

# Brookline Housing Authority

## Performance Management Review (PMR) Report

### Fiscal Year End 3/31/2019

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

# Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Desk Audit Ratings Summary				
Housing Authority	Brookline Housing Authority			
Fiscal Year Ending	03/31/2019			
Housing Management Specialist	Robert Pelletier			
Facilities Management Specialist	Wilzor Exantus			
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	Operational Guidance			
Certifications and Reporting Submissions	Operational Guidance			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			

Report Date: 8/13/2019

## 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:** Operational Guidance

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

## 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 eviction costs based on historical averages throughout the year. If legal costs for evictions are running higher than expected, reduce other budget lines to ensure you stay within your ANUEL.
- ☐ If you qualify, use DHCD's regional attorney program.

*Utilities*

- ☐ 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:** Operational Guidance

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

## PMR Capital Benchmarks for LHA Fiscal Year 2019

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Fiscal Year 2019	
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**

<b>Housing Authority</b>	<b>Brookline Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>3/31/2019</b>
<b>Housing Management Specialist</b>	<b>Robert Pelletier</b>
<b>Facilities Management Specialist</b>	<b>Wilzor Exantus</b>

<b>Inspection and Work Order System Criteria</b>	<b>Rating</b>
<b>Inspections</b>	
LHA conducted 100% of the unit inspections.	Corrective Action
Inspections report noted 100% of the necessary repairs in each unit.	Corrective Action
100% of inspection-related work orders were generated.	Corrective Action
Work order system identifies, tracks, and can produce reports for inspection work orders.	Operational Guidance
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).	Corrective Action
<b>Work Order System</b>	
Emergency work orders defined per PMG, identified, tracked, reportable.	Operational Guidance
Emergency work orders initiated within 24 to 48 hours.	No Findings
Vacancy work orders identified, tracked and reportable.	Corrective Action
Vacancy work orders were completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.	No Findings
Comprehensive Preventive Maintenance Program exists & preventive work orders identified, tracked, and reportable.	Corrective Action
Routine work orders identified, tracked, reportable and completed regularly.	Operational Guidance
Requested work orders are identified, tracked and reportable.	Operational Guidance
Requested work orders were completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task was added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.	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**

<b>Housing Authority</b>	<b>Brookline Housing Authority</b>
<b>Fiscal Year Ending</b>	<b>3/31/2019</b>
<b>Housing Management Specialist</b>	<b>Robert Pelletier</b>
<b>Facilities Management Specialist</b>	<b>Wilzor Exantus</b>

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

☒ DHCD will provide a list of health and safety violations found. Inspection reports will be provided by your HMS. The health and safety items have an 'X' in the HS column of the inspection report. Actions to correct these violations must be initiated within 24 to 48 hours. When you have completed work orders for these items send documentation to [dhcd-phinspectionviolations@massmail.state.ma.us](mailto:dhcd-phinspectionviolations@massmail.state.ma.us). In the subject line please indicate the 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 - Corrective Action

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

##### Additional Notes:

Inspection was completed just outside of FY under review.

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

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

##### Additional Notes:

Conduct annual inspections during the FY as mandated by DHCD

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

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

##### Additional Notes:

BHA should be conducting annual inspections of all units during their FY and producing W/O's labeled as Inspection and having work completed within 30 days. BHA should consider spreading out inspections far enough apart to be able to complete all work orders within 30 days. If an inspection work order cannot be completed within 30 days because of back ordered parts or some other valid reason, then that work order should be moved to your deferred list.

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

Criteria D: Inspection - Operational Guidance

Criteria F: Emergency (defined per PMG) - Operational Guidance

Criteria H: Vacancy - Corrective Action

Criteria K: Routine - Operational Guidance

Criteria L: Requested - Operational Guidance

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

### Additional Notes:

The BHA has a work order system but is not utilizing the system according to DHCD PMR guidelines. When creating work orders, the BHA should record what TYPE of work order is being created according to DHCD guidelines. The TYPE's of work orders are - Emergency, Vacancy, Preventive Maintenance, Inspection, Routine, and Requested.

## Timely Completion of Work Order Types

Criteria E: Inspection - Corrective Action

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:

Meets dhcd

#### Vacancy Work Order:

BHA should establish a system of move out inspections for all unit that become vacant. Producing W/O from move out inspection report, and list on W/O time spent working on turnover, date turnover was started and date finished, list of work done, and material used. Turnovers should be completed within 30 days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist to see if eligible for a waiver.

#### Timeliness Requested Work Order:

All Tenant requested work should be labeled as "Tenant Requested" and be completed within 14 days.

#### Timeliness of Inspection Work Order:

**BHA should be conducting annual inspections of all units and producing W/O's labeled as Inspection and having work completed within 30 days. BHA should consider spreading out inspections far enough apart to be able to complete all work orders within 30 days. If an inspection work order cannot be completed within 30 days because of backordered parts or some other valid reason, then that work order should be moved to your deferred list.**

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

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

**Additional Notes:**

BHA will be creating a schedule for when tasks are to be completed and the Preventative Maintenance program will be specific to the needs of the individual developments. BHA will be generating preventative WO's as part of the updating of their systems that they have undertaken.

**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:**

Brookline Housing Authority

FY2019 Performance Management Review (PMR)

**Submitted Via Email on 10/18/2019 at 9:59AM**

**From: Mathew Baronas**

**To: Robert Pelletier**

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Hi Bob,

The Brookline Housing Authority (BHA) appreciates the guidance of you and your colleagues regarding our ongoing efforts to improve our maintenance work order and inspection systems. We have carefully reviewed the Performance Management Review closeout letter, recommendations, and other documents.

Our responses regarding the Physical Conditions Ratings are attached.

Please let us know if you have any questions or concerns.

Thanks,

Matt

Matthew Baronas  
Assistant Executive Director  
Brookline Housing Authority

## Brookline Housing Authority

### Responses to DHCD FY 2019 PMR – Physical Condition Ratings

#### Inspections

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

DHCD Additional Notes:

Inspection was completed just outside of FY under review.

**Brookline Response:** *The BHA has put into place a system that will ensure full and complete inspections within every fiscal year.*

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

DHCD Additional Notes:

Conduct annual inspections during the FY as mandated by DHCD

**Brookline Response:** *The BHA has put into place a system that will ensure full and complete inspections within every fiscal year.*

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

DHCD Additional Notes:

BHA should be conducting annual inspections of all units during their FY and producing W/Os labeled as Inspection and having work completed within 30 days. BHA should consider spreading out inspections far enough apart to be able to complete all work orders within 30 days. If an inspection work order cannot be completed within 30 days because of back ordered parts or some other valid reason, then that work order should be moved to your deferred list.

**Brookline Response:** *BHA has hired a new inspection firm capable of spreading out inspections to allow timely completion of work orders. The firm comes highly recommended by other MA LHAs. The firm has the capacity to input inspection data directly into the BHA's HAB/MRI software system and generate work orders. This is a first stage in the implementation of our new mobile work order system. As a next stage, BHA is procuring mobile tablets for maintenance staff to process work orders.*

#### Work Orders

##### **Timely Completion of DHCD Work Order Types**

##### **Criteria E: Inspection – Corrective Action**

##### Vacancy Work Order

DHCD Additional notes:

BHA should establish a system of move out inspections for all units that become vacant. Producing W/Os from move out inspection report, and list on W/Os time spent working on turnover, date turnover was started, and date finished, list of work done, and material used. Turnovers should be completed within 30 days or less. If cannot complete work within 30 days, LHA should contact Housing Management Specialist to see if eligible for a waiver.

**Brookline Response:** BHA already has an effective vacancy turnover system, which starts with a move-out inspection. All work items noted in the move-out inspections going forward will be included in the vacancy turnover work order. BHA staff already employ the waiver process and going forward will take further advantage of this option for apartments that need significant repairs on turnover beyond 30 days.

#### Timeliness Requested Work Order

DHCD Additional Notes:

All Tenant requested work should be labeled as "Tenant Requested" and be completed within 14 days.

**Brookline Response:** The BHA's work order system already notes "Tenant Requested" work orders. Such work orders are routinely completed within 14 days.

#### Timeliness of Inspection Work Order

DHCD Additional Notes:

BHA should be conducting annual inspections of all units and producing W/Os labeled as Inspection and having work completed within 30 days. BHA should consider spreading out inspections far enough apart to be able to complete all work orders within 30 days. If an inspection work order cannot be completed within 30 days because of backordered parts or some other valid reason, then that work order should be moved to your deferred list.

**Brookline Response:** As noted above, BHA is implementing a new automated annual inspection work order system. All inspection-generated work orders will be labeled "Inspection". Annual inspections will be spread throughout the year to allow the timely completion of inspection-generated work orders.

### **Work Order System Can Produce Reports per DHCD Work Order Types**

#### **Criteria H: Vacancy - Corrective Action**

DHCD Additional Notes:

The BHA has a work order system but is not utilizing the system according to DHCD PMR guidelines. When creating work orders, the LHA should record what TYPE of work order is being created according to DHCD guidelines. The TYPE's of work orders are - Emergency, Vacancy, Preventative Maintenance, Inspection, Routine, and Requested.

**Brookline Response:** BHA's existing work order system actually is very similar to DHCD guidelines. Going forward, BHA is now coding its work orders to **precisely** match PMR guidelines.

#### **Criteria J: Comprehensive Preventative Maintenance Program – Corrective Action**

DHCD Additional Notes:

BHA has created a schedule for when tasks are to be completed and the Preventative Maintenance program will be specific to the needs of the individual developments. BHA will be generating preventative WOs as part of the updating of their systems that they have undertaken.

**Brookline Response:** The BHA has a preventative maintenance program in place and is enhancing it going forward by automatically generating preventative maintenance work orders according to designated schedules throughout the year.