Notice of Public Hearing

The Salem Housing Authority
invites all tenants and the general public to a review of the Authority's Proposed Annual Plan for Fiscal Year 2021

The Annual Plan is intended to provide insight into the Authority's operations and plans for the coming fiscal year as they affect the Authority's state-aided public housing. The Proposed Annual Plan is comprised of the following elements:

1. Proposed Capital Improvement Plan (5-year)
2. Proposed Maintenance and Repair Plan
3. Current Operating Budget
4. Responses to the Performance Management Review (PMR) findings
5. List of housing authority policies
6. List of waivers from governing regulations of the Department of Housing and Community Development (DHCD)
7. Other elements

Hearing time and date: 2:00 PM on 07/15/2020

Hearing location: Join Zoom Meeting-
https://us02web.zoom.us/j/81234487378?pwd=cTMrYS81L2Q3N2ZTeGs5RC9tcGVMUT09
Meeting ID: 812 3448 7378, Password: 819303
Phone: 646 558 8656 (or see page 2 for more numbers)

Residents and the general public are invited to review the Annual Plan before the hearing and may submit public comments as noted below. The Authority shall consider the concerns of any Local Tenants' Organization (LTO) or Resident Advisory Board (RAB) regarding needs and priorities and incorporate some or all of such needs and priorities in the draft plan if deemed by the Authority to be consistent with sound management. Substantive comments will be summarized and included in the Annual Plan when it is submitted to the Department of Housing and Community Development (DHCD).

- Copies of the Annual Plan are available at the Authority's office or may be reviewed online at https://tinyurl.com/LHA-MA-AnnualPlan
- Comments may be submitted orally at the hearing, by emailing the housing authority office, or by submitting written comments at the housing authority office. Comments must be received no later than the close of the public hearing.
- For reasonable accommodation requests contact the housing authority office by 07/08/2020 at 4:00 PM.
- Contact information for Salem Housing Authority:
  Office: 27 Charter St., Salem, MA 01970
  Phone: (978) 744-4432
  Email: choog@salemha.org

Detailed Instructions for Remote Access

The Salem Housing Authority will meet virtually on Wednesday, July 15, 2020 at 2:00PM. Due to social distancing guidelines related to the COVID-19 state of emergency, this meeting will be held remotely, not at the Salem HA's offices. The public is invited to view and/or listen to the meeting via phone, computer, laptop or tablet. To do so, download the "Zoom Cloud Meeting" app in any app store or at www.zoom.us. At 2:00 pm on July 15, 2020, click on "Join a Meeting" and enter meeting ID number 812 3448 7378 (with Password: 819303) or use the link

https://us02web.zoom.us/j/81234487378?pwd=cTMrYS81L2Q3N2ZTeGs5RC9tcGVMUT09

You may also join by calling conference line at any number below, and enter code 812 3448 7378 followed by the # sign, and Password: 819303. The board chair will instruct participants on the appropriate time and manner for public comment during the meeting.
Choose from any of the below phone numbers:

+1 646 558 8656 US (New York)
+1 301 715 8592 US (Germantown)
+1 312 626 6799 US (Chicago)
+1 669 900 9128 US (San Jose)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)

Salem Housing Authority
Proposed 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 Salem 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. Tenant Satisfaction Survey 667 Program
    b. Tenant Satisfaction Survey 200 and 705 Program
    c. Performance Management Review

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-3A	Elderly	BATES TERRACE 667-3A	2	1963	16
667-1A	Elderly	BERTRAM TERRACE 667-1A	2	1959	20
667-05	Elderly	CHARTER STREET 667-05	1	1973	110
667-02	Elderly	COLONIAL TERRACE 667-02	11	1961	40
667-7B	Elderly	DALTON RESIDENCE 667-7B	1	1988	35
705-03	Family	FARRELL COURT 705-03	3	1988	12
200-01	Family	GARDEN TERRACE 200-01	8	1949	32
667-01	Elderly	LEE FORT TERRACE 667-01	8	1958	43
667-06	Elderly	MORENCY MANOR 667-06	1	1982	54
667-3B	Elderly	NORTON TERRACE 667-3B	3	1963	20
667-04	Elderly	PIONEER TERRACE 667-04	13	1966	104
200-02	Family	RAINBOW TERRACE 200-02	35	1952	136
667-7A	Elderly	RUANE BUILDING 667-7A	1	1818	14
	Family	Family units in smaller developments	2		14
	Other	Special Occupancy units	3		17
Total			94		667

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.

Salem Housing Authority manages 18 MRVP vouchers.

Federally Assisted Developments

Salem Housing Authority also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 1289 households.

LHA Central Office

Salem Housing Authority
27 Charter St., Salem, MA, 01970
Cathy Hoog, Executive Director
Phone: 978-744-4432
Email: choog@salemha.org

LHA Board of Commissioners

	Role	Category	From	To
John A. Boris	Chair		02/22/2007	03/01/2017
Kimberley Driscoll		State Appointee	07/27/2018	02/01/2021
Sue Kirby		State Tenant Rep	06/27/2019	03/01/2020
Charity Lezama	Treasurer		03/06/2019	09/13/2023
Benjamin Shallop		Labor Appointee	04/11/2019	03/28/2024

Local Tenant Organizations and Resident Advisory Board

	Date of Recognition by LHA	Date LHA Reviewed Draft AP with LTO
Charter Street Tenant's Association	01/05/2018	
Morency Tenant's Organization	12/18/2019	
Pioneer Terrace Tenants Organizatio	12/20/2019	

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

This Annual Plan (AP) will be reviewed by the Department of Housing and Community Development (DHCD) following the public comment period, the public hearing, and LHA Board approval.

Capital Improvement Plan

DHCD Description of CIPs:

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

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)

Additional Remarks by Salem Housing Authority

Salem HA is undergoing significant re-organization in the staffing structure of public housing as well as additional work flow restructuring within the maintenance operations. Recent turnover in staff and addition of new staff positions have allowed SHA to re-prioritize how many folks are working on capital improvement efforts during the entire year. Our new organization of staff will help us center more on prevention and less on crisis management in the areas of pest management, inspections, lease enforcement and resident engagement. Safety and security is of highest priority and SHA will continue to seek funding to focus on these areas. This year we were awarded $83,375 in special funds to address safety related issues. SHA will also utilize $135,200 in budget exemption safety/security funds to address security issue by installing security cameras.

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)	$3,125,780.18		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	$468,867.03		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	$2,656,913.15	$1,950,616.86	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	$27,570.78	$27,600.00	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)	$2,629,342.37	$1,923,016.86	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	$89,488.12	$89,488.12	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	$479,548.77	$0.00	Community Preservation Act funds awarded by a city of town for specific projects.
Operating Reserve(OR) Funds	$86,631.26	$0.00	Funds from the LHA's operating budget.
Other Funds	$102,176.46	$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	$3,414,757.77	$2,040,104.98	Total of all anticipated funding available for planned projects and the total of planned spending.

Capital Improvement Plan (CIP)

CIP Definitions:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Improvement Plan (CIP)

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	Remaining Planned for 2020	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
258094	FF: Window Replacement: Congress St.	CONGRESS ST. 705-2B	$326,651	$326,647	$56,351	$0	$0	$0	$0	$0
258110	FF: carpet replacement, asbestos removal, repaint corridors	BATES TERRACE 667-3A	$701,304	$612,018	$134,871	$0	$0	$0	$0	$0
258116	FF: Replace lockset and cylinders of unit entry doors	CHARTER STREET 667-05	$86,600	$0	$5,540	$81,061	$0	$0	$0	$0
258117	FF: Selective concrete balcony, landing, and handrail repairs	BATES TERRACE 667-3A	$550,400	$0	$49,712	$488,792	$11,897	$0	$0	$0
258118	FF: Sprinkler Cradle and Pump System replacement	CHARTER STREET 667-05	$156,276	$9,824	$146,453	$0	$0	$0	$0	$0
258147	ADA Bath Upgrades	CHARTER STREET 667-05	$223,860	$0	$0	$136,988	$86,873	$0	$0	$0
258148	Norton & Bates Roof Replacements	Norton & Bates	$116,712	$0	$4,561	$112,151	$0	$0	$0	$0
258149	Soffit and Trim Repairs	COLONIAL TERRACE 667-02	$68,750	$0	$0	$68,750	$0	$0	$0	$0
258150	Electrical Upgrades	PIONEER TERRACE 667-04	$1,301,510	$0	$0	$0	$0	$57,072	$653,622	$590,818
258151	DHW Tank Replacements	PIONEER TERRACE 667-04	$118,125	$0	$0	$73,845	$44,281	$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	Remaining Planned for 2020	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
258152	Envelope Investigation & Repairs (Leaks)	CHARTER STREET 667-05	$32,906	$0	$1,732	$31,175	$0	$0	$0	$0
258153	Retaining wall replacement	BERTRAM TERRACE 667-1A	$47,322	$7,723	$594	$39,005	$0	$0	$0	$0
258154	Elevator Penthouse Repairs (Siding/Roofing)	DALTON RESIDENCE 667-7B	$9,939	$0	$2,860	$7,080	$0	$0	$0	$0
258155	Asphalt paving	PHILLIPS	$57,122	$0	$0	$57,122	$0	$0	$0	$0
258156	Mailbox Replacements	COLONIAL TERRACE 667-02	$20,625	$0	$5,934	$14,692	$0	$0	$0	$0
258157	H&S FY20: dumpter concrete pads		$25,000	$0	$6,250	$18,750	$0	$0	$0	$0
258158	H&S FY20: Pave uneven parking lot		$48,875	$0	$12,219	$36,657	$0	$0	$0	$0
258159	H&S FY20: overgrown trees approaching building envelopes		$9,500	$0	$2,375	$7,125	$0	$0	$0	$0
•	Colonial Terr - site work and concrete stair repair	COLONIAL TERRACE 667-02	$240,516	$0	$0	$240,516	$0	$0	$0	$0
•	Sidewalks, parkinglot and concrete stairs replacement	PIONEER TERRACE 667-04	$398,479	$0	$0	$119,779	$278,701	$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	Remaining Planned for 2020	fy2021 Planned	fy2022	fy2023	fy2024	fy2025
•	Charter Street Unit Turnover (K&B)	CHARTER STREET 667-05	$207,000	$0	$0	$80,697	$126,304	$0	$0	$0
•	Kitchen and bathroom modernization	BERTRAM TERRACE 667-1A	$666,475	$0	$0	$28,627	$202,383	$435,467	$0	$0
TOTALS			$5,413,945	$956,211	$429,448	$1,642,806	$750,436	$492,538	$653,622	$590,818

Capital Improvement Plan (CIP)

FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain-ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
258094	FF: Window Replacement: Congress St.	Asbestos window replacement	$0	$29,500	$0	$0	$0	$0	$0	$0
258110	FF: carpet replacement, asbestos removal, repaint corridors	asbestos at 9 elderly dev. and the 689-1	$0	$48,014	$0	$0	$0	$0	$0	$0
258157	H&S FY20: dumpter concrete pads	H&S FY20: dumpter concrete pads	$0	$0	$0	$25,000	$0	$0	$0	$0
258158	H&S FY20: Pave uneven parking lot	H&S FY20: Pave uneven parking lot	$0	$0	$0	$48,875	$0	$0	$0	$0
258159	H&S FY20: overgrown trees approaching building envelopes	H&S FY20: overgrown trees approaching building envelopes	$0	$0	$0	$9,500	$0	$0	$0	$0
TOTALS			$0	$77,514	$0	$83,375	$0	$0	$0	$0

Capital Improvement Plan (CIP) Narrative

Including Requests to DHCD & Supporting Statements

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

   Salem 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.

   Salem Housing Authority has not requested additional funding.

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

   Salem HA has implemented significant changes with regard to staffing structures in an effort to re-prioritize Maintenance operations, capital planning, property management and resident relations. The changes in staffing include re-organizing the public housing division to include property management staff that will work closely with the maintenance team to maintain properties and plan for capital improvements. The newly structured division will also play a large role in engaging residents and creating a culture where residents play a large role in the agency.

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

   We removed three projects from last year's approved CIP, to allow for adding new high priority (and outdoor due to COVID-19 restrictions) projects.

258-689-01-0-19-503	Boiler/Water Tank Replacements
258-667-05-0-14-2782	Repair concrete balcony
258-705-03-0-19-504	Window replacement

5. Requirements of previous CIP approval

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

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 05/18/2020.

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 05/12/2020.

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 attached.

10. Accessibility

We have identified the following accessibility deficiencies in our portfolio:

ADA Bath Upgrades, CHARTER STREET 667-05.

We have tripping hazards at the stairs and walkways of Colonial and Pioneer devs.

We have incorporated the following projects in our CIP to address accessibility deficiencies:

Included in our plan are 3 projects to address any ADA deficiencies:

258147 ADA Bath Upgrades, CHARTER STREET 667-05

258-667-02-S01-20-565 -- Colonial Terr - site work and concrete stair repair

258-667-04-S01-19-481 -- Sidewalks, parking lot and concrete stairs replacement

11. Special needs development

Salem 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 5/2019 to 4/2020.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	$100	$80	$50	$60
	667-02			200-01
	667-03			200-02
	667-04			667-01
	667-05			667-04
				705-02
				705-03

Water issues have been studied at some developments and we are pursuing resolve from the City for potential underground leaks. We had attempted to resolve the high electric at 667-2 and 667-3 by installing Mitsubishi minis-splits, but they were incorrectly sized and we haven't seen any costs savings result to date. We continue to encourage energy savings and water conservation.

13. Energy or water saving initiatives

Salem Housing Authority is currently pursuing energy or water-saving audits or grants as noted b
We are seeking LEAN funds to address 258-689-01-0-19-503 -- Boiler/Water Tank Replacements F
Our last LEAN audit was 2014-2016, for a value of $1.7M over 15 developments (LED lights, refrig
insulation, etc.)

AP-2021-Salem Housing Authority-00066 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 02/23/2016

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.)

3% c. 667 (DHCD Goal 2%)
3% c. 200 (DHCD Goal 2%)
0% c. 705 (DHCD Goal 2%)

Salem Housing Authority will address the excess vacancies in the following manner:
Our vacancy rate has been unusually high, over 40 in the last six months. Issues with CHAMP and staff turnover, but we're working to address the issues.

15. Vacancies

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

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

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

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	978-744-7616	24 hr Maintenance line answering ser
Call LHA at Phone Number	978-744-4432	During business hours, with answerin

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 Salem Housing Authority main office.

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

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	978-744-7616	24 hr Maintenance line answering service
Call Housing Authority Office		
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: PHAWeb

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

Maintenance Plan Narrative

Following are Salem 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?

The SHA PMR and AUP was excellent. On paper, we did a great job. However, upon further evaluation and assessment, it was determined that the work flow, the structure and the day to day systems needed improvement. Some systems need to be created all together. We needed to improve our efficiency and our structure and most importantly, our relationship with the residents. SHA is working diligently to create a culture between staff and residents that promotes feedback, encourages participation and includes residents in planning. This will take us some time to fully implement and "re-shape" our culture, but it is a huge priority for SHA.

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

The SHA maintenance department was without a Director, a Maintenance Supervisor and one Laborer position for an extended period. This past year, SHA hired a new Director of Maintenance and a new Maintenance laborer and the foreman has also returned to his position. The Department has been re-organized to include changes in the day to day workflow to incorporate more thorough coverage of property maintenance and accountability. The Maintenance team has building assignments in an effort to improve the consistency of monitoring properties and for residents to get to know Maintenance staff and the process of quality property management. Work order flow is assigned according to Property and the team responsibility to close work orders and manage their own particular assignments has drastically improved the quality of work and timeliness. The maintenance team has also been introduced to electronic management of work orders and will be fully electronic by the end of the year.

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

1. SHA is looking to create an inspection system that encompasses a number of preventative items like detector battery changes/pest management assessment/asset tagging updating during the inspection process to become more efficient. We want to spread the inspection schedule in a way that creates room for Maintenance staff to address HQS work orders in a timely way as to not overload one development/one particular maintenance laborer. We also want to develop a workshop for residents to assist them to plan/prepare/know what to expect for inspections and to be preventative in nature and not wait until inspections to address needs. 2. SHA is looking to create a pest management system that is preventative in nature and fully tracks progress from start to finish as well as tracking treatments/cause/source and lease enforcement. 3. SHA will create a comprehensive inventory system for tracking inventory to work orders and for efficiency in ordering/evaluating stock.

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	$1,178,931.00	$144,500.00
Last Fiscal Year Actual Spending	$1,054,568.00	$80,365.00
Current Fiscal Year Budget	$1,205,441.00	$217,450.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	48
Average time from date vacated to make Unit "Maintenance Ready"	36 days
Average time from date vacated to lease up of unit	42 days

Attachments

These items have been prepared by the Salem 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.

PREVENTATIVE MAINTENANCE

SEMI-ANNUAL

Check first aid kits – **January & July** (Morency carpentry shop, Charter office & Rainbow shop)
Bed Bug-K9 Inspection-Morency – **January & July**
Clean fan & vents in Elevator cars – **February & August**
Bed Bug-K9 Inspection-Dalton – **March & September**
Adjust common area lighting – **March & November** (Pioneer) (Power/Zisson time clocks @ entrance)
Trucks – clean/wash/wax – **April & October** – (All trucks)
Truck Inspections – interior/exterior – **April & October** – (All trucks)
Inspect Fire Extinguishers – **April & October** – (April done by SHA – October done by Boston Fire)
Bed Bug-K9 Inspection-Charter – **May & November**
Turn off heat – **June 15** – (see month of June for locations)
Turn on heat – **September 15** - (see month of September for locations)
Service/install/remove/air conditioners – **May/October** – see month for locations
Update SFD white books – **January & June**
Clean mini split filters – **February, June & October**

ANNUAL

Add-Ck-Replace Interior Lighting- **January** - ALL PROPERTIES.
Carpet Cleaning Charter St. – **March**
Inspect Sump Pumps, GFI's & light bulbs– **April** - (Rainbow Terrace)
John Deer – Schedule maintenance. – **April**
Bob Cat(s) – Schedule maintenance. - **April**
Carpet cleaning – **April** – (see month of April for locations)
Flammable license – Morency & RT Shop – **April**
Grounds cleaning – **April** – RT, GT & Farrell
Grounds cleaning – **May** – Congress, Park/Prince
Clean dryer vents – **May**– (See Month for Locations)
Turn on roof fans – **May** – Morency
Flags – **May** - Install @ Charter, Pioneer & Ruane
Sprinkler Inspection – **June** -Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter **(set up Berry Fire Protection for August)**
Emergency Light Batteries Replacement – **June** – see file: emergency light battery for list
Trash chute cleaning – **June** – (Charter, Morency, Zisson & Power)- get quote – no longer under contract
Oil burner cleaning – **July** – (Hathorne, Congress, Park/Prince) **PO Only, Michaud & Raymond, Insurance Required.**
City backflow prevention valve test – **July** – (see month of July for locations)
Power wash SHA owned dumpsters – **July** – (Charter, Morency, Leefort, Farrell & Colonial)
Charter & Morency generator maintenance - **September**
Manual inventory – **September** – Snow blowers, grass cutters, generator, tools
Turn off roof fans – **September** – Morency
Testing-fire alarm, carbon monoxide detectors & emergency lighting – **October/November** (change all batteries)
Inspect roof drains – **October** – Charter, Zisson, Power, Morency
Emergency Light Batteries Replacement – **November/December** – Dalton, Morency & Charter @ reception desk.
Inspect eye wash stations – **November** – all locations – change all bottles
Inspect emergency bleach locations – **November** – (all locations)
Dryer vent cleaning – MacGray – **November** – vents & rear of washer/dryers
Clean Gutters – **November** – see month for locations
Emergency Light Batteries Replacement – **December** - Ruane

JANUARY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits

Schedule K-9 bed bug inspection at Morency

Inspect all storage areas (incl. semi-annual)

Gas meter inspections (RT (1st & 15th of month) Forward report to Lorri D.
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1st of month) Forward Report to Lorri D.

Oil tank inspections (Congress, Park/Prince, and Hathorne)-Inspect 1st & 15th of month-forward report to Lorri D.

Charter Office – Treat for Bed Bugs -1st floor Office

Check first aid kits – Morency Carpentry Shop, Rainbow Shop & Charter office

RT Shop Boiler-change air filter

Replace Morency HVAC filters (every 3 years) – **2020**

Add-Check-Replace Interior Lighting- ALL PROPERTIES.

Cross connection – Fire System Inspection – Weston & Sampson (City of Salem) – (Zisson, Power, Dalton, Ruane, Charter & Phillips).

Boiler Inspection – Power/YMCA – due February

Pioneer – Fire Alarm System battery – located in larger box in closet – Replace every 4 years – **2021**

Update Salem Fire Department White Books

Replace fire stop canisters in both units at 122.5 Boston and 2 Hathorne February **2025** (every 6 years)

Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
		Check first aid kits	

RGCprevmaint-jan
5/18/18

FEBRUARY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits

Inspect all storage areas

Truck oil changes – Peter, Charlie, Craig, Ken, Luis & Randy

Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, 121.5 Bridge)-Inspect 1st & 15t of month-forward report to Lorri D.

Oil tank inspections (Congress, Park/Prince, Hathorne)-Inspect 1st & 15th of month-forward report to Lorri D.

Clean filters on mini splits heater/ac units – Bates & Norton

Change batteries –Handicap door buttons – Charter, Morency, Dalton, Phillips, Ruane, Power Zisson

Change batteries – Charter Street – Enmotion air freshener

2022 – Replace all CO detectors-945 last replaced 5/2012 & 6/2012.

Clean vents and fans in all elevator cars.

Check emergency phone in elevators with fire department.

Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping

RGCprevmaint-feb
5/18/18

MARCH
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates – Call elevator company to schedule inspections
2 at Charter – Dalton - Power expire April 30th annually
Vehicle stickers – schedule maintenance
Licenses
Permits
Schedule K-9 bed bug inspection at Dalton
Inspect all storage areas
Safety Meeting
Gas meter inspections (RT, Farrell, Phillips, 73 Boston, 122.5 Boston, and 121.5 Bridge)-Inspect 1st & 15th of month-forward report to Lorri D.
Oil tank inspections (Congress, Park/Prince, and Hathorne)-Inspect 1st & 15th of month-forward report to Lorri D.
Adj. outside area lighting timer: Rainbow Shop (outside lights) (daylight saving -2nd Sunday March)
Boiler Inspections - Call Liberty Mutual Insurance (Rick Gillis 978-337-0811) to schedule 200,000+ BTU
Inspect heating systems
Clean Carpets – Charter – schedule for last week of March
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson
Bob Cat's – exercise engines for 30 minutes.

Week 1	Week 2	Week 3	Week 4
Trash Groundskeeping	Trash Groundskeeping Adj. common area Lighting-2nd Sunday	Trash Groundskeeping	Trash Groundskeeping

RGCprevmaint-mar
Update: June 19, 2018

APRIL
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates Call elevator company to schedule inspections 2 at Morency - expire May 31st annually
Vehicle stickers – schedule maintenance
Licenses
Permits
Inspect all storage areas
Truck Oil changes – Eric, Mike, Rich, John, Bill & Osvaldo
Schedule trucks – wash/wax/cleaning
Truck Inspection – After Spring Clean Up (Interior/Exterior)
Plows – to be service at Brake & Clutch
Bobcats – annual maintenance - In house
John Deere – annual maintenance – In house
Schedule graffiti removal
Inspect Roofs – All properties
Bertram flat roof maintenance. Refer to ext. common area file for procedure – **next due 2022** (every 5 yrs.)
Inspect Rainbow Terrace sump pumps, also GFI & light bulbs for sump pump
Equipment maintenance, (snow blowers, mowers, etc.)
Grounds cleaning – RT, GT & Farrell Ct, Congress, Park & Prince
Carpet cleaning: Pioneer, Bertram, Colonial, Bates, Norton, Morency, Dalton, 73 Boston, 122.5 Boston, 121.5 Bridge, Zisson, Power, Hathorne
Flammable license – Morency & RT Shop
Tighten Roof Racks-all vehicles
Inspect all fire extinguishers
Salem DPW to inspect RT sewer lines.
Charter- re-install parking lot bumper curbs.
Clean filters on mini splits heater/ac units – Bates & Norton
Bob Cat's – exercise engines for 30 minutes.
Send plows for maintenance before putting away.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping
Equipment maintenance		Snow equipment to Morency Lawn equip. to RT shop	

RGCprevmaint-apr
Update: June 19, 2018

MAY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits
Inspect all storage areas
Mail room cleaning – Charter & Morency– Delivery Services @ 978-744-4671
Charter Street – Plant Flowers
Service/install a/c s: Permanent- Norton, Pioneer, Charter (Comm rm), Morency
Window – Ruane (3: dining rm, den, tv rm), Dalton Comm rm.
Service A/C & HVAC: Phillips/Morency-change A/C filter located in Elevator Control Room
Colonial – HVAC system Located in the Community Room.
Turn on roof fans – Morency
Dryer Vent Cleaning- Phillips, Park/Prince, Congress, RT, GT, FC & Ruane (RT dryer vent covers)- biennial (2 yrs) start 2018
Clean wall and ceiling vents (through out bldg.) - Charter
Install flags – Charter (6'x10'), Pioneer (5'x8') & Ruane (3'x5')
Emergency Light Battery replacement-**Order batteries -** (file:emer lt batt) replaced 6/2017-next replacement 6/2020
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Service/install a/c s			
Turn on roof fan - Morency			

RGCprevmaint-may
05/18/2018

JUNE
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates Call the elevator company to schedule inspections
Ruane – Zisson & Phillips expire July 31st annually
Vehicle stickers-schedule maintenance
Licenses
Permits
Safety Meeting – Vehicle safety & School's out
Truck oil changes – Peter, Charlie, Craig, Ken, Luis & Randy
Schedule shrub trimming
Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).
(Schedule for August - Berry Fire Protection)
Bertram Terrace – schedule flat roof maintenance per Garland Warranty every 5 years done 2018 **due next in 2023**
Boiler inspections – Mass. Dept. Public Safety
Trash chute cleaning (Power, Zisson, Charter, and Morency) – as of 2018 get quote.
Schedule oil burner cleaning for July: (2), Congress (8), Park/Prince (6)
6/15: Turn all heat off & inspect & service systems
Boilers: Leefort, Bertram, Morency, Dalton, Ruane, Garden & Zisson
Electric: Charter (comm.. rm, office, common areas)
Morency-Open roof top vent
Emergency Light Battery replacement - (file:dbemer lt batt) replaced 6/2017-next replacement 6/2020
(except for Ruane – replace December 2018)
Update Salem Fire Department White Books
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson
Clean filters on mini splits heater/ac units – Bates & Norton
Power Wash – Bertram, Pioneer, Charter, Morency, Dalton, Ruane, Bridge St., Hathorne, 122.5
Boston, Farrell & Phillips house 84 – 88.
Dumpsters – add crystal weekly
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Insp heating systems	Insp heating systems	Insp heating systems	Insp heating systems
Charter St. Generator	Turn heat off		
Semi-annual maintenance			

RGCprevmaint-june
Updated June 19, 2018

JULY
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule vehicle maintenance
Licenses
Permits

Inspect all storage areas.

Charter Office – Treat for Bed Bugs -1st floor Office

City backflow prevention valve test (as scheduled) at: Zisson, Power, Charter, Morency, Dalton, Ruane (2 valves-1 is semi-annual), Phillips

Inspect first aid kits: Morency Carpentry Shop, Rainbow Shop & Charter office

Dumpsters – add crystal weekly

Shrubbery trimming at Rainbow, Garden & Farrell

Oil burner cleaning: Congress (8) Park/Prince (6) HC (2) - **PO Only, Arctic Oil, Insurance Required.**

Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Insp heat systems	Insp heat systems	Insp heat systems	Insp heat systems

Backflow prev. tests

RGCprevmaint-july
5/18/18

AUGUST
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule vehicle maintenance
Licenses
Permits
Inspect all storage areas
Truck Oil changes – Eric, Mike, Rich, John, Bill & Osvaldo
Inspect/Repair Exterior Lighting – All properties
Clean dumpsters – deodorizing crystals – Morency, Farrell Court, Charter, Leefort, Colonial, RT
Dumpsters – add crystal weekly
Power wash SHA owned dumpsters: Charter, Morency, Leefort, Farrell, Colonial.
Schedule annual maintenance for generators at Charter, Dalton and Morency for September
Clean filters on mini splits heater/ac units – Bates & Norton
Clean vents and fans in all elevator cars.
Sprinkler Testing (Dalton, Morency, Ruane, Zisson, Power, Phillips & Charter).
ADT alarms (Charter & 16A Rainbow) replace batteries every 2 years – replaced 8/2017
next replacement 8/2019
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping

RGCprevmaint-aug
5/18/18

SEPTEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits

Safety Meeting
Schedule tree trimming
Schedule shrub trimming
Inspect all storage areas
F/A testing (all projects), C.O. 2 detector testing & change batteries (where installed), emergency lighting testing
Rainbow Terrace Gas Meters – Inspect 1st of month – forward report to Lorri D.
9/15: Turn all heat on and inspect and service systems:
Boilers: Leefort, Bertram, Morency, Dalton, Zisson, Power, Ruane & Garden
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson
Electric: Charter (community room, common area, office, etc.)
Service heat filters at Charter St., comm. Room (1), office (3) in ceiling, Carol's, Gerry & Alexandra
Order batteries for Carbon Monoxide tests (2,766 AA) Smoke Detector Batteries (1,104 9V) & order emergency light batteries for Oct.
Set up schedule for Annual F/A-CO Detector tests
Turn off roof fan - Morency
Inspect heating systems
Send No grease letters to RT residents.
Have DPW clear RT main sewer line.
Bob Cat's – exercise engines for 30 minutes.

Week 1	Week 2	Week 3	Week 4
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Inspect heating systems	Inspect heating systems	Inspect hearing systems	Inspect heating systems
	Turn heat on-boilers/electric		
	Service heat filters		

OCTOBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance- **new insurance i.d. cards from Anne**
Licenses
Permits
Truck oil changes – Peter, Charlie, Craig, Ken, Luis & Randy
Inspect all storage areas
Rainbow Terrace gas meters – Inspect 1st & 15th of month – forward report to Lorri D.
Test/service Fire Extinguishers (Boston Fire annual inspection)
Service/remove/cover a/c's: **Permanent:** Pioneer, Charter (comm. Rm & Office), Morency
Clean/replace filters
Window: Ruane (lobby, tv rm & 2 in dining room), Dalton comm. Rm
Truck Inspection (Interior/Exterior)
Inspect roof drains: Charter, Zisson, Power, Morency
Inspect Roofs – All properties
Phillips – Clean dryer vents
RT shop boiler – change filter
Air conditioner removal letter – all projects (except Morency)
Summer furniture, toys, bikes removal letter – RT, GT & FC
Clean Table & Chairs – Charter, Morency, Pioneer & Colonial.
Clean filters on mini splits heater/ac units – Bates & Norton
Check/Replace Stove Top Fire Stop Fire Extinguishers @ Zisson & Power (do @ annual inspection)
(Replace in 2022/every 6 yrs after that)
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping	Trash Groundskeeping
F/A, CO2 & emer light test Test/serv fire extinguishers	F/A, CO2 & emer light test Insp roof drains	F/A, CO 2 emer light test	F/A, CO 2 emer light test

RGCprevmaint-oct 10/2018

NOVEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits
Schedule K-9 bed bug inspections at Charter
Inspect all storage areas
Gas meter inspections – RT (1st & 15th of month) –send to Lorri D
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge, Hathorne (1st of month) send to Lorri D.
Oil tank inspections – Congress, Park/Prince (1st & 15th of month)
Adj. common area lighting timers: Pioneer Terrace (interior & exterior)
Check exterior lighting at all properties in the evening
Swap lawn equipment/snow removal equipment
MacGray – schedule dryer vent cleaning – vents & rear off washer/dryer owned by MacGray
Clean gutters – Phillips (84 & 88), Bates, Norton, Rainbow & Garden
Close vent-refrigerator/computer room @ Charter
Leaf clean up – RT, GT & FC – 1st week
Pull Station Shower Test
Order eye wash
Change/inspect eye wash stations
Inspect bleach stations
Emergency Light Battery replacement (Morency & Charter (@ reception desk) replaced 12/2018-next replacement 12/2021
Charter- Remove parking lot bumper curbs.
Notices- Annual Snow – All Properties
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Inspect heating systems	Inspect heating systems	Inspect heating systems	Inspect heating systems

Equipment maintenance

Adj. common area lighting
(1st Sunday in Nov)

RGCprevmaint-nov
12/31/2018

DECEMBER
PREVENTATIVE MAINTENANCE

Check expiration dates: Elevator certificates
Vehicle stickers – schedule maintenance
Licenses
Permits
Inspect all storage areas
Truck Oil changes – Eric, Mike, Rich, John, Bill & Osvaldo
Gas meter inspections – RT (1st & 15th of month)
Farrell, Phillips, 73 & 122.5 Boston, 121.5 Bridge (1st of month) Forward to Lorri D
Oil tank inspections – Congress, Park/Prince/Hathorne (1st & 15th of month) forward to Lorri D.
Safety Meeting
Emergency Light Battery replacement (Ruane) replaced 12/2018-next replacement 12/2021
Clean filters on mini splits heater/ac units – Bates & Norton
Boiler Inspection – Garden Terrace – due January
Boilers - Clean Sensors (inlet and outlet) – Power & Zisson
Bob Cat's – exercise engines for 30 minutes.

Week 1	**Week 2**	**Week 3**	**Week 4**
Trash	Trash	Trash	Trash
Groundskeeping	Groundskeeping	Groundskeeping	Groundskeeping
Inspect heating systems	Inspect heating systems	Inspect heating systems	Inspect heating systems

RGCprevmaint-dec
12/31/2018

SHA Deferred Maintenance Policy

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

If during routine annual inspections or any other inspection of property or report to the authority, routine work items are identified but the work items are not detrimental to the health and safety of the residents, the work item may be considered "deferred". Examples of such deferred work items may include but not be limited to:

Replacement of countertop
Replacement of worn flooring
Shower/tub liners

SHA may choose to defer work items due to budget constraints or man power limitations.

Only the Maintenance Director or the Executive Director can determine if a Maintenance work item may be deferred. If the determination is made to defer a work item, a work order is generated for that item and the item is marked "deferred". No work item will be deferred if the work is determined necessary for decent, safe and sanitary housing standards.

Deferred maintenance items are recorded in the work order system and also recorded on the "Deferred Maintenance Items" Spreadsheet. The spreadsheet will be reviewed by the Maintenance Director and the Executive Director on a monthly basis.

The deferred maintenance items will be reviewed prior to capital improvement planning and prior to submission of the budget on an annual basis to determine if the work items need to be grouped and considered for larger modernization projects. Deferred Maintenance work items will be kept in an "open" classification until the work is completed.

SALEM HOUSING AUTHORITY LIST OF DEFERRED MAINTENACE ITEMS

https://www.mass.gov/files/documents/2017/10/05/2016-16.pdf

Date Added	Item Description	Location or Unit Number	Reason Deferred	Estimated Cost	Materials Needed	Original Work Order Number	Target Completion Date	Actual Completion Date	Other Comments

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

Salem HA would like to take the opportunity to thank DHCD for the support around reorganizing our staffing pattern and our budget to support the additional staffing. SHA is working hard to create a culture that is inclusive of resident input and as efficient and proactive as possible. DHCD's support is greatly appreciated.

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 Salem Housing Authority operating reserve at the end of fiscal year 2019 was $1,710,096.00, which is 58.3% 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 Salem Housing Authority.

REVENUE

Account Number	Account Class	2019 Approved Revenue Budget	2019 Actual Amounts Received	2020 Approved Revenue Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	$2,987,132.00	$3,187,462.00	$3,151,813.00	-1.1%	$388.54
3111	Shelter Rent - Tenants - Fraud/Retroactive	$0.00	$0.00	$0.00	0%	$0.00
3115	Shelter Rent - Federal Section 8	$0.00	$0.00	$0.00	0%	$0.00
3190	Nondwelling Rentals	$0.00	$0.00	$0.00	0%	$0.00
3400	Administrative Fee - MRVP	$0.00	$0.00	$0.00	0%	$0.00
3610	Interest on Investments - Unrestricted	$0.00	$19,813.00	$17,500.00	-11.7%	$2.16
3611	Interest on Investments - Restricted	$0.00	$0.00	$0.00	0%	$0.00
3690	Other Revenue	$34,200.00	$50,920.00	$28,152.00	-44.7%	$3.47
3691	Other Revenue - Retained	$125,105.00	$146,480.00	$133,078.00	-9.1%	$16.41
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)	$3,099,641.00	$2,936,815.00	$1,345,492.00	-54.2%	$165.86
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	$6,246,078.00	$6,341,490.00	$4,676,035.00	-26.3%	$576.43

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.

EXPENSES

Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget.	2020 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	$442,101.00	$406,740.00	$561,028.00	37.9%	$69.16
4120	Compensated Absences	$0.00	$40,241.00	$0.00	-100%	$0.00
4130	Legal	$92,300.00	$81,946.00	$92,300.00	12.6%	$11.38
4140	Members Compensation	$16,808.00	$12,604.00	$18,283.00	45.1%	$2.25
4150	Travel & Related Expenses	$2,000.00	$1,171.00	$6,300.00	438%	$0.78
4170	Accounting Services	$16,330.00	$16,113.00	$17,310.00	7.4%	$2.13
4171	Audit Costs	$5,735.00	$6,391.00	$7,787.00	21.8%	$0.96
4180	Penalties & Interest	$0.00	$0.00	$0.00	0%	$0.00
4190	Administrative Other	$130,805.00	$127,172.00	$133,281.00	4.8%	$16.43
4191	Tenant Organization	$31,856.00	$654.00	$31,856.00	4770.9%	$3.93
4100	TOTAL ADMINISTRATION	$737,935.00	$693,032.00	$868,145.00	25.3%	$107.02
4310	Water	$447,200.00	$515,763.00	$530,000.00	2.8%	$65.34
4320	Electricity	$699,600.00	$689,803.00	$735,000.00	6.6%	$90.61
4330	Gas	$117,810.00	$117,143.00	$133,980.00	14.4%	$16.52
4340	Fuel	$0.00	$0.00	$0.00	0%	$0.00
4360	Energy Conservation	$0.00	$0.00	$0.00	0%	$0.00
4390	Other	$0.00	$0.00	$0.00	0%	$0.00
4391	Solar Operator Costs	$0.00	$0.00	$0.00	0%	$0.00
4392	Net Meter Utility Credit (Negative Amount)	$0.00	$0.00	$0.00	0%	$0.00
4300	TOTAL UTILITIES	$1,264,610.0	$1,322,709.0	$1,398,980.	5.8%	$172.46

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.

EXPENSES

Account Number	Account Class	2019 Approved Expense Budget	2019 Actual Amounts Spent	2020 Approved Expense Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	$605,456.00	$563,519.00	$619,824.00	10%	$76.41
4420	Materials & Supplies	$150,000.00	$147,569.00	$165,000.00	11.8%	$20.34
4430	Contract Costs	$423,475.00	$343,480.00	$420,617.00	22.5%	$51.85
4400	TOTAL MAINTENANCE	$1,178,931.00	$1,054,568.00	$1,205,441.00	14.3%	$148.60
4510	Insurance	$2,247,652.00	$2,235,447.00	$150,342.00	-93.3%	$18.53
4520	Payment in Lieu of Taxes	$13,500.00	$13,500.00	$13,500.00	0%	$1.66
4540	Employee Benefits	$470,843.00	$442,647.00	$518,761.00	17.2%	$63.95
4541	Employee Benefits - GASB 45	$0.00	$82,544.00	$0.00	-100%	$0.00
4542	Pension Expense - GASB 68	$0.00	$253,010.00	$0.00	-100%	$0.00
4570	Collection Loss	$24,615.00	$8,882.00	$24,615.00	177.1%	$3.03
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	$2,756,610.00	$3,036,030.00	$707,218.00	-76.7%	$87.18
4610	Extraordinary Maintenance	$144,500.00	$80,365.00	$217,450.00	170.6%	$26.81
4611	Equipment Purchases - Non Capitalized	$15,200.00	$14,457.00	$21,950.00	51.8%	$2.71
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	$1,378,437.00	$0.00	-100%	$0.00
4600	TOTAL OTHER EXPENSES	$159,700.00	$1,473,259.00	$239,400.00	-83.8%	$29.51
4000	TOTAL EXPENSES	$6,097,786.00	$7,579,598.00	$4,419,184.00	-41.7%	$544.77

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Salem Housing Authority.

SUMMARY

Account Number	Account Class	2019 Approved Budget	2019 Actual Amounts	2020 Approved Budget	% Change from 2019 Actual to 2020 Budget	2020 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	$6,246,078.00	$6,341,490.00	$4,676,035.00	-26.3%	$576.43
4000	TOTAL EXPENSES	$6,097,786.00	$7,579,598.00	$4,419,184.00	-41.7%	$544.77
2700	NET INCOME (DEFICIT)	$148,292.00	$-1,238,108.00	$256,851.00	-120.7%	$31.66
7520	Replacements of Equip. - Capitalized	$20,000.00	$7,417.00	$70,000.00	843.8%	$8.63
7540	Betterments & Additions - Capitalized	$0.00	$0.00	$0.00	0%	$0.00
7500	TOTAL NONOPERATING EXPENDITURES	$20,000.00	$7,417.00	$70,000.00	843.8%	$8.63
7600	EXCESS REVENUE OVER EXPENSES	$128,292.00	$-1,245,525.00	$186,851.00	-115%	$23.03

Explanation of Budget Accounts

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

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

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

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

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

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is $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 properly that has not been fully depreciated.

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

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

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

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

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

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

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

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

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

4191: Tenant Organization: LTO Funding by the LHA. Upon request the LHA shall fund all LTOs in a city or town at the annual rate of $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 Salem Housing Authority's understanding of why they received the rating, while the responses describe their goals and the means by which they will meet or improve upon the performance-based assessment standards established by DHCD in the PMR. When the PMR rating is 'Operational Guidance', the LHA may have responded, but was not required to.

Category: Management

Criterion: Occupancy Rate - the percentage of units that are occupied on monthly report.
Rating: No Findings

Criterion: Tenant Accounts Receivable (TAR) - the percentage of uncollected rent and related charges owed by tenants to the local housing authority (LHA), out of the total amount of rent and related costs charged to tenants.
Rating: No Findings

Criterion: Certifications and Reporting Submissions - timely submission of statements and certifications
Rating: No Findings

Criterion: Completion of mandatory online board member training
Rating: No Findings

Category: Financial

Criterion: Adjusted Net Income - a measure of overspending or underspending.
Rating: No Findings

Criterion: Current Operating Reserve as a percentage of total maximum reserve level.
Rating: No Findings

Category: Capital Planning

Criterion: Capital Improvement Plan (CIP) submitted on time.
Rating: No findings

Criterion: Timely spending of capital funds awarded under the Formula Funding program
Rating: No Findings

Category: Facility Management - Health & Safety

Criterion: Health and Safety Violations

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

	Number of violations cited	Number of violations corrected
Maintenance related violations	0	0
Tenant related violations	1	1

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 cacnnot be completed with 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).
Rating: No Findings

Category: Facility Management - Work Order System

Criterion: Emergency work orders defined per Property Management Guide, identified, tracked, reportable.
Rating: No Findings

Criterion: Emergency work orders initiated within 24-48 hours.
Rating: No Findings

Criterion: Vacancy work orders identified, tracked and reportable.
Rating: No Findings

Criterion: Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.
Rating: No Findings

Criterion: Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.
Rating: No Findings

Criterion: Routine work orders should be identified, tracked, reportable and competed regularly.
Rating: No Findings

Criterion: Requested work orders identified, tracked and reportable.
Rating: No Findings

Criterion: Requested work orders were completed in 14 calendar days from the date of tenant request or it not ocmpleted within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.
Rating: No Findings

Category: Facility Management - Emergency Response System:

Criterion: Housing authorities has 24 Hour Emergency Response System, Distributed Emergency Definition to Residents, Staff, and Answering Service (if applicable).
Rating: No Findings

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
Occupancy Rate	The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report) • "No Findings" : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement) • "No Findings" : At or below 2% • "Operational Guidance": More than 2% , but less than 5% • "Corrective Action": 5% or more
Certifications and Reporting Submissions	Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end. • "No Findings": At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • "Operational Guidance": Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	Percentage of board members that have completed the mandatory online board member training. • "No Findings" : 80% or more completed training • "Operational Guidance" : 60-79.9% completed training • "Corrective Action" : <60 % completed training

CRITERION	DESCRIPTION
Financial	
Adjusted Net Income	The Adjusted Net Income criterion calculation starts with an LHA's Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending. Underspending Rating: • "No Findings" : 0 to 9.9% • "Operational Guidance": 10 to 14.9% • "Corrective Action": 15% or higher Overspending Rating: • "No Findings" : 0 to -4.9% • "Operational Guidance": -5% to -9.9% • "Corrective Action": -10% or below
Operating Reserves	Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures. • "No Findings" :35%+ of maximum operating reserve • "Operational Guidance": 20% to 34.9% of maximum operating reserve • "Corrective Action": <20% of maximum operating reserve
Capital Planning	
Capital Improvement Plan (CIP) Submitted	Housing authorities are required to submit a five-year capital plan every year. • "No Findings" =Submitted on time • "Operational Guidance" =Up to 45 days late • "Corrective Action" =More than 45 days late
Capital Spending	Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period • "No Findings" = at least 80% • "Operational Guidance" = At least 50% • "Corrective Action" = Less than 50%

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management - Inspections	
Unit Inspections Conducted	Housing authorities are required to conduct inspections of all their occupied units at least once a year • "No Findings": 100 % of sampled units had inspections conducted once during the year • "Corrective Action": Fewer than 100% of sample units were inspected during the year
Inspections Report	Housing authorities are required to note all of the deficiencies found during inspections • "No Findings": 100 % of deficiencies are noted on inspection report • "Corrective Action": Fewer than 100% of deficiencies are noted in inspection report
Inspection Work Order	Housing authorities are required to generate work orders for all deficiencies noted during inspections • "No Findings": 100 % of deficiencies noted on inspection reports generated work orders • "Corrective Action": Fewer than 100% of deficiencies noted on inspection reports generated work orders
Work Order System	Work order system identifies, tracks, and can produce reports for inspection work orders. • "No Findings": Inspection work orders are identified, tracked, and reportable • "Operational Guidance": Inspection work orders are not identified, and/or tracked, and/or reportable
Inspections Work Orders Completed	Inspection work orders were completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or included in the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue). • "No Findings": Sampled inspection work orders were completed within 30 days of inspection date or added to deferred maintenance plan and/or CIP • "Operational Guidance": Sampled inspection work orders were completed within 31 to 45 calendar days of inspection date and not added to deferred maintenance plan or CIP • "Corrective Action": Sampled inspection work orders were completed in over 45 calendar days of inspection date

CRITERION	DESCRIPTION
Facility Management – Work Order System	
Emergency Work Orders Properly Defined	Emergency work orders should be defined per Property Management Guide, identified, tracked, reportable. • "No Findings": Emergency work orders defined per Property Management Guide, identified, tracked, reportable • "Operational Guidance": Emergency work orders are not defined per Property Management Guide, and/or identified, and/or tracked, and/or reportable
Emergency Work Orders Initiation	Emergency work orders should be initiated within 24 to 48 hours. • "No Findings": Emergency work orders initiated within 24-48 hours • "Corrective Action": Emergency work orders not initiated within 24-48 hours
Vacancy Work Orders	Vacancy work orders should be identified, tracked and reportable. • "No Findings": Vacancy work orders identified, tracked AND reportable • "Corrective Action": Vacancy work orders are not identified, and/or tracked, and/or reportable
Vacancy Work Orders Completed	Vacancy work orders should be completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver. • "No Findings": Vacancy work orders are completed within 30 calendar days or if not completed within timeframe, LHA has a waiver • "Operational Guidance": Vacancy work orders completed within 31-60 calendar days • "Corrective Action": Vacancy work orders completed 61+ calendar days
Preventive Maintenance Program	Housing authorities are required to maintain a comprehensive preventive maintenance program in which preventive work orders are identified, tracked, and reportable. • "No Findings": A comprehensive preventive maintenance program exists and work orders are identified, tracked and reportable • "Corrective Action": A comprehensive preventive maintenance program does not exist OR work orders are not identified and/or tracked and/or reportable
Routine Work Orders	Routine work orders should be identified, tracked, reportable and completed regularly. • "No Findings": Routine work orders identified, tracked, reportable and completed regularly • "Operational Guidance": Routine work orders are not identified, and/or tracked and/or reportable, and/or completed regularly

CRITERION	DESCRIPTION
Requested Work Orders	Requested work orders should be identified, tracked and reportable. • "No Findings": Requested work orders identified, tracked, reportable and completed regularly • "Operational Guidance": Requested work orders are not identified and/or tracked and/or reportable, and or completed regularly
Requested Work Orders Completion	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. • "No Findings": Requested work orders are completed within 14 calendar days of tenant request OR added to deferred maintenance plan and/or CIP • "Operational Guidance": Requested work orders are completed within 15-30 calendar days from the date of tenant request • "Corrective Action": Requested work orders are completed in over 30 calendar days from the date of tenant request OR not completed
Emergency Response System	Housing authorities should have a 24 Hour Emergency Response System and distribute Emergency Definition to Residents, Staff, and Answering Service (if applicable). • "No Findings": A 24-hour system for responding to emergencies exists AND definitions of emergencies have been distributed to staff, residents and answering service, if applicable • "Operational Guidance": System exists, but no definition has been distributed • "Corrective Action": Neither a system nor distributed definitions exist

Policies

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

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	12/13/2017	
*Personnel Policy	02/25/2020	Attachments include Statement
*Capitalization Policy	07/11/2018	
*Procurement Policy	11/28/2018	
*Grievance Policy	11/25/2003	
Affirmative Action Policy	05/15/2019	
Community Room Use	11/23/2004	
Credit/Debit Card Policy	01/13/2016	
Criminal Offender Records Information (CORI) Policy	08/09/2017	
Emergency Response Plan	03/27/2001	
Equal Employment Opportunity Policy and Affirmative Action Plan	05/15/2019	
Investment Policy	09/27/2002	
Language Access Plan	11/13/2013	
Parking	10/13/2010	
Pet Policy	06/10/2009	
Reasonable Accommodations Policy	02/11/2015	
Sexual Harassment Policy	05/15/2019	Attachment #1 to Personnel Pol

Policy	Last Ratified by Board Vote	Notes
Smoking Policy	03/09/2016	
Other – Define in the 'Notes' column	07/14/2010	Policy Governing the Collectio
Other – Define in the 'Notes' column	12/15/2017	Bed Bug Policy
Other – Define in the 'Notes' column	10/09/2019	Employee Release Policy
Other – Define in the 'Notes' column	07/15/2008	Salem Housing Authority Cafete
Other – Define in the 'Notes' column	03/25/2020	Employee Check Signing Securit
Other – Define in the 'Notes' column	05/09/2018	ACH Director Deposit Policy
Other – Define in the 'Notes' column	10/23/2007	Confidentiality Policy
Other – Define in the 'Notes' column	04/25/2006	Congregate Tenant Selection an
Other – Define in the 'Notes' column	09/08/2010	Cooperation Agreement
Other – Define in the 'Notes' column	06/09/2010	Customer Services Principles
Other – Define in the 'Notes' column	12/13/2017	Disposition Policy
Other – Define in the 'Notes' column	01/23/2007	External Antenna Policy
Other – Define in the 'Notes' column	12/14/2016	Integrated Pest Management Pol
Other – Define in the 'Notes' column	10/09/2019	Internal Key Management Policy
Other – Define in the 'Notes' column	02/14/2018	Instructions and Fees for Copi

Policy	Last Ratified by Board Vote	Notes
Other – Define in the 'Notes' column	06/09/2010	Salem Housing Authority Repaym
Other – Define in the 'Notes' column	12/14/2016	Section 3 Plan
Other – Define in the 'Notes' column	12/10/2008	Tracking and Reporting of Crim
Other – Define in the 'Notes' column	05/20/2008	Vehicle Safety Policy (Adminis
Other – Define in the 'Notes' column	03/18/2008	Vehicle Safety Policy (Union)
Other – Define in the 'Notes' column	11/28/2018	Wage Match Guidelines
Other – Define in the 'Notes' column	11/18/2008	Abandoned Unit 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

AP-2021-Salem Housing Authority-00066 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Glossary

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

AHVP: Alternative Housing Voucher Program

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

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

ANUEL: Allowable Non-Utility Expense Level

AP: Annual Plan

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

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

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

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

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

CIMS 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.

- Tenant Satisfaction Survey 667 Program
- Tenant Satisfaction Survey 200 and 705 Program
- Performance Management Review

SALEM HOUSING AUTHORITY

Chapter 667 Housing
Summary 2016 - 2018

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

Fall 2016:

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

Fall 2017:

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

Fall 2018:

- Surveys were sent to 13,304 housing units (Chapter 667). 6717 surveys were filled out and returned.

- In the **Salem Housing Authority,** surveys were sent to a total of **456** housing units (Chapter 667); **191** surveys were completed.

This report provides some information about how the residents from the **Salem Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from large LHAs in Northeastern Massachusetts. These large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Communication

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

	Salem Housing Authority	Large LHAs in Northeastern MA*	Entire State
Contacted management about a problem or concern……	76%	80%	78%
Felt they were usually or always treated with courtesy and respect when they contacted management…….....	83%	88%	87%
Saw the Capital Improvement Plan……	20%	29%	30%
Saw the Operating Budget……..	11%	15%	17%
Knew the Executive Director held a meeting with residents...	45%	55%	53%

* Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Services and Programs

55% of the Salem Housing Authority residents in Ch. 667 who responded to the survey said they would be interested in services and programs. Here are the services and programs residents said they would be most interested in participating in:

	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Job training programs…….	11%	7%	6%
Money management programs (*budgeting, taxes, income building*)……..…….	7%	7%	10%
Children's programs (*tutoring, childcare, afterschool programs*)…..	2%	2%	2%
Health and Medical Services (*visiting nurse, meal programs*)…….....	33%	34%	35%
Adult Education (*GED, ESL, educational counseling*) ……	15%	11%	10%

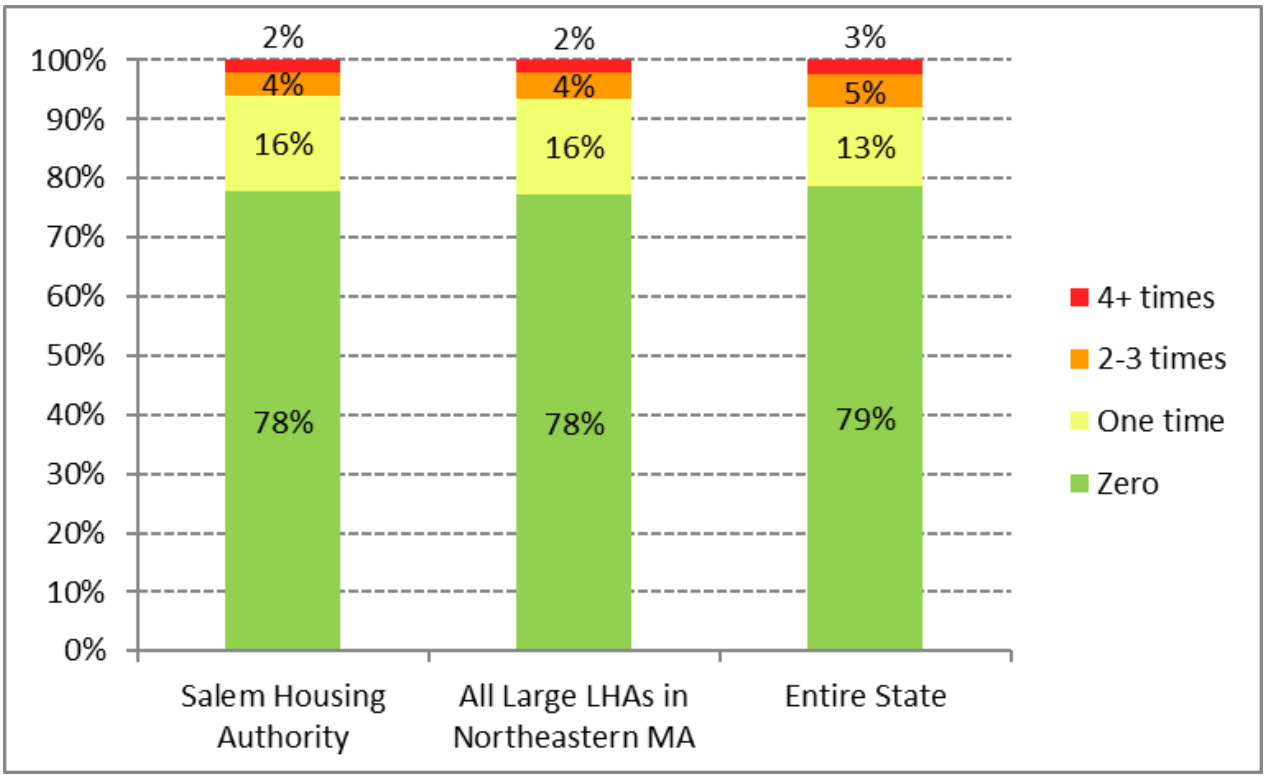
Maintenance and Repair

Who had problems? Less than one fourth of respondents had a problem with their heating and over half had a plumbing problem in the last 12 months.

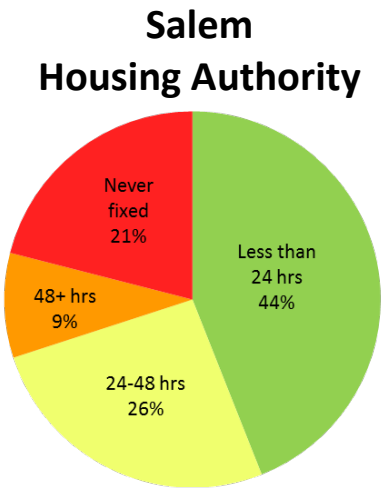
	Salem Housing Authority	Large LHAs in Northeastern MA	Entire State
Had a heating problem……..…….	23%	22%	21%
Had a problem with water or plumbing…….	55%	52%	49%

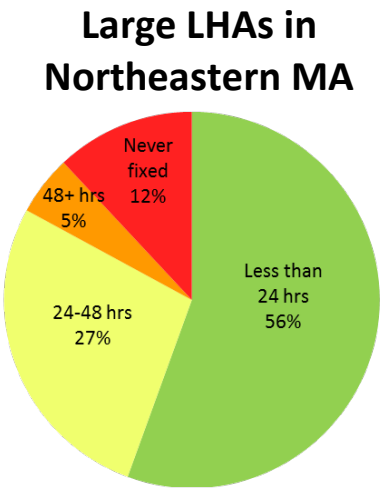
- **Heating Problems**

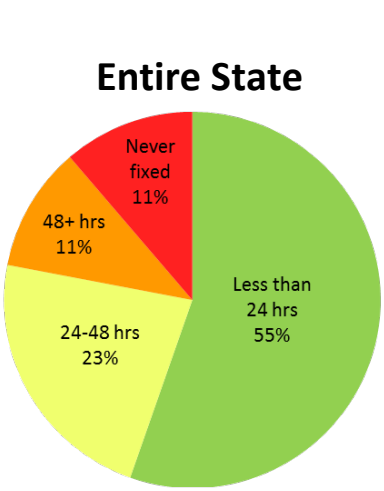
How many times did residents have heating problems?
The chart below shows how many times respondents had heat problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows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



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

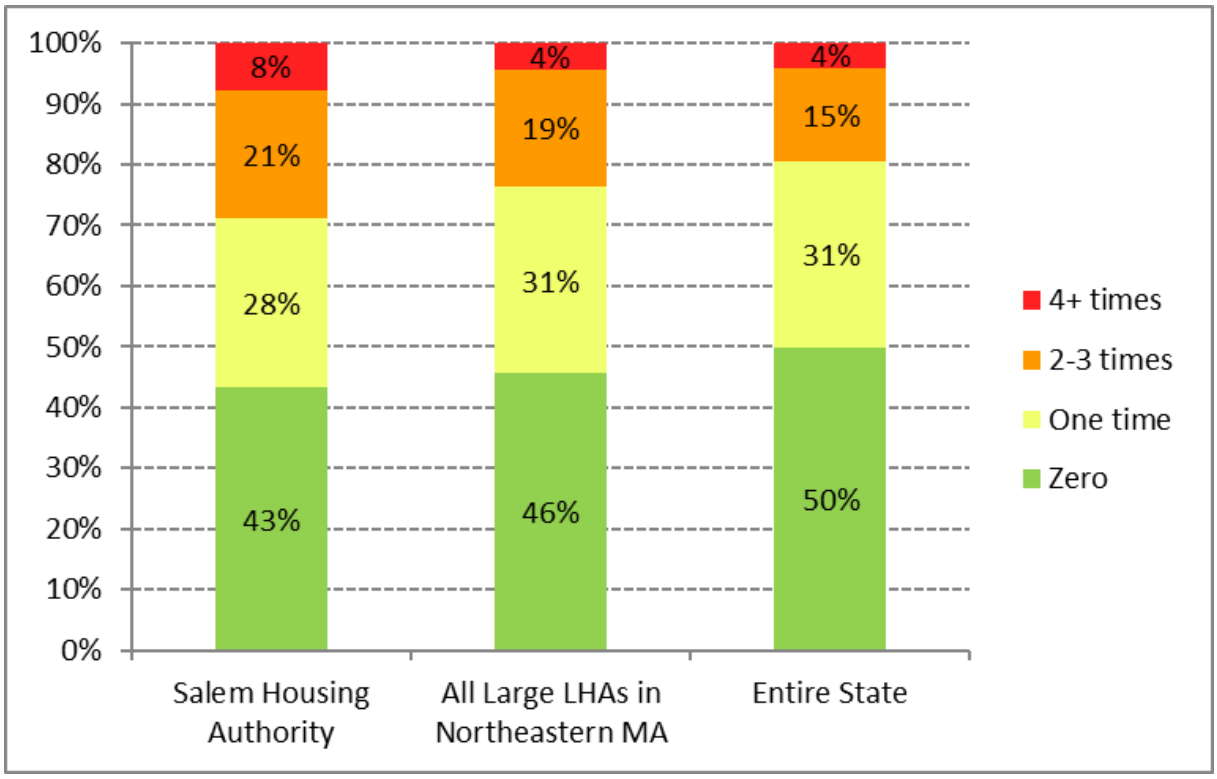




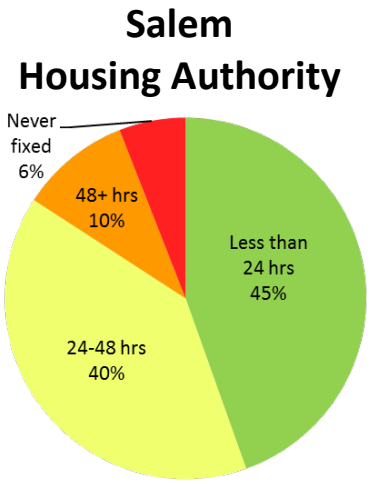


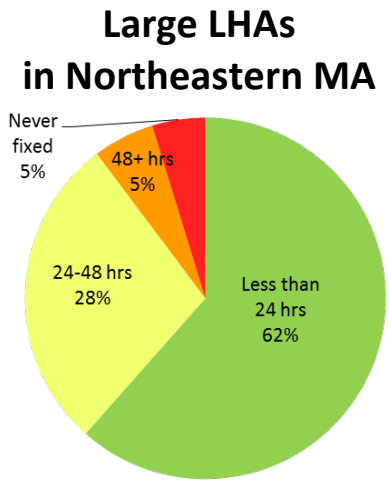
- **Water or Plumbing Problems**

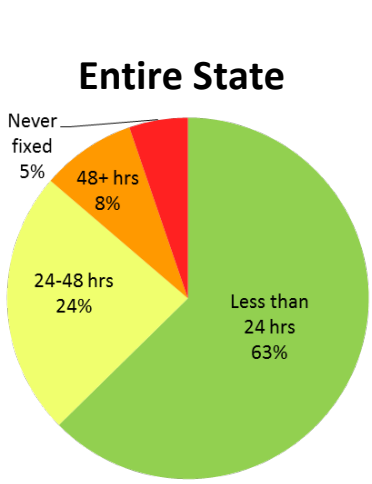
How many times did residents have problems with their water or plumbing?
The chart below shows how many times respondents had water or plumbing problems in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem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



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

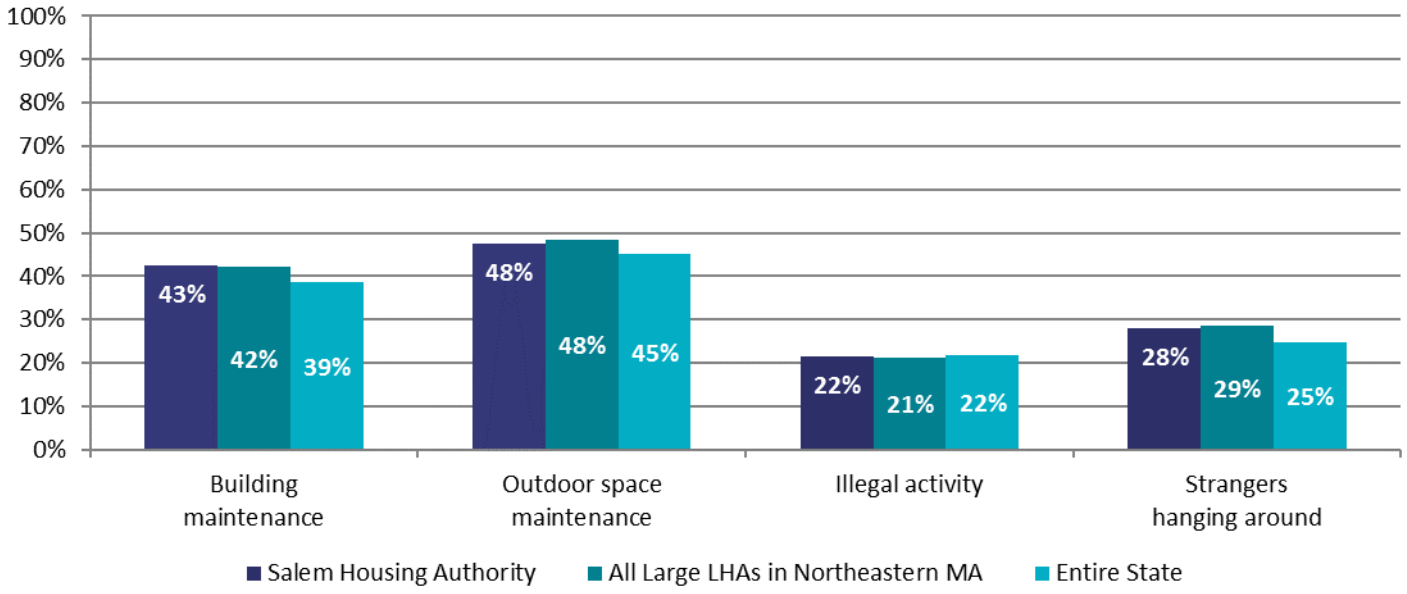






- **What other problems did respondents have?** Respondents were asked how often they had problems with: building maintenance *(such as clean halls and stairways and having lights and elevators that work),* outdoor space maintenance *(such as litter removal and clear walk ways),* illegal activity in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

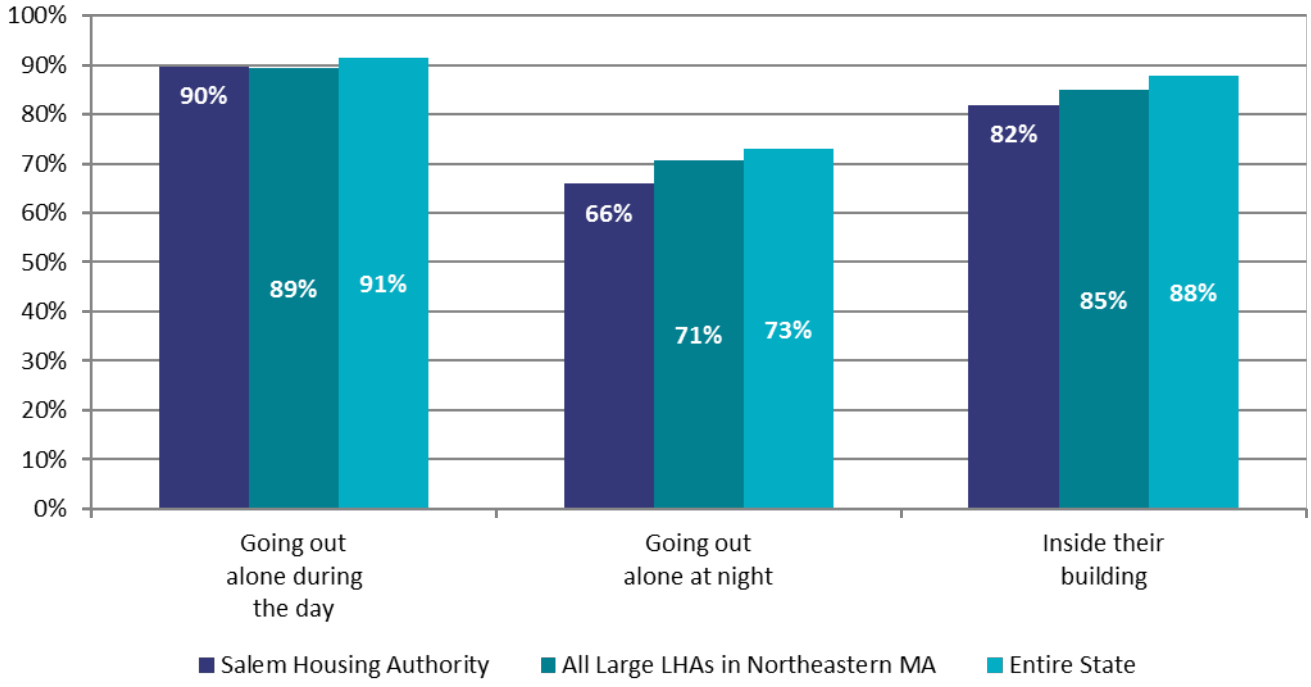
Respondents who "always" or "sometimes" had problems with….



Safety

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

Respondents who felt "very safe" or "mostly safe" ….



SALEM HOUSING AUTHORITY

Chapter 200 & Chapter 705 Housing
Summary Spring 2016

The Center for Survey Research at the University of Massachusetts Boston sent surveys to 9772 housing units (Chapters 200 and 705) in Massachusetts in the spring of 2016. 3240 residents responded.

Surveys were sent to **192** housing units (Chapters 200 and 705) in the **Salem Housing Authority**. **70** surveys were completed.

This report provides some information about how the residents from the **Salem Housing Authority** who answered the survey responded. It compares answers to those from the entire state and to those from all large LHAs in Northeastern Massachusetts. Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Communication

Residents in Ch. 200 and Ch. 705 housing were asked about how they interacted with the Salem Housing Authority in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Salem Housing Authority	All Large LHAs in the Northeast*	Entire State
Contacted management about a problem or concern……	89%	85%	87%
Felt they were usually or always treated with courtesy and respect when they contacted management……....	72%	79%	76%
Saw the Capital Improvement Plan……	6%	18%	18%
Saw the Operating Budget……..	5%	11%	12%
Knew the Executive Director held a meeting with residents..	26%	14%	21%

* Large LHAs in Northeastern Massachusetts include: Gloucester, Lawrence, Peabody, and Salem.

Services and Programs

79% of the Salem Housing Authority residents in Ch. 200 and Ch. 705 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:

	Salem Housing Authority	All Large LHAs in the Northeast	Entire State
Job training programs…….	26%	26%	31%
Money management programs (*budgeting, taxes, income building*)……..…….	30%	24%	29%
Children's programs (*tutoring, childcare, afterschool programs*)…..	30%	35%	39%
Health and Medical Services (*visiting nurse, meal programs*)…….....	29%	27%	26%
Adult Education (*GED, ESL, educational counseling*) ……	21%	31%	29%

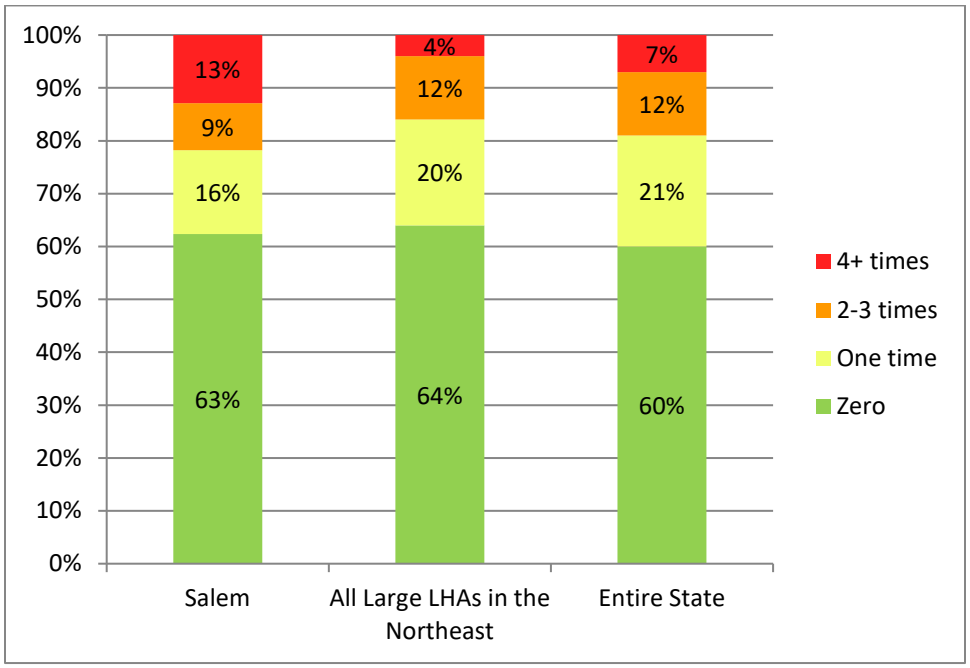
Maintenance and Repair

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

	Salem Housing Authority	All Large LHAs in the Northeast	Entire State
Had a heating problem……..…….	37%	35%	39%
Had a problem with water or plumbing…….	54%	55%	57%

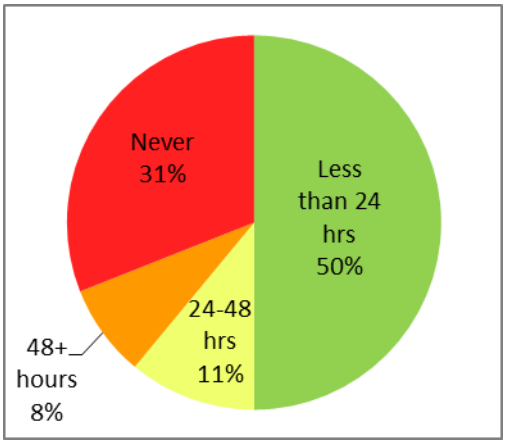
- **Heating Problems**

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.

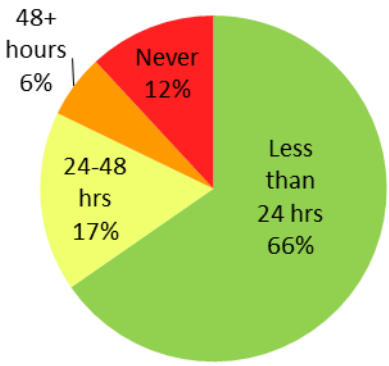


How long did it take to fix the heating problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

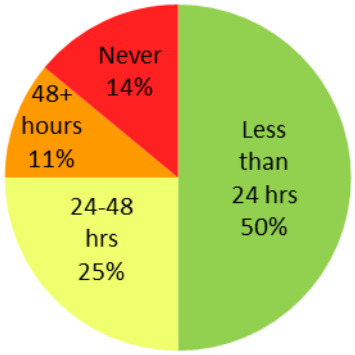
Salem Housing Authority



All Large LHAs in the Northeast

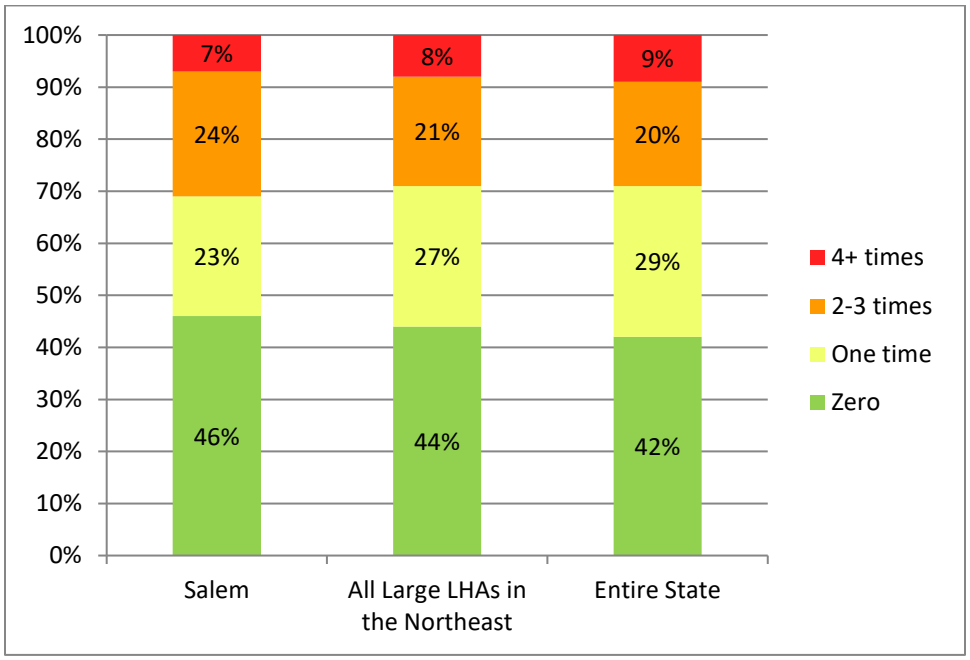


Entire State



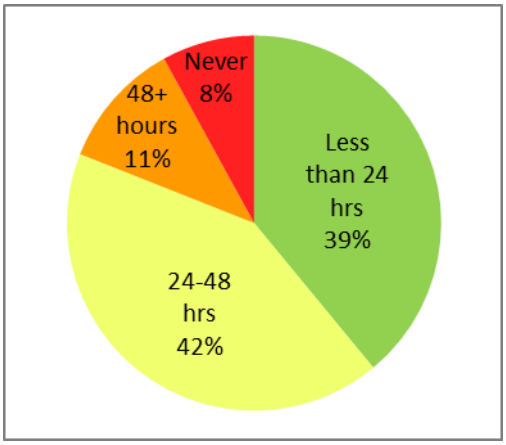
Water or Plumbing Problems

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

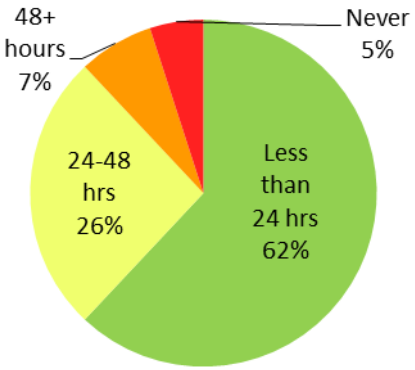


How long did it take to fix the water or plumbing problems? For those respondents who had problems, we asked how long it usually took for the problems to be fixed – less than 24 hours, 24 - 48 hours, more than 48 hours, or never fixed.

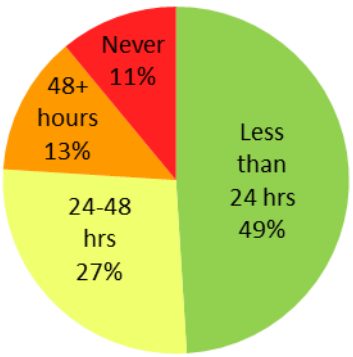
Salem Housing Authority



All Large LHAs in the Northeast

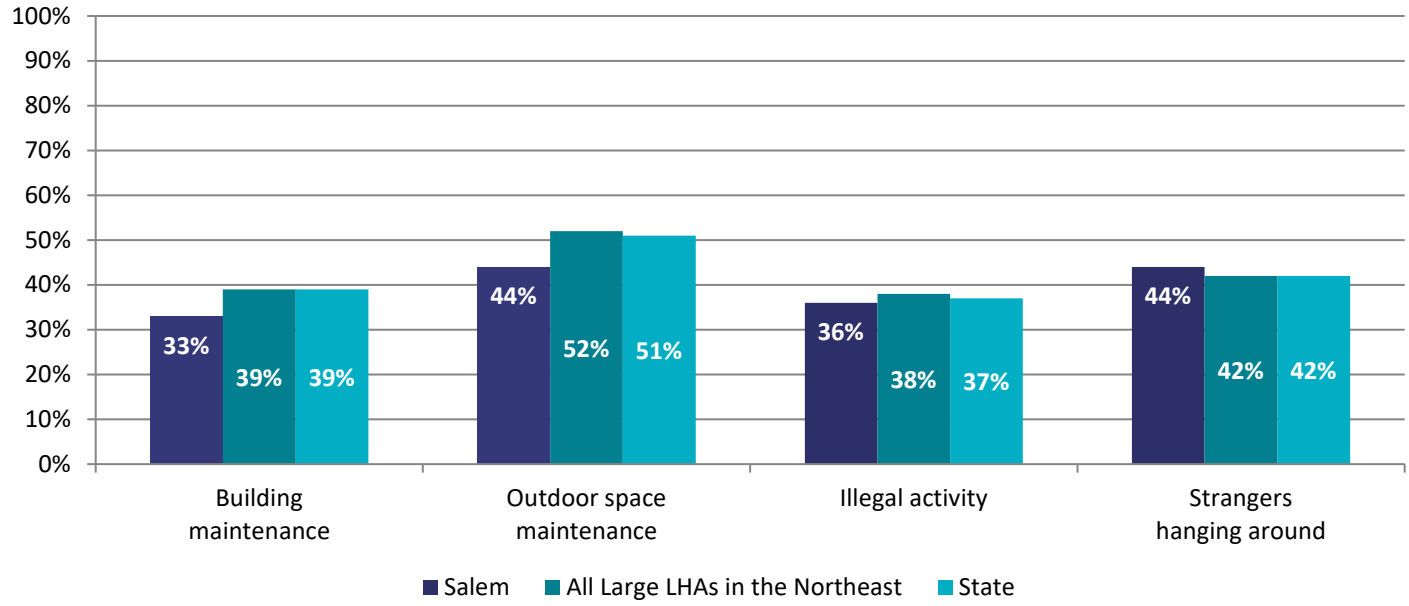


Entire State



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

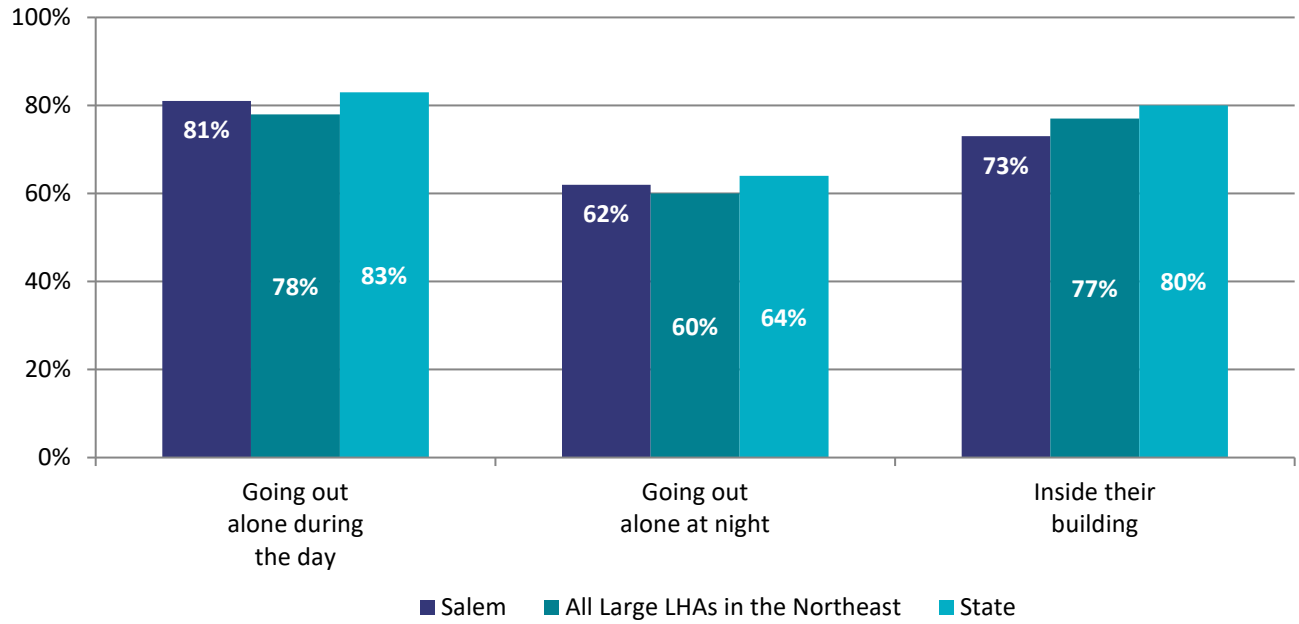
Respondents who "always" or "sometimes" had problems with….



Safety

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

Respondents who felt "very safe" or "mostly safe" ….



SALEM 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	Salem Housing Authority
Fiscal Year Ending	09/30/2019
Housing Management Specialist	Robert Pelletier
Facilities Management Specialist	Bob Arsenault

Criteria	Score/Rating			
	Management			
Occupancy Rate	**c.667**	**c.705**	**c.200**	**Cumulative**
	No Findings	No Findings	No Findings	No Findings
Tenant Accounts Receivable (TAR)	**c.667**	**c.705**	**c.200**	**Cumulative**
	No Findings	No Findings	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			

Report Date: 12/6/2019

LHA	Salem Housing Authority

Occupancy

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

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

Tenant Accounts Receivable (TAR)

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

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

Certifications and Reporting Submissions

Rating: No Findings

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

Adjusted Net Income/Revenue

Rating: No Findings

Revenue:

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

Expense:

Salaries

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

Legal

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

Utilities

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

Maintenance

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

Operating Reserve

Rating: No Findings

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

Board Member Training

Rating: No Findings

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

PMR Capital Benchmarks for LHA Fiscal Year 2019

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

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Physical Condition Ratings	
Housing Authority	Salem Housing Authority
Fiscal Year Ending	9/30/2019
Housing Management Specialist	Robert Pelletier
Facilities Management Specialist	Bob Arsenault

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

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Physical Condition Report For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority	
Housing Authority	**Salem Housing Authority**
Fiscal Year Ending	**9/30/2019**
Housing Management Specialist	**Robert Pelletier**
Facilities Management Specialist	**Bob Arsenault**

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

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

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

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

Additional Notes:

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

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

Additional Notes:

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

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

Additional Notes:

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

Criteria D: Inspection - *No Findings*
Criteria F: Emergency (defined per PMG) - *No Findings*
Criteria H: Vacancy - *No Findings*
Criteria K: Routine - *No Findings*
Criteria L: Requested - *No Findings*

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

Additional Notes:

Timely Completion of Work Order Types

Criteria E: Inspection - *No Findings*
Criteria G: Emergency - *No Findings*
Criteria I: Vacancy - *No Findings*
Criteria M: Requested - *No Findings*

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

Additional Notes:
Emergency Work Order:

Vacancy Work Order:

Timeliness Requested Work Order:

Timeliness of Inspection Work Order:

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

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

Additional Notes:

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

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

Additional Notes: