. Check ceramic tile walls for grouting condition, and cracked or missing tiles. Replace as required.
4. Check bathroom mirrors and cabinets. Replace broken glass.

### Floors

1. Inspect concrete floors for cracks and pitting. Patch as required.
2. Check the floors for missing, cracked or loose tiles. Replace as required.
3. Check carpeted floors for wear, loose seams, tears and condition. Repair as required.
4. Check for loose baseboards and reattach.

### Cabinets, Desks, Bookshelves and other Furniture

1. Check for general condition. Look for warping, missing panels, missing hardware and loose Formica.
2. Tighten latches and hinges.

### Stairs

1. Look for loose stair treads and reattach.
2. Tighten loose handrails.
3. Replace handrail brackets as needed.

### Smoke Alarms Testing done by outside Contractor

1. Open the cover to brush and clean.
2. Depress activator to test and use "smoke in a can" to smoke test.
3. Check alarm installation for proper connection.
4. Replace battery if needed or annually.
5. Replace unit, if defective beyond minor repair.

### Carbon Monoxide Alarm

1. Check alarm installation for proper connection.
2. Depress activator to test.

### GFCI's

1. Depress Activator to test, reset GFI.

### Outlets

### Outlets

1. Use test light to test outlets that are accessible. If test light does not glow, identify and correct problem.

### Closets

1. Check doors, door hardware, shelving, and rod(s)

### Fire Exits

1. Where applicable - check that sign(s) are clearly marked and visible.







## **PREVENTIVE MAINTENANCE DOORS AND DOOR HARDWARE: ANNUALLY**

1. Check door latching and locking operation:
  - a. Open and close door - check for any difficulties or problems and correct.
  - b. Make sure panic bars, door knobs and door pulls work and are not loose.
  - c. Lock and unlock door - check for any problems.
2. Check, adjust and lubricate door closures.
3. Lubricate door hinges - using door hinge lubrication.
4. Inspect door and door frame for general condition and alignment and make necessary repairs. Check door glass, kick plates, push plates, weather stripping, etc.
5. Check door stops and replace as needed.

## **PREVENTIVE MAINTENANCE EXTERIOR BUILDING SURFACES: ANNUALLY**

1. Check for graffiti and remove.
2. Inspect walls for cracks, painting requirements and condition of grout on brick walls.
3. Check building numbers and signs - replace and tighten as required.
4. Check condition of entrance steps, handrails, porches and patios - make the necessary repairs.
5. Check exterior lighting fixtures are in place and working properly.  
Repair/replace as needed.







## **PREVENTIVE MAINTENANCE ELECTRIC SPACE HEATERS: ANNUALLY**

1. Check operation:
  - a. Turn thermostat to highest and lowest settings and check response of unit.
  - b. Listen for any unusual noises or vibration as an indication of fan misalignment.
2. Clean and inspect fan motor and blades.
3. Lubricate non-sealed motor bearings.
4. Check electrical heating element and clean.
5. Check electrical cord. Replace or repair as necessary.



**PREVENTIVE MAINTENANCE GROUND, EXTERIOR  
INSPECTION:  
ANNUALLY**

Driveways and Sidewalks

1. Surface material unbroken; free of obstruction or trip hazard.

Trees and Shrubs

1. Pruned.

Playgrounds

1. Free of debris; containers in good repair.

Parking Lots

1. Litter free; no abandoned vehicles.

Clotheslines

1. Check - tighten or replace as needed.

Drains

1. Check for debris and in good repair.

Erosion

1. Check and report.

**Deferred Maintenance :**

Any work order that cannot be completed in a reasonable time or needs to be put into the next FY budget or is a weather related repair, may be deferred in the work order system for the appropriate time. Example: In December it is noted that an exterior door has begun to peel. This work order is created in a deferred category until spring when weather allows the job to be completed.

PROFESSIONAL MAINTENANCE COURSE EXTERIOR  
INSPECTION  
QUALITY

1. Inspect for proper installation of exterior door and window  
2. Inspect for proper installation of exterior trim

3. Inspect for proper installation of exterior siding  
4. Inspect for proper installation of exterior paint

5. Inspect for proper installation of exterior lighting  
6. Inspect for proper installation of exterior landscaping

7. Inspect for proper installation of exterior accessories  
8. Inspect for proper installation of exterior fixtures

Inspected by: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Title: \_\_\_\_\_  
Company: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_  
E-mail: \_\_\_\_\_





## MILLBURYHOUSING AUTHORITY

### Maintenance Schedule and Checklist for Year 2019

Task	Frequency	By	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Inspections</b>														
Building interior common areas-check for damage, make repairs or include capital plan if costly	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Building exterior-check for damage, make repairs or include in capital plan if costly	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Units-check for damage, cleanliness, make repairs	Annual	Staff	667-3		667-4		705200		667-1		667-2			
<b>Building Exterior</b>														
Siding-wash if needed, monitor condition of paint, spot re-paint as needed	Annual	Staff				X								
Windows-wash, re-caulk if needed	Annual	Staff					X							
Doors-wash, check weather stripping, re-paint as needed	Annual	Staff				X								
Signage-inspect, clean, repair as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Lighting-clean fixtures, change lamps as needed	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Roof-clear debris off, monitor condition for cracking, leaks, loose flashing.	Monthly	Staff	X	X	X	X	X	X	X	X	X	X	X	X
Roof-remove moss off sloped areas, clear debris from gutters/downspouts	Annual	Staff Vendor										X		
Flat roof- Clear drains/scuppers	Annual	Tenant										X		
Decks and stairs-wash when necessary	Annual	Tenant										X		







Smoke detectors-test all units and common areas, replace as needed	Annually	Staff Vendor		X					X				X					X		
Sprinklers, Alarms, Fire Extinguishers, Backflow	Annually	Vendor					X	X										X		
<b>Task</b>	<b>Frequency</b>	<b>By</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>						
<b>HVAC (Heating, Ventilation, Air Conditioning)</b>																				
Heating System-	Annually	Staff Vendor				X														
Unit bathroom fans-inspect, vacuum, clean covers during annual inspection	Annually	Staff	X				X	X	X	X										
ASHP clean filters in the Community Room units	Biannually	Staff				X											X			
<b>Plumbing</b>																				
Toilets-check for leaks, running water	Annually	Staff	X	X	X			X	X	X										
Faucets and shut-offs-check for leaks, drips	Annually	Staff	X	X	X			X	X	X										
Boilers/hot water tanks	Quarterly	Staff		X	X			X										X		
Pumps-sump pump in basement, confirm operational also before anticipated storms	Quarterly	Staff	X	X	X			X	X	X								X		







# Millbury Housing Authority

## Deferred Maintenance Report

W/RK130

For work orders deferred between 1/1/2019 and 5/31/2020

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
02/06/2019	replace ceiling tiles in old office	Old office area	time issue	\$0.00		4176	04/07/2019		Completed
02/06/2019	patch and paint walls in old CS area	Old office area	time issue	\$0.00		4178	04/07/2019		Completed
02/06/2019	When ever there is time - work on Lisa's new office space.	Lisa's Office	time issue. worked on in June 2019. MOVED BACK TO DEFERRED 7-18-19. VACANCIES AND INSPECTIONS NEED TO BE DONE	\$0.00		5718	12/31/2019		Completed Mostly Complete minor punchlist (Things Added on)
01/10/2019	flashing near the roof, there is a piece missing.  (Tenant did not report this to me) WO given to CS from DHCD on 1/8/19.	705-1/SS/09BS A	Need to higher contractor to replace	\$500.00		5767	07/20/2020		
	Please, let me or CS know the outcome of this WO, by Thursday 1/10/19, if possible.								
02/06/2019	Please, clean the server room	office	time issue	\$0.00		5843	04/07/2019		
03/20/2019	Bathroom floor spongy around toilet. Replace bathroom floor upon vacancy if not beforehand.	667-2/02/2B	Floor will be replaced upon vacancy (will monitor and replace if conditions get worse).	\$750.00		6154	07/20/2021		
05/28/2019	PREPARE UNIT FOR NEW TENANT.... ***UNIT IS TO BE TAKEN OFF LINE FOR MAJOR RENOVATIONS/PROJECT**	705-1/SS/7WS	UNIT DUE TO HAVE MAJOR RENOVATIONS AND BE TAKEN OFF LINE UNTIL DONE.	\$0.00		6478	06/01/2020		



# Millbury Housing Authority

## Deferred Maintenance Report

For work orders deferred between 1/1/2019 and 5/31/2020

11/18/2019	bathroom and bedroom door damage wall damage in bedroom near closet wall damage in apt hallway going into the living room (J. O'Connor )	667-3/CV/303	LACK OF TIME	\$1,500.00	7066	01/31/2021		
08/19/2019	Replace bedroom #1 door	705-1/SS/230W MB	Lack of time	\$250.00	6995	07/20/2020		
05/21/2020	Storm door needs to be repaired or replaced corroded at bottom corner	667-1/02/216	Future work. Door is still okay but particle board starting to bubble.	\$350.00	7071	10/20/2020		
08/12/2019	211 FLOOR TILE CRACKED IN BATHROOM. TENANT REQUESTS REPLACING ENTIRE FLOOR	667-1/02/211	Lack of time. too be monitored	\$1,000.00	7075	07/20/2020		
08/19/2019	TENANT IS REQUESTING THE TUB SHOE AND OVERFLOW BE CHANGED. NOT WORKING PROPERLY AND RUSTY	667-1/04/412	Lack of time. cosmetic mostly. tenant using rubber stopper. 4-2020 tenant moving end of May. Work to be done during vacancy	\$150.00	7099	06/30/2020		
12 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 09/30/2019. It also shows the approved budget for the current year (2020) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

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

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

**LHA Comments**

I anticipate that my budget will increase do to the supplies and maintenance overtime that was necessary to fight COVID-19.

**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 Millbury Housing Authority operating reserve at the end of fiscal year 2019 was \$342,548.00, which is 49.5% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Millbury Housing Authority.						
<b>REVENUE</b>						
Account Number	Account Class	2019 Approved Revenue Budget	2019 Actual Amounts Received	2020 Approved Revenue Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	\$941,000.00	\$951,465.00	\$980,000.00	3%	\$394.52
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	\$5,400.00	\$1,800.00	\$0.00	-100%	\$0.00
3400	Administrative Fee - MRVP	\$0.00	\$0.00	\$0.00	0%	\$0.00
3610	Interest on Investments - Unrestricted	\$1,300.00	\$1,867.00	\$1,850.00	-0.9%	\$0.74
3611	Interest on Investments - Restricted	\$0.00	\$0.00	\$0.00	0%	\$0.00
3690	Other Revenue	\$10,500.00	\$10,202.00	\$10,200.00	0%	\$4.11
3691	Other Revenue - Retained	\$45,000.00	\$176,355.00	\$70,000.00	-60.3%	\$28.18
3692	Other Revenue - Operating Reserves	\$0.00	\$0.00	\$0.00	0%	\$0.00
3693	Other Revenue - Energy Net Meter	\$0.00	\$0.00	\$0.00	0%	\$0.00
3801	Operating Subsidy - DHCD (4001)	\$221,632.00	\$339,394.00	\$436,637.00	28.7%	\$175.78
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	\$1,224,832.00	\$1,481,083.00	\$1,498,687.00	1.2%	\$603.34

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Millbury Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget.	2020 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	\$174,127.00	\$168,424.00	\$204,466.00	21.4%	\$82.31
4120	Compensated Absences	\$0.00	\$0.00	\$0.00	0%	\$0.00
4130	Legal	\$3,000.00	\$135.00	\$3,000.00	2122.2%	\$1.21
4140	Members Compensation	\$2,400.00	\$2,085.00	\$2,400.00	15.1%	\$0.97
4150	Travel & Related Expenses	\$1,000.00	\$0.00	\$1,000.00	100%	\$0.40
4170	Accounting Services	\$13,800.00	\$13,800.00	\$14,580.00	5.7%	\$5.87
4171	Audit Costs	\$4,000.00	\$3,779.00	\$4,000.00	5.8%	\$1.61
4180	Penalties & Interest	\$0.00	\$0.00	\$0.00	0%	\$0.00
4190	Administrative Other	\$46,000.00	\$48,780.00	\$54,000.00	10.7%	\$21.74
4191	Tenant Organization	\$0.00	\$0.00	\$0.00	0%	\$0.00
4100	TOTAL ADMINISTRATION	\$244,327.00	\$237,003.00	\$286,258.00	20.8%	\$115.24
4310	Water	\$36,000.00	\$40,192.00	\$42,000.00	4.5%	\$16.91
4320	Electricity	\$220,000.00	\$223,178.00	\$220,000.00	-1.4%	\$88.57
4330	Gas	\$16,000.00	\$21,286.00	\$22,000.00	3.4%	\$8.86
4340	Fuel	\$9,000.00	\$12,961.00	\$14,000.00	8%	\$5.64
4360	Energy Conservation	\$0.00	\$0.00	\$0.00	0%	\$0.00
4390	Other	\$55,000.00	\$59,444.00	\$60,000.00	0.9%	\$24.15
4391	Solar Operator Costs	\$0.00	\$105,144.00	\$105,000.00	-0.1%	\$42.27
4392	Net Meter Utility Credit (Negative Amount)	\$0.00	\$0.00	\$0.00	0%	\$0.00
4300	TOTAL UTILITIES	\$336,000.00	\$462,205.00	\$463,000.00	0.2%	\$186.39

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Millbury Housing Authority.						
<b>EXPENSES</b>						
Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	\$231,266.00	\$232,664.00	\$218,711.00	-6%	\$88.05
4420	Materials & Supplies	\$54,639.00	\$51,159.00	\$61,130.00	19.5%	\$24.61
4430	Contract Costs	\$59,000.00	\$37,112.00	\$59,000.00	59%	\$23.75
4400	TOTAL MAINTENANCE	\$344,905.00	\$320,935.00	\$336,029.00	4.7%	\$135.28
4510	Insurance	\$41,000.00	\$41,284.00	\$46,000.00	11.4%	\$18.52
4520	Payment in Lieu of Taxes	\$7,200.00	\$4,663.00	\$6,000.00	28.7%	\$2.42
4540	Employee Benefits	\$206,400.00	\$226,568.00	\$236,000.00	4.2%	\$95.01
4541	Employee Benefits - GASB 45	\$0.00	\$621,723.00	\$0.00	-100%	\$0.00
4542	Pension Expense - GASB 68	\$0.00	\$302,679.00	\$0.00	-100%	\$0.00
4570	Collection Loss	\$0.00	\$7,212.00	\$9,000.00	24.8%	\$3.62
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	\$254,600.00	\$1,204,129.00	\$297,000.00	-75.3%	\$119.57
4610	Extraordinary Maintenance	\$63,000.00	\$76,105.00	\$70,000.00	-8%	\$28.18
4611	Equipment Purchases - Non Capitalized	\$12,000.00	\$9,281.00	\$12,000.00	29.3%	\$4.83
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	\$200,835.00	\$0.00	-100%	\$0.00
4600	TOTAL OTHER EXPENSES	\$75,000.00	\$286,221.00	\$82,000.00	-71.4%	\$33.01
4000	TOTAL EXPENSES	\$1,254,832.00	\$2,510,493.00	\$1,464,287.00	-41.7%	\$589.49

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Millbury Housing Authority.						
<b>SUMMARY</b>						
Account Number	Account Class	2019 Approved Budget	2019 Actual Amounts	2020 Approved Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	\$1,224,832.00	\$1,481,083.00	\$1,498,687.00	1.2%	\$603.34
4000	TOTAL EXPENSES	\$1,254,832.00	\$2,510,493.00	\$1,464,287.00	-41.7%	\$589.49
2700	NET INCOME (DEFICIT)	\$-30,000.00	\$-1,029,410.00	\$34,400.00	-103.3%	\$13.85
7520	Replacements of Equip. - Capitalized	\$0.00	\$0.00	\$16,000.00	100%	\$6.44
7540	Betterments & Additions - Capitalized	\$0.00	\$0.00	\$0.00	0%	\$0.00
7500	TOTAL NONOPERATING EXPENDITURES	\$0.00	\$0.00	\$16,000.00	100%	\$6.44
7600	EXCESS REVENUE OVER EXPENSES	\$-30,000.00	\$-1,029,410.00	\$18,400.00	-101.8%	\$7.41

## Explanation of Budget Accounts

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

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

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

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

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

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is \$40.00 per unit per month, as of July 1, 2019.

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

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

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

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

the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/19, all deficit LHAs may keep 100% of the net meter credit savings.

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

3693: Other Revenue – Net Meter: This account should be normally be credited with 75% of the total net meter credit savings realized by a deficit LHA, while surplus LHAs with net meter credit savings would enter \$0 here. Savings are calculated as the value of the net meter credits appearing on the LHA’s electric bills (or, in some cases, paid in cash to the LHA by their utility company), minus the cost of the payments made to the solar power developer under their Power Purchase Agreement (PPA). Deficit LHAs normally may retain 25% of the savings. That amount should be included as Other Revenue – Retained on line #3691. However, please note that for the period 7/1/16 through 6/30/19 all LHAs may retain 100% of their total net meter credit savings, and should report those savings as Other Revenue – Retained on line #3691

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

3802: Operating Subsidy – MRVP/AHVP Landlords:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4360: Energy Conservation: This account is to be charged with costs incurred for energy conservation measures.

4390: Other Utilities: This account should be charged with the cost of utilities which are not provided for in accounts 4310 through 4360.

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

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

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

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

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

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

4520: Payments in Lieu of Taxes:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Narrative Responses to the Performance Management Review (PMR) Findings

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

### **Category: Management**

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

Rating: No Findings

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

Rating: No Findings

Reason: Tenant did not report earned income for a year. She was on a payment plan and moved owing approximately half of what she owed the Authority.

Response: We are working with increased Payment Plans and checking employment earnings through a wage match program.

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

Rating: No Findings

Criterion: Completion of mandatory online board member training

Rating: No Findings

### **Category: Financial**

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

Rating: No Findings

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

Rating: No Findings

### **Category: Capital Planning**

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

Rating: Operational Guidance

Reason: I don't know why I received Operational Guidance when my CIP was submitted on time.

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

Rating: No Findings

**Category: Facility Management - Health & Safety**

Criterion: Health and Safety Violations

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

	Number of violations cited	Number of violations corrected
<b>Maintenance related violations</b>	4	4
<b>Tenant related violations</b>	4	4

**Category: Facility Management - Inspections**

Criterion: LHA Conducted 100% of the Unit Inspections.

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

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

Rating: No Findings

**Category: Facility Management - Work Order System**

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

Rating: No Findings

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

Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: Corrective Action

Reason: Maintenance takes pride in the work that they do to prepare a unit for leasing. Most applicants are pleasantly surprised when they view a completed unit. It is very difficult to complete an apartment and get all of the applicant's information in a 30 day time period.

Response: Unfortunately, we can't take care of some of the cosmetic items that we normally take care of prior to lease up. We are being more proactive with CHAMP.

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

Rating: Corrective Action

Reason: I'm not sure. We had just started with the program if I remember correctly.

Response: We are continuing to work with the program.

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

Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.

Rating: No Findings

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

Rating: No Findings

**Category: Facility Management - Emergency Response System:**

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

Rating: No Findings

Explanation of PMR Criteria Ratings

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

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

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

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

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



## Policies

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Rent Collection Policy	03/05/2018	
*Personnel Policy	05/18/2020	
*Capitalization Policy	05/15/2016	
*Procurement Policy	03/30/2017	
*Grievance Policy	05/06/2020	
Community Room Use	06/23/2016	
Affirmative Action Policy	06/17/2016	
Credit/Debit Card Policy	07/22/2016	
Parking	02/19/2020	
Other – Define in the ‘Notes’ column	10/25/2019	Emergency on call Policy No Board Vote
Other – Define in the ‘Notes’ column	02/21/2019	Television Placement Policy
Other – Define in the ‘Notes’ column	07/30/2018	Smoke Free Workplace Policy
Other – Define in the ‘Notes’ column	06/21/2018	Grill Policy
Other – Define in the ‘Notes’ column	06/12/2018	Abandoned Unit Policy No Board Vote
Other – Define in the ‘Notes’ column	07/27/2016	Progressive Discipline Policy
Other – Define in the ‘Notes’ column	06/17/2016	Vacancy Policy No Board Vote

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Other – Define in the ‘Notes’ column	04/15/2008	Snow Removal Policy
Other – Define in the ‘Notes’ column	06/17/2016	Inventory Policy No Board Vote
Travel Policy	05/12/2016	
Other – Define in the ‘Notes’ column	01/04/2016	Fraud Policy No Board Vote
Parking	02/19/2020	
Other – Define in the ‘Notes’ column	10/23/2019	Preventive Maintenance Policy No Board Vote
Other – Define in the ‘Notes’ column	04/14/1998	Drug and Alcohol Policy
Other – Define in the ‘Notes’ column	03/15/2019	Maintenance planning policy No Board Vote
Other – Define in the ‘Notes’ column	08/23/2018	Pet Policy No Board Vote
Other – Define in the ‘Notes’ column	06/23/2017	Community Room Use
Other – Define in the ‘Notes’ column	02/17/2017	Smoke Free Policy
Credit/Debit Card Policy	07/22/2016	
Other – Define in the ‘Notes’ column	12/07/2011	Progressive Discipline Policy
Other – Define in the ‘Notes’ column	06/17/2016	Disposition of Property Policy No Board Vote
Other – Define in the ‘Notes’ column	06/17/2016	Inventory Policy No Board Vote
Other – Define in the ‘Notes’ column	04/29/2016	Maintenance Structure Policy No Board Vote
Investment Policy	02/07/1995	

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
Other – Define in the ‘Notes’ column	06/11/2003	Confidentiality Policy
Reasonable Accommodations Policy	06/01/1990	
Other – Define in the ‘Notes’ column	07/20/2016	Internal Property Inspection Policy
Other – Define in the ‘Notes’ column	07/20/2016	Policy Statement
Other – Define in the ‘Notes’ column	04/20/2006	Millbury Emergency Plan No Board Vote
Other – Define in the ‘Notes’ column	10/16/2012	Lockout Policy
Reasonable Accommodations Policy	06/06/2009	
Other – Define in the ‘Notes’ column	01/14/2014	Space Heaters Policy
Other – Define in the ‘Notes’ column	05/16/2013	BB Gun and Soft Pellet Gun Policy/outdoor play equipment
Other – Define in the ‘Notes’ column	04/08/2010	Alternate Landlord Reference Policy
Other – Define in the ‘Notes’ column	10/17/2018	Air Conditioner Policy
Other – Define in the ‘Notes’ column	11/10/1992	Indemnification Policy

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

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

**Waivers**

Millbury Housing Authority has received the following waivers from DHCD’s regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

<b>Description</b>	<b>Reason</b>	<b>Date Waiver Approved by DHCD</b>	<b>Date Expired</b>
Biennial recertification of c.667 rents	Limited increase in income	12/29/2009	12/29/2010
Biennial recertification of c.667 rents	Limited increase in income	01/30/2014	01/30/2015
Biennial recertification of c.667 rents	Limited increase in income	01/06/2016	01/06/2017
Biennial recertification of c.667 rents	Limited increase in income	06/08/2018	06/08/2019
Biennial recertification of c.667 rents	Limited increase in income	05/11/2020	05/11/2020

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

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

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

**AP:** Annual Plan

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

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

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

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

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

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

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

**CNA:** Capital Needs Assessment

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

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

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

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

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

**FF:** Formula Funding

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

**FYE:** Fiscal Year End

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

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

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

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

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

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

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

**MOR:** Management and Occupancy Report

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

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

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

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

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

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

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

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

## **Attachments**

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

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

- A/P meeting
- Tenant Satisfaction Survey
- Performance Management Review

Millbury Housing Authority  
2021 Annual Plan Meeting  
July 22, 2020

Comments from those present:

None (only one tenant showed up)

# MILLBURY HOUSING AUTHORITY

## Chapter 200, 667, and 705 Housing (combined)

### Summary 2016 - 2017

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

- **Chapter 200 and 705 housing:** In the spring of 2016, surveys were sent to 9772 housing units. 3240 surveys were filled out and returned.
- **Chapter 667 housing:**
  - In the fall of 2016, surveys were sent to 9624 housing units and 5511 surveys were filled out and returned.
  - In the fall of 2017, surveys were sent to 6024 housing units and 3391 surveys were filled out and returned
- In the **Millbury Housing Authority**, surveys were sent to a total of **203** Chapter 667, 705, and 200 housing units; **131** surveys were completed.

This report provides some information about how the residents from the **Millbury Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from medium LHAs in Central Massachusetts. These medium LHAs in Central Massachusetts include: Leominster and Millbury.

## Communication

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

	Millbury Housing Authority	Medium LHAs in Central MA*	Entire State
Contacted management about a problem or concern.....	77%	76%	80%
Felt they were usually or always treated with courtesy and respect when they contacted management.....	87%	88%	84%
Saw the Capital Improvement Plan.....	19%	24%	28%
Saw the Operating Budget.....	10%	12%	16%
Knew the Executive Director held a meeting with residents...	68%	67%	45%

\* Medium LHAs in Central Massachusetts include: Leominster and Millbury.

## Services and Programs

**52%** of the Millbury Housing Authority residents who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Millbury Housing Authority	Medium LHAs in Central MA	Entire State
Job training programs.....	8%	11%	13%
Money management programs ( <i>budgeting, taxes, income building</i> ).....	10%	11%	15%
Children's programs ( <i>tutoring, childcare, afterschool programs</i> ).....	2%	8%	12%
Health and Medical Services ( <i>visiting nurse, meal programs</i> ).....	35%	34%	33%
Adult Education ( <i>GED, ESL, educational counseling</i> ) .....	8%	10%	15%

## Maintenance and Repair

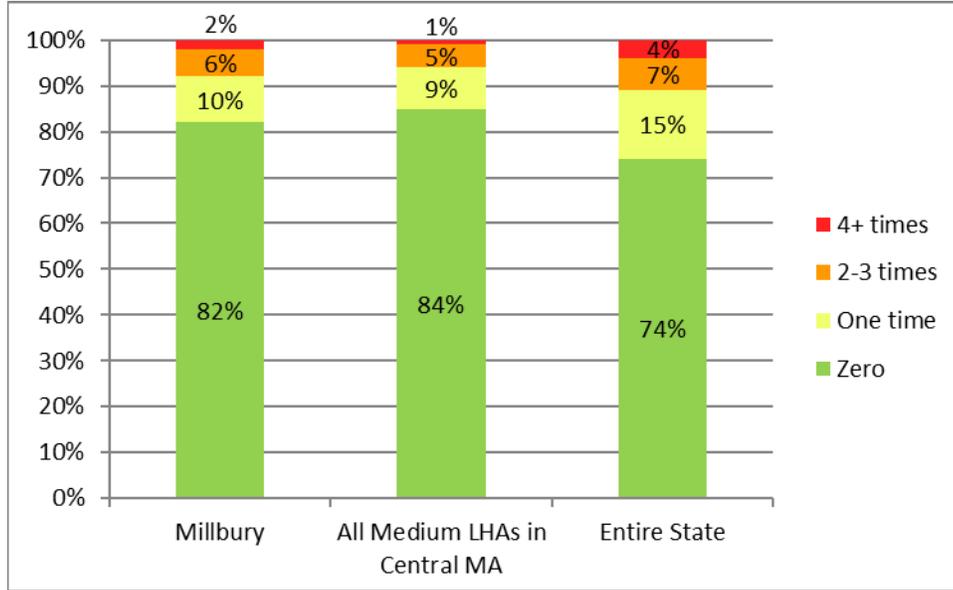
- **Who had problems?** Just under one-fifth of respondents had a problem with their heating and a little more than two-fifths had a plumbing problem in the last 12 months.

	Millbury Housing Authority	Medium LHAs in Central MA	Entire State
Had a heating problem.....	18%	15%	25%
Had a problem with water or plumbing.....	41%	40%	50%

- **Heating Problems**

**How many times did residents have heating problems?**

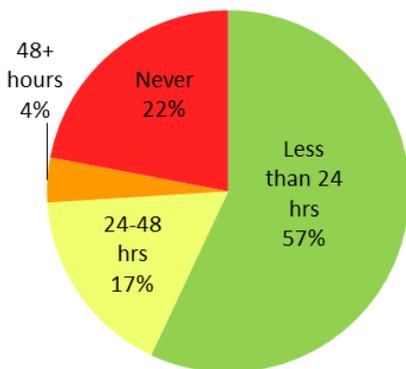
The charts below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows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



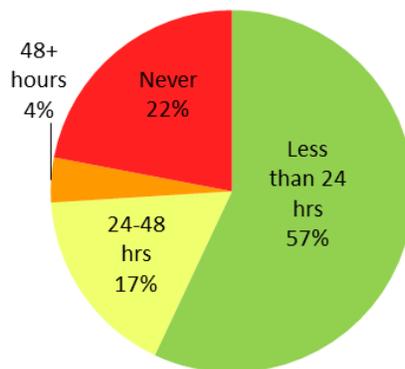
**How long did it take to fix the heating problems?**

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

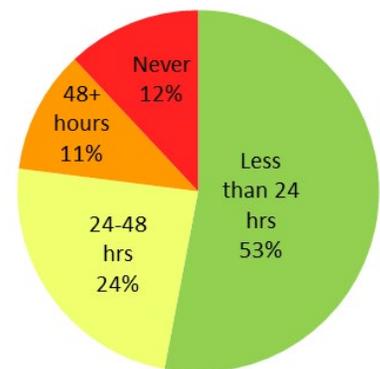
**Millbury Housing Authority**



**Medium LHAs in Central MA**



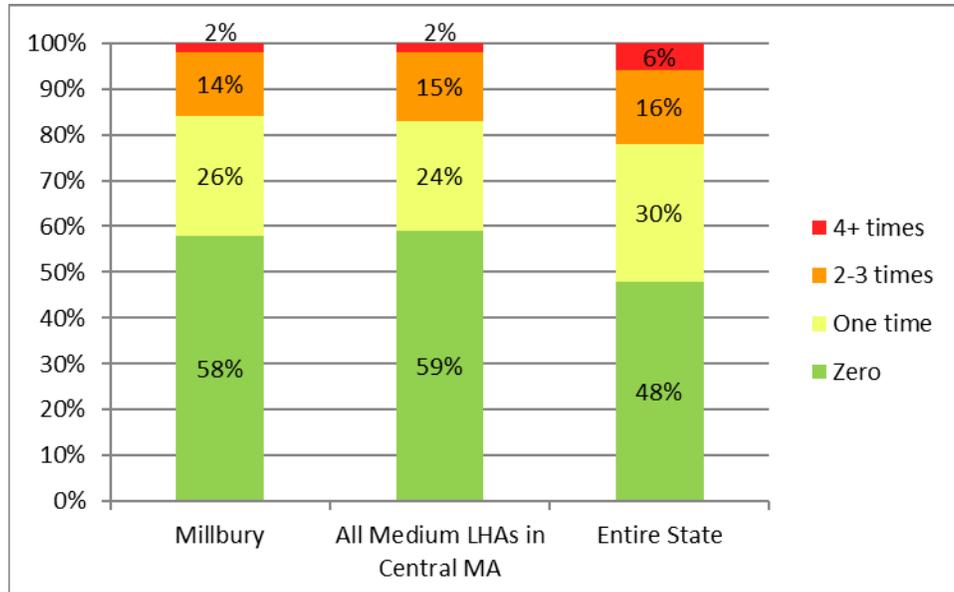
**Entire State**



- Water or Plumbing Problems**

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

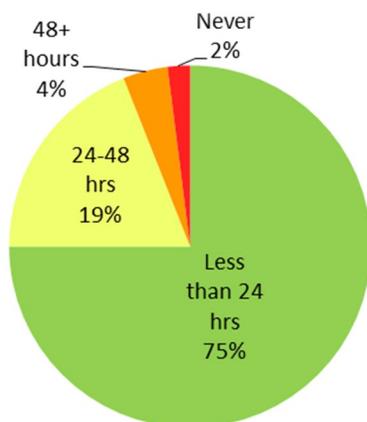
The charts below shows how many times respondents had water or plumbing problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And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



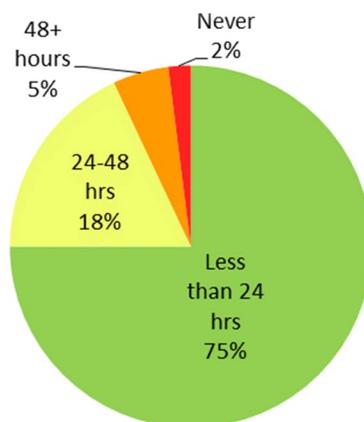
**How long did it take to fix the water or plumbing problems?**

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

**Millbury Housing Authority**



**Medium LHAs in Central MA**

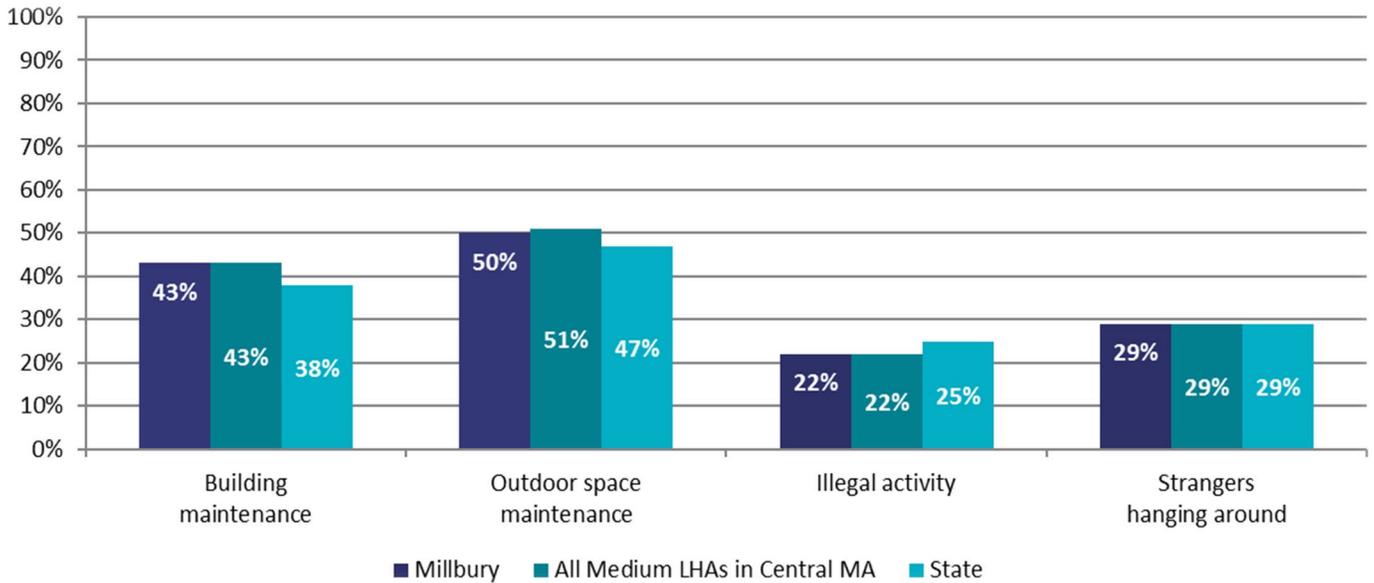


**Entire State**



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

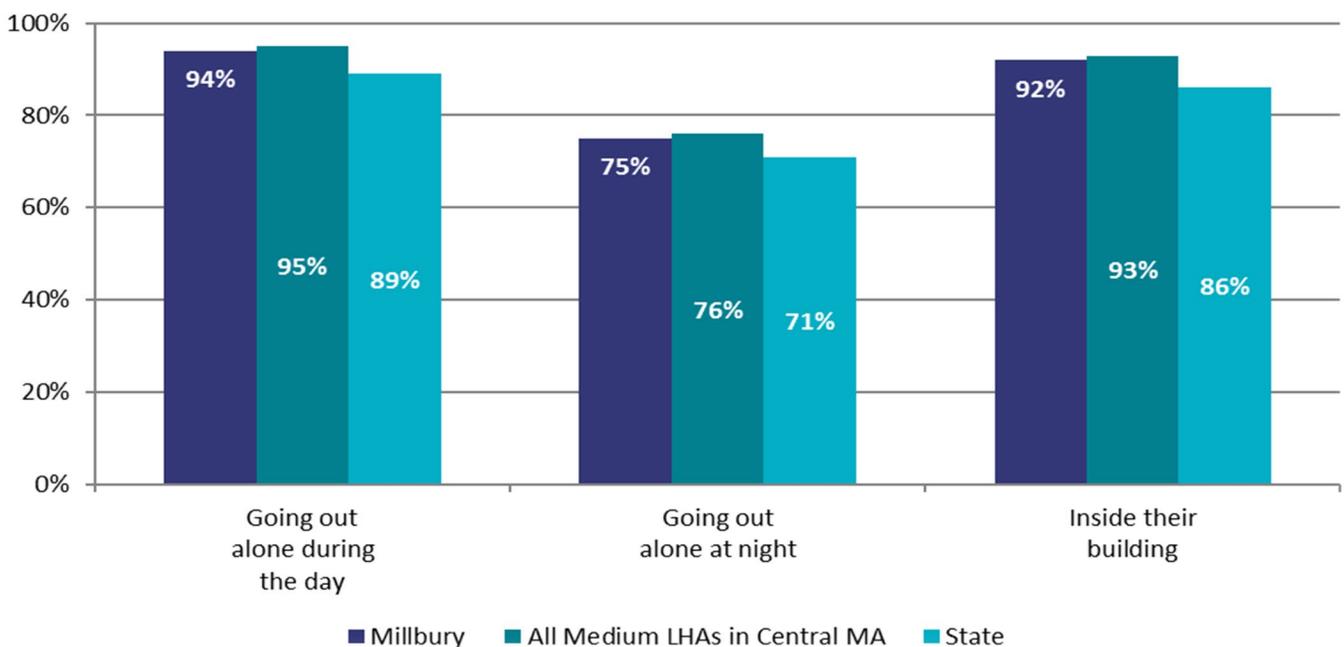
**Respondents who “always” or “sometimes” had problems with...**



## Safety

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

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



MILLBURY HOUSING AUTHORITY  
Performance Management Review  
(PMR) Report  
Fiscal Year End 9/30/2019

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

# Performance Management Review

## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD)

### PMR Desk Audit Ratings Summary

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

Housing Authority	Millbury Housing Authority
Fiscal Year Ending	09/30/2019
Housing Management Specialist	Lisa Taylor
Facilities Management Specialist	Wilzor Exantus

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

**PMR Capital Benchmarks for LHA Fiscal Year 2019**

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

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

<b>Housing Authority</b>	<b>Millbury Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>9/30/2019</b>
<b>Housing Management Specialist</b>	<b>Lisa Taylor</b>
<b>Facilities Management Specialist</b>	<b>Wilzor Exantus</b>

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

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

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

<b>Housing Authority</b>	<b>Millbury Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>9/30/2019</b>
<b>Housing Management Specialist</b>	<b>Lisa Taylor</b>
<b>Facilities Management Specialist</b>	<b>Wilzor Exantus</b>

**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](mailto:dhcd-phinspectionviolations@massmail.state.ma.us). In the subject line please indicate the LHAName and the PMR Year. If health and safety violations are not resolved within 60 days, DHCD will follow-up with a second site visit.

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

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

**Additional Notes:**

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

- Unable to make recommendations as did not notify tenants of possible inspections
- Attend a Regional DHCD-led Inspection Training (in person)
- Look into maintenance trainings offered by MAHAMS See Handout L
- Include tenant violations in inspection reports
- Review state sanitary code ([https://www.mass.gov/files/documents/2016/07/pv/105cmr410\\_0.pdf](https://www.mass.gov/files/documents/2016/07/pv/105cmr410_0.pdf))

**Additional Notes:**

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

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

**Additional Notes:**

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

Criteria D: Inspection - No Findings

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

Criteria H: Vacancy - No Findings

Criteria K: Routine - No Findings

Criteria L: Requested - No Findings

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

### Additional Notes:

## Timely Completion of Work Order Types

Criteria E: Inspection - No Findings

Criteria G: Emergency - No Findings

Criteria I: Vacancy - Corrective Action

Criteria M: Requested - No Findings

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

### Additional Notes:

#### Emergency Work Order:

Meets DHCD criteria.

#### Vacancy Work Order:

MHA has a system of move out inspections for all units that become vacant. The MHA produces work orders from the move out inspection report, and lists on the work order the time spent working on turnover, date turnover was started and date finished, list of work done, and materials used. Turnovers should be completed within 30 days or less. If the turnover cannot be completed within 30 days, the MHA should contact Housing Management Specialist to see if eligible for a waiver. A review of this fiscal year indicated that there were a few situations where the MHA did not request a waiver and/or the waiver expired.

#### Timeliness Requested Work Order:

Meets DHCD criteria.

#### Timeliness of Inspection Work Order:

Meets DHCD criteria.



**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:**

MHA has a Preventive Plan that helps with the upkeep of all buildings and equipment; however, work orders were not created and closed for all items on their Preventive Maintenance Plan. MHA can reference the Property Maintenance Guide Chapter 1, and the DHCD suggested Preventive Maintenance (PHN2016-18) .

**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:**