

CHELSEA HOUSING AUTHORITY
Proposed Annual Plan for Fiscal Year 2026
For State-Aided Public Housing

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

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

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 CHELSEA HOUSING AUTHORITY's Annual Plan for their 2026 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, which may include:
 - a. Approval documents and any Public Comments
 - b. Tenant Satisfaction Survey
 - c. Performant Management Review report
 - d. Other documents added by LHA

State-Aided Public Housing Developments

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
667-02	Elderly	BUCKLEY	1	1961	208
200-01	Family	FITZPATRICK (no maintenance)	12	1948	70
200-02	Family	PRATTVILLE APTS (no maintenance)	8	1950	128
667-01	Elderly	UNION PARK	7	1960	56
Total			28		462

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.

CHELSEA HOUSING AUTHORITY manages 80 MRVP vouchers.

Federally Assisted Developments

CHELSEA HOUSING AUTHORITY also manages Federally-assisted public housing developments and/or federal rental subsidy vouchers serving 959 households.

LHA Central Office

CHELSEA HOUSING AUTHORITY
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LHA Board of Commissioners

	<u>Role</u>	<u>Category</u>	<u>From</u>	<u>To</u>
Antonio Hernandez	Member		04/28/2021	03/20/2026
Betzaida Acevedo	Member		02/25/2020	02/25/2025
Juan Vega	Chair		07/03/2012	07/04/2025
Raymond Morales	Member		05/05/2025	09/26/2026
Sharon Caulfield	Member		11/03/2020	11/08/2025

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.	8/1/2025
B.	Advertise the public hearing in public postings.	8/1/2025
C.	Notify all LTOs or RAB (if there is one) of the hearing and provide access to the Proposed Annual Plan.	7/30/2025
D.	Post draft AP for tenant and public viewing.	8/4/2025
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	8/20/2025
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	9/17/2025
G.	Executive Director presents the Annual Plan to the Board.	9/17/2025
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	9/17/2025

Certification

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

I, Paul Nowicki, Executive Director of the CHELSEA HOUSING AUTHORITY, certify on behalf of the Housing Authority that I have conducted an annual review of all CHELSEA HOUSING AUTHORITY users of EOHLC Capital Software applications and Housing Applications and that all current LHA users are authorized to use the systems and have the appropriate level of user access based on their job responsibility. I approve all system access and access levels for all CHELSEA HOUSING AUTHORITY users.

This certification applies to the following applications:

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

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

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

The Board and Executive Director further certify that LHA operations and all LHA Board-adopted policies are in accordance with M.G.L. c. 121B and all Massachusetts state-aided public housing regulations, including, but not limited to 760 CMR 4.00; 5.00; 6.00; 8.00; and 11:00, as well as adhere to Department-promulgated guidance.

Date of certification: 10/7/2025

The Executive Office of Housing and Livable Communities (EOHLC) completed its review of this Annual Plan (AP) on . Review comments have been inserted into the plan.

Capital Improvement Plan

EOHLC 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 (EOHLC) fiscal year (July 1 to June 30) based on the project schedules.

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)

Aggregate Funding Available for Projects in the First Three Years of the CIP:

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$13,411,616.96		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$2,011,742.54		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$11,399,874.42	\$3,686,448.41	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$16,578.85	\$17,000.00	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$11,383,295.56	\$3,669,448.41	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$6,806,688.07	\$6,209,673.07	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$13,555,897.63	\$13,555,897.63	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$31,762,460.12	\$23,452,019.11	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 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
057092	Innes PEHO Grant	INNES APTS 200-03	\$41,633,593	\$26,275,205	\$0	\$0	\$677,141	\$0	\$0	\$0
057108	Camera system replacement	PRATTVILLE APTS 200-02	\$372,855	\$356,974	\$0	\$400	\$0	\$0	\$0	\$0
057109	Security Camera replacement	BUCKLEY 667-02	\$251,194	\$138,419	\$0	\$250	\$0	\$0	\$0	\$0
057110	SUST-R -- Floodproofing	PRATTVILLE APTS 200-02	\$1,015,658	\$5,500	\$0	\$144,540	\$0	\$0	\$0	\$0
057113	Structural study	FITZPATRICK 200-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
057115	ARPA Targeted Award - FA Upgrade and Smoke Detector Replacement - Pratville	PRATTVILLE APTS 200-02	\$815,000	\$0	\$0	\$760,177	\$35,483	\$0	\$0	\$0
057116	façade study Bloomingdale	BUCKLEY 667-02	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
057117	ARPA Targeted Award: 667-02 fire alarm replacement - Buckley	BUCKLEY 667-02	\$2,075,592	\$0	\$0	\$87,583	\$0	\$0	\$0	\$0
057120	Replace common area and electric baseboard heating	BUCKLEY 667-02	\$769,090	\$0	\$0	\$11,250	\$289,966	\$467,875	\$0	\$0
057122	Laundry facility upgrades	BUCKLEY 667-02	\$13,942	\$0	\$0	\$13,942	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
057124	Rewire main feed and replace main panels	BUCKLEY 667-02	\$73,415	\$21,520	\$0	\$30,375	\$0	\$0	\$0	\$0
057127	Replace roof, fascia, and gutters - Priority Project	UNION PARK 667-01	\$381,015	\$0	\$0	\$343,266	\$15,000	\$0	\$0	\$0
057128	Resiliency Feasibility Study Union Park	UNION PARK 667-01	\$20,000	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
057129	Replace fencing and extend fencing	UNION PARK 667-01	\$83,566	\$0	\$0	\$83,566	\$0	\$0	\$0	\$0
057131	Facade repair	BUCKLEY 667-02	\$262,588	\$0	\$0	\$169,230	\$93,358	\$0	\$0	\$0
057132	Valve replacement (kitchen/hallway)	BUCKLEY 667-02	\$470,829	\$0	\$0	\$451,283	\$19,547	\$0	\$0	\$0
057133	Entryway improvements (canopy, seating area)	BUCKLEY 667-02	\$128,563	\$0	\$0	\$63,280	\$65,284	\$0	\$0	\$0
057134	DHW relocation	BUCKLEY 667-02	\$1,406,841	\$0	\$0	\$0	\$361,353	\$1,045,489	\$0	\$0
057135	Replace intercom / security system	BUCKLEY 667-02	\$225,060	\$0	\$0	\$24,870	\$200,191	\$0	\$0	\$0
057136	Electrical system upgrades	BUCKLEY 667-02	\$27,225	\$0	\$0	\$26,267	\$959	\$0	\$0	\$0
057138	61 Exeter St emergency sewer pipe lining	PRATTVILLE APTS 200-02	\$12,773	\$0	\$0	\$1,453	\$0	\$0	\$0	\$0

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
057139	Install sump pumps in elevator pit	BUCKLEY 667-02	\$50,423	\$0	\$0	\$48,649	\$1,775	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (057137)	UNION PARK 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	Replace Unit Doors	UNION PARK 667-01	\$207,061	\$0	\$0	\$207,061	\$0	\$0	\$0	\$0
•	Replace 75 gal. DHW heaters with electric tankless heaters	UNION PARK 667-01	\$114,153	\$0	\$0	\$114,153	\$0	\$0	\$0	\$0
•	Replace DHW tanks with tankless units	BUCKLEY 667-02	\$136,045	\$0	\$0	\$136,045	\$0	\$0	\$0	\$0
•	AIP: 667 Routine Turnovers (057137)	BUCKLEY 667-02	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
•	carport/first floor waste line replacement	BUCKLEY 667-02	\$587,318	\$0	\$0	\$0	\$21,480	\$136,210	\$429,630	\$0
•	Bathroom modernization	BUCKLEY 667-02	\$4,787,532	\$0	\$0	\$0	\$0	\$0	\$49,995	\$372,408

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
057092	Innes PEHO Grant	asbestos abatement	\$500,000	\$574,152	\$0	\$27,000,000	\$0	\$0	\$0	\$13,559,441
057109	Security Camera replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$112,000
057110	SUST-R -- Floodproofing	SUST-R Floodproofing	\$0	\$0	\$741,100	\$0	\$0	\$0	\$0	\$210,435
057115	ARPA Targeted Award - FA Upgrade and Smoke Detector Replacement - Pratville	ARPA Targeted	\$0	\$0	\$0	\$815,000	\$0	\$0	\$0	\$0
057117	ARPA Targeted Award: 667-02 fire alarm replacement - Buckley	ARPA Targeted	\$116,250	\$0	\$0	\$1,954,342	\$0	\$0	\$0	\$0
057120	Replace common area and electric baseboard heating	Window ASHPs & Infrastructure	\$0	\$0	\$769,090	\$0	\$0	\$0	\$0	\$0
057128	Resiliency Feasibility Study Union Park	Resiliency Feasibility Study	\$0	\$0	\$20,000	\$0	\$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.

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

- Other

We are unable to arrange the projects so that they meet the annual thresholds (they're either too large or already started construction) but we have met the 3-year and 5-year amounts.

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.

Chelsea Housing Authority has not requested additional funding.

3. Overall goals of the Housing Authority's CIP

The CHA aims to enhance its aging infrastructure and provide safe, affordable housing for families and elderly residents. Although redevelopment plans are underway for the 200-1 and 200-2 sites, we are in the final stages of flood-proofing 200-2. The rest of our projects are at 667-1 and 667-2, upgrading the building intercom system in 2025, and replacing windows, doors and installing new HVAC systems in the units. Future projects include a potential bathroom remodel project in 2029-2030.

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:

No significant changes.

5. Requirements of previous CIP approval

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

**Annual Plan
Capital Improvement Plan**

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 03/19/2025.

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 .

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 are not aware of any accessibility deficiencies in our portfolio.

11. Special needs development

Chelsea 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 4/2024 to 3/2025.

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
	200-01	200-01		667-01
	667-02			200-01
	200-02			667-02
				200-02

We are in the process of federalizing 200-1 and 200-2 developments, so no projects are chosen for them.

The 667-2 developments are electric for both heat and lights, which accounts for the higher electric costs. We are converting to mini-splits as part of 057120. We have been adding LED lights on unit turnover.

The water costs at 667-1 and 667-2 is not due to usage; it is due to cost.

We have solar net metering, and all possible water mitigation projects.

13. Energy or water saving initiatives

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

14. Vacancy rate

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

0% c. 667 (DHCD Goal 2%)

9% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

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

The shift of tenants for the Innes redevelopment has created a sudden out-flow of tenants from 200s. The units are being turned over as quickly as possible.

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 Executive Office of Housing and Livable Communities (EOHLC).

- 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	617-884-5775	Non-business hours
Call LHA at Phone Number	617-884-5617	M-F 8:30AM - 4:00PM (Wednesday until 7:30PM)
Other	617-884-5775	Emergency maintenance number, forwards to Service after hours

See attached **Preventative Maintenance Plan** for more details.

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 CHELSEA 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	617-884-5775	Non-business hours
Call Housing Authority Office	617-884-5617	M-F 8:30AM - 4:00PM (Wednesday until 7:30PM)
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

- A. EOHLA review of this housing authority’s operations shows that the authority uses the following system for tracking work orders: PHA Web
- B. We do track deferred maintenance tasks in our work order system.
- C. Our work order process includes the following steps:

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

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

Maintenance Plan Narrative

Following are CHELSEA HOUSING AUTHORITY’s answers to questions posed by EOHLC.

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

Overall, our maintenance operations are strong. While we occasionally receive tenant complaints, the majority of residents express satisfaction with our service. We consistently complete work orders within the timeframes recommended by EOHLC. Our properties have received numerous compliments on their physical condition from state and local officials, designers, inspectors, and other visitors. Past PMRs have also reflected positively on our performance.

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

Over the past year, we’ve made several improvements to our maintenance operations. We increased staff at our elderly high-rise and brought in outside contractors to assist with daily tasks and vacancy turnovers. We hired a new maintenance mechanic and expanded employee training, including custodial training and hoisting licenses for four staff members. We continued to mechanize snow removal for better efficiency and streamlined our materials purchasing and storage processes.

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

Our goals for the coming year include improving vacancy turnover times and reducing work order completion times while minimizing call-backs. We plan to expand staff training to reduce reliance on outside contractors and use contractors strategically to support in-house capacity. We also aim to increase inspections to maintain quality control and hold staff accountable for performance.

- 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	\$1,656,928.00	\$300,000.00
Last Fiscal Year Actual Spending	\$1,687,628.00	\$116,052.00
Current Fiscal Year Budget	\$1,544,699.00	\$500,000.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	61
Average time from date vacated to make unit "Maintenance Ready"	34 days
Average time from date vacated to lease up of unit	43 days

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

Attachments

These items have been prepared by the CHELSEA 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.

Chelsea Housing Authority

PREVENTIVE MAINTENANCE POLICY

Adopted: April 14, 2010

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

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

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

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

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

1.0 PREVENTIVE MAINTENANCE PROGRAM

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

A. General Operating Systems

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

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

1. HVAC SYSTEMS

- A. boilers
- B. circulators
- C. domestic hw tanks
- D. air conditioning units

2. SECURITY SYSTEMS

- A. exterior lighting
- B. public hallway lighting
- C. building doors and locks

3. FIRE AND LIFE SAFETY SYSTEMS

- A. emergency generators
- B. fire extinguishers
- C. emergency lighting
- D. exit lights
- E. sprinkler systems
- F. fire alarm systems

4. ROOFS

- A. roof inspection
- B. gutter cleaning

5. ELEVATORS

- A. elevator inspection

6. PLUMBING

- A. catch basins
- B. sanitary drains

7. VEHICLES

- A. safety inspection
- B. tune up
- C. fluid check

8. ELECTRICAL HEAT

- A. common area electric heaters

9. LARGE EXHAUST FANS

- A. roof top units

10. ANNUAL INSPECTIONS

- A. dwelling units
- B. site
- C. building systems
- D. common areas

11. MECHANICAL EQUIPMENT

- A. sump pumps

12. COMMON AREAS

- A. grounds
- B. hallways and stairwells
- C. community rooms and rest rooms
- D. elevators

13. PLAYGROUNDS

- A. Inspection

14. PEST CONTROL

- A. extermination

2.0 PREVENTIVE MAINTENANCE PROCEDURE

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

1. HVAC Systems

The Housing Authority will have a program for maintenance of the mechanical systems to ensure that the proper amount of heat and hot water is readily available and maintained at the proper temperature and that all circulator pumps are serviced and air filters changed.

- A. Check all units including controls.
- B. Inspect unit and piping for leaks, holes, or loose connections.
- C. Natural Gas Units: inspect and clean burners if needed;
 - check pilot operation;
 - inspect flue and clean if needed;
 - check firebox for soot buildup
 - check temperature settings-hot water tanks should not be more than 130*
 - check pressure relief valve for proper operation and check that drain pipe length satisfies code requirements;
 - remove any combustible materials;
- D. Check circulator pumps for proper operation and leaks. Oil if required.
- E. Check A.C. units for proper operation: listen for short cycling
 - check for refrigerant and oil leaks
 - inspect wiring and controls
 - check for corrosion
 - replace air filters – bi annually

2. Security Systems

The Housing Authority will have a program for maintenance of security systems to ensure they will perform as needed to maintain a well-lit and secure environment.

- A. Check that all exterior and hallway lights are in place, undamaged and working; Replace bulbs as needed.
- B. Check operation of time clocks and or sensors;
- C. Check door closers to insure doors close and latch;
- D. Make sure doorknobs and panic bars are not loose;
- E. Inspect door frame and glass.

3. Life Safety Systems

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

- A. Exercise the emergency generator every week
 - Inspect generator battery for corrosion
 - Check generator for oil leaks
- B. Have all fire extinguishers inspected and certified annually
- C. Inspect all emergency lights annually
 - Test each light with test switch
 - Replace bulbs or batteries as needed
- D. Inspect all exit lights
 - Replace bulbs as needed
- E. Check sprinkler system for signs of corrosion and leaks
 - Have system inspected by a certified sprinkler engineering firm annually
- D. Inspect and test every smoke alarm, heat detector and carbon monoxide detector in every unit; hallway; common area; boiler room; basement and attic to insure that each device works and rings out to the fire alarm panel annually.
 - Inspect and test all fire alarm panels to insure that all signals will report to central fire alarm monitoring system annually.

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

4. Roof Repairs/ Replacement

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

- A. Remove any trash and debris from roof.
- B. Inspect roof for damage and deterioration; punctures; missing shingles; loose flashing.
- C. Inspect gutters and downspouts for obstructions (clean as necessary).
- D. Inspect stack vents for obstruction and security covers.

The authority maintenance staff will usually undertake only minor roof repairs. Therefore there should be a list of approved roofing contractors to take on more serious problems for roofs no longer under warranty.

- 5. The Housing Authority will have a program that ensures that the elevators are inspected annually by The Commonwealth of Massachusetts Department of Public Safety – elevator inspection division. The elevators will be properly maintained by a reputable elevator service company.
 - A. Check elevator signal lights for proper operation
 - B. Inspect elevators for graffiti and damage – clean as needed.

- 6. The Housing Authority will have a program in which will ensure that the storm drains, catch basins and sanitary drain lines are maintained and remain flowing at all times.
 - A. Storm drains and catch basins should be inspected as needed.
 - B. Storm drains and catch basins should be cleaned annually.

7. Vehicle/Equipment Maintenance

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

- A. See Appendix A.

8. Electrical Heat

The Housing Authority will have a program that inspects all common area electric heaters to ensure that the public areas of all buildings are adequately heated and that all building systems in these areas are protected.

- A. Check electric heating units for proper operation, including any thermostats.
- B. Check that fan motors are operating properly if applicable.

9. Large Exhaust Fans

The Housing Authority will have a program that inspects all rooftop exhaust fans for operation. Motors will be checked and belts adjusted to ensure the longest life possible for all mechanical parts.

- A. Listen for unusual noises or vibrations
- B. Inspect belt condition and alignment; adjust tension as required.
- C. check motor and fan bearings.
- D. Inspect general condition of exterior and interior of unit.
- E. Check operation of controls.

10. Annual Inspections

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

- A. Dwelling Units
- B. Site
- C. Common areas
- D. Building exterior
- E. Building Systems

Each area is to be inspected annually and documented with inspection forms and work orders as backup and will ensure that all areas comply with standards set by HUD and local codes.

11. Mechanical Equipment

Sump pumps are to be inspected and tested for proper operation to provide protection against flooding and subsequently damage to boilers; hot water tanks, basements and crawl spaces.

- A. Manually test all flotation devices to ensure proper function.
- B. Visually inspect each sump pump and it's associated wires and switches for wear and proper connections.

12. Common Areas

Regular inspections of the property grounds and building exteriors as well as building interiors are required to maintain the curb appeal and marketability of the property.

- A. Ground will be policed daily and any trash or debris will be disposed of from the site as well as around any and all dumpster enclosures.
- B. Grounds and buildings will be policed daily for any graffiti. Graffiti will be removed within twenty four hours whenever possible.
- C. Common hallways and stairs will be swept and mopped on a regular schedule.

Each hallway should be done at least once per week.

- D. Community rooms, kitchens and rest rooms will be cleaned and vacuumed daily. All trash barrels will be emptied and any paper supplies will be restocked as needed.

13. Playgrounds

- A. Playgrounds will be policed daily for graffiti and trash and all shall be removed immediately.
- B. Check all apparatus daily for any damage.
- C. Tighten any and all nuts and bolts bi-annually.

14. Pest Control

The Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests. All residents will be informed at least forty eight hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment. If necessary, the instructions shall be bi-lingual to properly notify the resident population. Resident requests for extermination will be done routinely at least once per week or as often as needed. Annual flush out of buildings will be completed on an as needed basis and determined by funding.

Appendix A

	year	make	model	body	vin#	registration
1	1993	Kubota	Tractor	Tractor	50602	M47155
2	2009	Bobcat	S100	Skid - Steer	AB6420018	None
3	2009	Chevrolet	K2500HD	Pickup	1GCHK44KX9F168335	M80534
4	2009	Chevrolet	K2500HD	Pickup	1GBHK44K09F167960	M80532
5	2010	Chevrolet	Exp 2500	Van	1GCZGFBG4A1118743	M81100
6	2010	Carry	Utility	Trailer	4YMUL0819AV069406	M50185
7	2011	Ford	DRWSUP	Bucket Trk	1FDUF5GY3BEA91565	M66415
8	2011	Chevrolet	Exp 3500	Cutaway	1GBOG2BGXB1125574	M46608
9	2013	Ford	Escape	Utility	1FMCU9GX9DUB89010	M66768
10	2013	Ford	Exp 250	Van	1FTNE2EWXDDA76307	M90800
11	2014	Chevrolet	Exp 2500	Van	1GCWGFCAXE1134027	M90879
12	2014	Chevrolet	Silverado	Rack	1GB3KZCG7EF130308	M90610
13	2015	Ford	F250	Pickup	1FTBF2B61FEC04354	M92174
14	2014	Ford	Edge	SUV	2FMDK4JC2EBA75425	M74164
15	2016	Ford	F250	Pickup	1FTBF2B63GEA45158	M95184
16						
17						
18	2002	Jeep	Grand	Cher	1J4GW48S72C174637	Salvage
19	1999	Ford	F250	Pickup	1FTNF21L1XEE64730	Salvage
20	1998	Load	U1510-260	Trailer	4L2PXFk11W2000094	Salvage
21	1997	Ford	Econoline	Van	1FTHE242OVHB53997	Salvage
22	1992	GMC	Vandura	Van	2GTEG25H8N4506892	Salvage
23	1995	Chevrolet	K3500	Utility	1GBHK34K1SE185941	Salvage
24	1996	Ford	Super	Dump	1FDLF47G2TEB77268	Totaled
25	1999	Ford	Econoline	Van	1FTNE24L9XHC13855	Off Road
26	1993	Chevrolet	C1500	Pickup	1GCDC14Z6PE1866373	Salvage
27	2005	Jeep	Grand	Cher	1J4GR48KX5C652884	Auction
28	2002	MAD VAC			2806 OT	M70481
29	2008	Sure	Utility	Trailer	5JWU162X81015637	Auction

Appendix B

Scheduled Checklist

Daily	Weekly	Monthly	Bi-annual	Annual
Grounds	Generator Test	Ext. Lights	Emergency Lights	Unit Insp
Hallways	Hall Lights	Build. Drs/locks	Playground-bolts	Site Insp
Stairwells	Vehicles-fluids	Lg. Exhaust fans	Ac Units – Replace filters	Building Insp
Comm. Rooms		Sump Pumps	Gutter Cleaning	Comm. Area Insp
Pub. Restrooms				Boilers-service
Elevators				Circulators
Playgrounds				Hw Tanks
				Generator Service
				Fire Extinguishers
				Sprinkler System test/service
				Fire Alarms
				Annual Elevator test
				Catch Basins
				Sanitary Drains
				Vehicle Tune up-Sticker
				Roof Inspection

woDeferredMaintenance 2025

Work Order Number	Address	Entered Date	Deferred Date	Work Order Description	Reason Deferred	Estimated Completion Date
19436	77 Burma Rd Unit: E	1/25/2022	1/25/2022	cabinets need to be repaired		
22622	1 Clinton Ct. Unit: 2	6/2/2022	6/2/2022	repair loose cove base		
23329	260 Clark Ave. Unit: 303	7/7/2022	7/7/2022	touch up paint as necessary in hallway		
24413	260 Clark Ave. Unit: 204	8/23/2022	10/14/2022	tenant moved her bed and made a hole in the wall needs hole patched		
25755	260 Clark Ave. Unit: 1011	10/11/2022	10/14/2022	Paint in bedroom window sill came off when removing the Ac.		
26197	2 Parkway Ct. Unit: 2	10/27/2022	10/27/2022	rep/repl cabs		
26209	57 Burma Rd Unit: D	10/28/2022	10/28/2022	Needs vent in living room removed.		
26452		11/9/2022	11/29/2022	1 mill Ct and 3 Mill Ct. have no screens in the hallway windows.		
26698	3 Clinton Ct. Unit: 10	11/21/2022	5/11/2023	Bathroom floor is coming up.		
26874	71 Burma Rd Unit: B	11/30/2022	5/9/2023	rep/repl cabinets		
27396	2 Clinton Ct. Unit: 6	12/22/2022	12/22/2022	bedroom doors are broken.		
27651	14 Bloomingdale	1/4/2023	1/4/2023	All exhaust fans on every floor are not working.		
27978	38 Sixth Street Unit: 3	1/23/2023	1/23/2023	Missing a piece of her living room floor.		
28401	33 Guam Rd Unit: G	2/7/2023	2/7/2023	Floor throw-out apartment needs to be replaced		
31568	35 Normandy Rd	6/21/2023	9/12/2024	Kitchen ceiling needs to be fixed.		
32542	79 Burma Rd Unit: D	7/18/2023	7/18/2023	rep bath wall after plumbing rep	wall repair after plumbing repair	
36235	14 Bloomingdale Unit: 311	12/7/2023	12/7/2023	Repair/replace screen in screen door.		
37567	21 Normandy Rd	1/31/2024	1/31/2024	Door bell not working.		
37908	260 Clark Ave. Unit: 701	2/13/2024	2/13/2024	BACK DOOR SCREEN IS STUCK NEEDS TO BE REPLACED		
37910	44 Orange Street Unit: 1	2/13/2024	2/13/2024	WOOD ON THE BACK OF ROOF ROTTING AND COMING DOWN		
39747	73 Burma Rd Unit: B	5/1/2024	5/1/2024	Tenant needs new shades for all rooms.		
39880	21 Normandy Rd	5/6/2024	5/6/2024	Clean up back yard from tree debris.		
42197	449 Crescent Ave. Unit: 5	6/21/2024	9/11/2024	Needs a new screen for living room window.		
42945	4 Webster Ct. Unit: 12	7/19/2024	9/19/2024	Kitchen cabinets are broken needs to fixed/replaced.		
44213	46 Orange Street Unit: 2	9/11/2024	10/11/2024	Floor tile is broken near stove.		
44675	1 Mill Ct. Unit: 5	10/2/2024	12/5/2024	Needs new counter top and kitchen floor		
45250	2 Parkway Ct. Unit: 6	10/29/2024	10/29/2024	Needs 3 screens for windows.		
46039	14 Bloomingdale Unit: 320	12/5/2024	12/5/2024	Kitchen cabinets are broken and falling apart		1/5/2025
46841	14 Bloomingdale Unit: 104	1/8/2025	2/20/2025	Bathroom floor needs to be replaced.		
48612	260 Clark Ave. Unit: 1012	2/28/2025	4/5/2025	Floor tiles in living room and bedroom are coming up.		
48827	3 Parkway Ct. Unit: 8	3/5/2025	6/3/2025	Kitchen cabinets need to be replaced, they are all broken and rotted		
49465	14 Bloomingdale Unit: 321	3/24/2025	5/2/2025	Check kitchen cabinets		
49474	260 Clark Ave. Unit: 1304	3/24/2025	6/5/2025	Kitchen cabinets are falling apart		

Annual 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 12/31/2024. It also shows the approved budget for the current year (2024) 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 Executive Office of Housing and Livable Communities (EOHLC). For a better understanding of the accounts and discussion of special situations see the notes following the budget tables and the "Definitions of Accounts" at the end of this section.

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

Operating Reserve

The LHA's operating reserve is the amount of funds that an LHA sets aside to sustain itself during lean years, or to remedy urgent health and safety concern or address deferred maintenance items. In addition, while EOHLC 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 EOHLC.

EOHLC 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 EOHLC 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 EOHLC and obtain its approval.

The CHELSEA HOUSING AUTHORITY operating reserve at the end of fiscal year 2024 was \$0.00, which is 0.00% 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 CHELSEA HOUSING AUTHORITY						
REVENUE						
Account Number	Account Class	2023 Approved Revenue Budget	2023 Actual Amounts Received	2024 Approved Revenue Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted Per Unit per Month
3110	Shelter Rent -Tenants	2,783,000.00	2,747,947.00	3,019,000.00	9.90%	469.37
3111	Shelter Rent - Tenants - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
3115	Shelter Rent -Federal Section 8\MRVP One-time Leased up Rev.	0.00	0.00	0.00	0.00%	0.00
3190	Nondwelling Rentals	0.00	0.00	0.00	0.00%	0.00
3400	Administrative Fee - MRVP	0.00	0.00	0.00	0.00%	0.00
3610	Interest on Investments - Unrestricted	60,000.00	48,907.00	62,000.00	26.80%	9.64
3611	Interest on Investments - Restricted	0.00	0.00	0.00	0.00%	0.00
3690	Other Revenue	7,000.00	23,518.00	8,000.00	-66.00%	1.24
3691	Other Revenue - Retained	71,000.00	5,384.00	46,200.00	758.10%	7.18
3692	Other Revenue - Operating Reserves	0.00	9,668.00	0.00	-100.00%	0.00
3693	Other Revenue - Energy Net Meter	0.00	0.00	0.00	0.00%	0.00
3801	Operating Subsidy - EOHLC (4001)	3,170,033.00	3,136,916.00	2,961,558.00	-5.60%	460.44
3802	Operating Subsidy - MRVP Landlords	0.00	0.00	0.00	0.00%	0.00
3803	Restricted Grants Received	0.00	0.00	0.00	0.00%	0.00
3920	Gain/Loss From Sale/Disp. of Prop.	0.00	11,493.00	0.00	-100.00%	0.00
3000	TOTAL REVENUE	6,091,033.00	5,983,833.00	6,096,758.00	1.90%	947.88

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by CHELSEA HOUSING AUTHORITY						
EXPENSES						
Account Number	Account Class	2023 Approved Revenue Budget	2023 Actual Amounts Received	2024 Approved Revenue Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted Per Unit per Month
4110	Administrative Salaries	837,468.00	654,005.00	803,182.00	22.80%	124.87
4120	Compensated Absences	0.00	147,999.00	0.00	-100.00%	0.00
4130	Legal	81,000.00	88,623.00	130,000.00	46.70%	20.21
4140	Members Compensation	0.00	0.00	0.00	0.00%	0.00
4150	Travel & Related Expenses	8,850.00	153.00	10,150.00	6534.00%	1.58
4170	Accounting Services	24,000.00	25,328.00	24,000.00	-5.20%	3.73
4171	Audit Costs	9,250.00	13,745.00	9,315.00	-32.20%	1.45
4180	Penalties & Interest	0.00	0.00	0.00	0.00%	0.00
4190	Administrative Other	275,794.00	255,352.00	222,510.00	-12.90%	34.59
4191	Tenant Organization	3,360.00	64,552.00	11,600.00	-82.00%	1.80
4100	TOTAL ADMINISTRATION	1,239,722.00	1,249,757.00	1,210,757.00	-3.10%	188.24
4310	Water	694,141.00	918,610.00	903,024.00	-1.70%	140.40
4320	Electricity	1,162,189.00	872,876.00	1,080,448.00	23.80%	167.98
4330	Gas	337,485.00	339,584.00	331,950.00	-2.20%	51.61
4340	Fuel	0.00	0.00	0.00	0.00%	0.00
4360	Net Meter Utility Debit/Energy Conservation	0.00	0.00	0.00	0.00%	0.00
4390	Other	0.00	0.00	0.00	0.00%	0.00
4391	Solar Operator Costs	165,000.00	32,522.00	107,800.00	231.50%	16.76
4392	Net Meter Utility Credit (Negative Amount)	-165,000.00	-32,522.00	-107,800.00	231.50%	-16.76
4300	TOTAL UTILITIES	2,193,815.00	2,131,070.00	2,315,422.00	8.70%	359.98

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by CHELSEA HOUSING AUTHORITY						
EXPENSES						
Account Number	Account Class	2023 Approved Revenue Budget	2023 Actual Amounts Received	2024 Approved Revenue Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted Per Unit per Month
4410	Maintenance Labor	697,256.00	594,791.00	693,747.00	16.60%	107.86
4420	Materials & Supplies	258,672.00	358,548.00	280,104.00	-21.90%	43.55
4430	Contract Costs	701,000.00	734,289.00	570,848.00	-22.30%	88.75
4510	Insurance	192,021.00	213,806.00	252,322.00	18.00%	39.23
4520	Payment in Lieu of Taxes	10,584.00	10,584.00	10,584.00	0.00%	1.65
4540	Employee Benefits	736,923.00	621,801.00	697,313.00	12.10%	108.41
4541	Employee Benefits - GASB 45	0.00	29,961.00	0.00	-100.00%	0.00
4542	Pension Expense - GASB 68	0.00	-159,106.00	0.00	-100.00%	0.00
4570	Collection Loss	60,000.00	40,978.00	60,000.00	46.40%	9.33
4571	Collection Loss - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
4580	Interest Expense	0.00	0.00	0.00	0.00%	0.00
4590	Other General Expense	0.00	62,653.00	0.00	-100.00%	0.00
4500	TOTAL GENERAL EXPENSES	999,528.00	820,677.00	1,020,219.00	24.30%	158.62
4610	Extraordinary Maintenance	300,000.00	116,052.00	500,000.00	330.80%	77.74
4611	Equipment Purchases - Non Capitalized	0.00	0.00	23,000.00	100.00%	3.58
4612	Restricted Reserve Expenditures	0.00	0.00	0.00	0.00%	0.00
4715	Housing Assistance Payments	0.00	0.00	0.00	0.00%	0.00
4801	Depreciation Expense	0.00	969,707.00	0.00	-100.00%	0.00
4600	TOTAL OTHER EXPENSES	300,000.00	1,085,759.00	523,000.00	-51.80%	81.31
4000	TOTAL EXPENSES	6,389,993.00	6,974,891.00	6,614,097.00	-5.20%	1,028.31

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by CHELSEA HOUSING AUTHORITY						
SUMMARY						
Account Number	Account Class	2023 Approved Revenue Budget	2023 Actual Amounts Received	2024 Approved Revenue Budget	% Change from 2023 Actual to 2024 Budget	2024 Dollars Budgeted Per Unit per Month
3000	TOTAL REVENUE	6,091,033.00	5,983,833.00	6,096,758.00	1.90%	947.88
4000	TOTAL EXPENSES	6,389,993.00	6,974,891.00	6,614,097.00	-5.20%	1,028.31
2700	NET INCOME (DEFICIT)	-298,960.00	-991,058.00	-517,339.00	-47.80%	-80.43
7520	Replacements of Equip. - Capitalized	21,864.00	12,864.00	45,000.00	249.80%	7.00
7540	Betterments & Additions - Capitalized	30,500.00	16,105.00	70,500.00	337.80%	10.96
7500	TOTAL NONOPERATING EXPENDITURES	52,364.00	28,969.00	115,500.00	298.70%	17.96
7600	EXCESS REVENUE OVER EXPENSES	-351,324.00	-1,020,027.00	-632,839.00	-38.00%	-98.39

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 repayment agreement **with a present or former tenant who did not report income**, the LHA will be allowed to retain two-thirds of the funds recovered. One third of the total dollar amount recovered should be included in the LHA's quarterly or year-end Operating Statement as Shelter Rent, account #3111, and two-thirds of this total dollar amount should be included in Other Revenue-Retained, account #3691.

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

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

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

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

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

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

3691: Other Revenue – Retained: This account should be credited with certain miscellaneous revenue to be retained by the LHA, and which is not used to reduce the amount of operating subsidy the LHA is due. The most common examples for this account is receipts for the rental of roof antennas to cell phone providers and net meter credits earned on electricity bills from Net Meter Power Purchase Agreements (PPA's). Generally, surplus LHAs may retain 100% of these savings and deficit LHAs may retain 25% of the savings, with the 75% balance used to offset its need for operating subsidy. However, for the period 7/1/16 through 6/30/20, all deficit LHAs may keep 100% of the net meter credit savings, while they can keep 50% effective 7/1/2020.

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

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

3801: Operating Subsidy – EOHLC (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 EOHLC during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by EOHLIC 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 EOHLIC 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 EOHLC 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

PMRs are conducted for most LHAs on a biennial basis. This year there is no PMR record for this Housing Authority.

Explanation of PMR Criteria Ratings

CRITERION	DESCRIPTION
Management	
Occupancy Rate	<p>The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report)</p> <ul style="list-style-type: none"> • “No Findings” : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	<p>This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement)</p> <ul style="list-style-type: none"> • “No Findings” : At or below 2% • “Operational Guidance”: More than 2% , but less than 5% • “Corrective Action”: 5% or more
Certifications and Reporting Submissions	<p>Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end.</p> <ul style="list-style-type: none"> • “No Findings”: At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • “Operational Guidance”: Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	<p>Percentage of board members that have completed the mandatory online board member training.</p> <ul style="list-style-type: none"> • “No Findings” : 80% or more completed training • “Operational Guidance” : 60-79.9% completed training • “Corrective Action” : <60 % completed training
Staff Certifications and Training	<p>Each LHA must have at least one staff member complete a relevant certification or training During the fiscal year. The number of required trainings varies by LHA size.</p> <ul style="list-style-type: none"> • No Findings: LHAs completed the required number of trainings • Corrective Action: LHAs have not completed any trainings
Annual Plan (AP) Submitted	<p>Housing authorities are required to submit an annual plan every year.</p> <ul style="list-style-type: none"> • “No Findings” =Submitted on time • “Operational Guidance” =Up to 45 days late • “Corrective Action” =More than 45 days late

CRITERION	DESCRIPTION
CHAMP	
Paper applications	<p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> • No Findings: Paper applications are available; And paper applications are date and time stamped correctly; And 90% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; And 2% or less of new paper applications are entered more than 30 days after date/time stamp • Operational Guidance: Paper applications are available; And paper applications are date and time stamped and entered correctly; And 75% - 89% of new paper applications are entered into CHAMP within 15 calendar days; And 3% - 5% of new paper applications are entered more than 30 days after date/time stamp • Corrective Action: Paper applications are not available; Or the LHA has failed to date and time stamp paper applications and/or failed to enter them correctly; Or Less than 75% of new paper applications are entered into CHAMP within 15 calendar days of date/time stamp; Or more than 5% of new paper applications are entered more than 30 days after date/time stamp
Vacancies occupied using CHAMP	<p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> • No Findings: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors • Operational Guidance: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors • Corrective Action: All vacancies during the fiscal year are not recorded in EOHLC's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers

CRITERION	DESCRIPTION
Financial	
Adjusted Net Income	<p>The Adjusted Net Income criterion calculation starts with an LHA’s Net Income and subtracts Depreciation, GASB 45 (Retirement Costs), GASB 68 (Retirement Costs), Extraordinary Maintenance (maintenance expense outside of routine/ordinary expenses), and Equipment Purchases – Non Capitalized. This Adjusted Net Income amount is then divided by the Total Expenses of the LHA. If this Adjusted Net Income amount is positive, it means underspending and if it is negative it means overspending.</p> <p>Underspending Rating:</p> <ul style="list-style-type: none"> • “No Findings” : 0 to 9.9% • “Operational Guidance”: 10 to 14.9% • “Corrective Action”: 15% or higher <p>Overspending Rating:</p> <ul style="list-style-type: none"> • “No Findings” : 0 to -4.9% • “Operational Guidance”: -5% to -9.9% • “Corrective Action”: -10% or below
Operating Reserves	<p>Current Operating Reserve as a percentage of total maximum reserve level. Appropriate reserve level is buffer against any unforeseen events or expenditures.</p> <ul style="list-style-type: none"> • “No Findings” :35%+ of maximum operating reserve • “Operational Guidance”: 20% to 34.9% of maximum operating reserve • “Corrective Action”: <20% of maximum operating reserve
Capital Planning	
Capital Spending	<p>Under the Formula Funding Program (FF), authorities receive undesignated funds to spend on projects in their Capital Improvement Plan. They are rated on the percentage of available funds they have spent over a three-year period</p> <ul style="list-style-type: none"> • “No Findings” = at least 80% • “Operational Guidance” = At least 50% • “Corrective Action” = Less than 50%
Health & Safety	
Health & safety violations	<p>EOHLC 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.</p>

CRITERION	DESCRIPTION
Facility Management – Inspection Standards and Practices	
100% Unit Inspections	All units inspected at LHA during FY under review <ul style="list-style-type: none"> • No Findings: 100% of units inspected • Corrective Action: Less than 100% of units inspected
LHA Inspections Reports/Work Orders	Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP <ul style="list-style-type: none"> • No Findings: All inspection work orders/lease violations are created, tracked, and reported; And non-health and safety work orders for inspection repairs/lease violations are completed within 30 days or added to DM/CIP; And health and safety work orders for inspection repairs/lease violations are addressed within 48 hours • Operational Guidance: All health and safety inspection work orders/lease violations are created, tracked, reported and completed within 48 hours; And LHA fail to create, track, or report no more than 1 or 2 (based on LHA size) non-EHS (exigent health and safety) deficiencies; Or LHA failed to complete any non-EHS work orders/lease violations appropriately • Corrective Action: Any EHS work orders/lease violations not created, tracked, reported, or completed; Or 1 of the following: LHA failed to create, track or report a) More than 1 non-EHS deficiency (small LHA); b) More than 2 non-EHS deficiencies (Medium/Large)
Accuracy of LHA Inspections	Unit inspection reports accurately reflect necessary repairs <ul style="list-style-type: none"> • No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies • Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies • Corrective Action: c.667 has equal to or greater than 3 EHS deficiencies or c.200/705 unit has equal to or greater than 4 EHS deficiencies
Facility Management – Preventative Maintenance Standards and Practices	
LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules	LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components <ul style="list-style-type: none"> • No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies • Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies • Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies

CRITERION	DESCRIPTION
Facility Management – Vacancy Turnover Standards and Practices	
Vacancy Turnover Work Orders	<p>Work orders created for every vacancy and completed within 30 days (or waiver requested)</p> <ul style="list-style-type: none"> • No Findings: Vacancy work orders are created, tracked and reported for every unit and reflect all work in unit; And Vacancy work orders are Maintenance Ready in <=30 days for c.667 units or <=45 days for c.200/705 units or have approved waiver • Operational Guidance: Vacancy work orders are created, tracked and reported for every unit; And work orders do not reflect all work completed in unit; Or vacancy work orders are Maintenance Ready in 31-45 days for c.667 and 46-60 days for c.200/705 and no approved waiver • Corrective Action: Vacancy work orders are not created, tracked and reported for every unit; Or vacancy work orders are Maintenance Ready in >45 days for c.667 and >60 days for c.200/705 and have no approved waiver
Accuracy and Standard of Vacancy Turnovers	<p>Vacancy turnover work orders accurately reflect necessary repairs</p> <ul style="list-style-type: none"> • No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies • Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies • Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies
Work Order Types and Systems	
Emergency Work Orders	<p>All emergency work orders are created, tracked, reported and completed within 48 hours</p> <ul style="list-style-type: none"> • No Findings: All emergency work orders under review are created, tracked, reported and completed within 48 hours • Operational Guidance: All emergency work orders completed within 48 hours; Less than 100% but greater than or equal to 80% of work orders under review are correctly created, tracked and reported administratively • Corrective Action: Not all emergency work orders are completed within 48 hours; Or less than 80% of work orders under review are correctly created, tracked and reported administratively
CRITERION	DESCRIPTION
Requested Work Orders	<p>All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP</p> <ul style="list-style-type: none"> • No Findings: All requested work orders under review are created, tracked, and reported; All work is complete within 14 days or added to DM/CIP • Operational Guidance: All requested work orders completed within 14 days or added to DM/CIP; And less than 100% of work orders under review are correctly created, tracked and reported • Corrective Action: Not all requested work orders are completed within 14 days or added to DM/CIP

Policies

The following policies are currently in force at the CHELSEA HOUSING AUTHORITY:

Policy	Last Ratified by Board Vote	Notes
*Capitalization Policy	11/28/2012	
*Fair Housing Marketing Plan	4/20/2022	
*Grievance Policy	8/14/2019	
*Language Access Plan	1/12/2022	
*Personnel Policy	12/22/2020	
*Procurement Policy	7/16/2025	
*Reasonable Accommodations Policy	7/13/2022	
*Rent Collection Policy	9/16/2025	
Anti-Discriminatory Harassment Policy	11/11/2021	
Community Room Use	9/16/2025	
Criminal Offender Records Information (CORI) Policy	5/13/2020	
Emergency Response Plan	2/1/2016	
Other – Define in the ‘Notes’ column	4/14/2021	Internal Control Policy
Parking	7/16/2025	
Pet Policy	4/16/2025	
Sexual Harassment Policy	11/11/2021	
Smoking Policy	11/20/2024	
Travel Policy	11/20/2024	

* Starred policies are required by EOHLA. 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 EOHLA.

Waivers

CHELSEA HOUSING AUTHORITY has received the following waivers from EOHLIC's regulations. This list does not include vacancy waivers, pet waivers, or any waivers that would release personally identifiable tenant or applicant data.

Description	Reason	Date Approved by EOHLIC	Date Expired
Biennial recertification of c.667 rents	Approved due to manpower and consideration of administrative time.	10/7/2007	

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

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 EOHLC for each year.

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

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

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

CIMS 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 EOHLC conducts its review of the LHA's CIP in CIMS. For the Annual Plan CIMS imports data from other EOHLC 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 EOHLC'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 EOHLC.

EOHLC: Massachusetts Executive Office of Housing and Livable Communities

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 Voucher Program'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 EOHLC and the LHA to take a deep dive into the data, lift up best practices, and work together towards improving operations voucher Program.

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, EOHLC 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 EOHLC.

Attachments

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

- Performance Management Review
- Cover sheet for tenant satisfaction surveys
- LHA Responses to Comments
- Public Comments
- Elderly Local Tenants Organization (LTO) Letter
- Family Local Tenants Organization (LTO) Letter

Prattville/Fitzpatrick Resident Council
Prattville Office
79 Burma Rd.
Chelsea, MA 02150

August 20, 2025

To: Executive Office of Housing and Livable Communities

Re: Chelsea Housing Authority

This letter certifies that the Prattville/Fitzpatrick Resident Council met with staff from the Chelsea Housing Authority on July 30, 2025. During this meeting, staff addressed all of our questions and concerns regarding both current and future projects.


On August 20, 2025, we also received and reviewed the updated and revised Annual Plan. Together, we discussed the State Annual Plan, which included the following components:

1. Capital Improvement Plan (5-year)
2. Maintenance and Repair Plan
3. Operating Budget
4. List of CHA Policies
5. Performance Reviews
6. List of Waivers
7. Other elements of the plan

We acknowledge receipt of the Annual Plan in its entirety. No comments or objections were raised, and the Resident Council expresses its support for the plan. We value the opportunity to review and discuss its contents, and we appreciate the collaboration with Chelsea Housing Authority staff throughout this process.

Sincerely,

Printed Name: Rosa Portillo

Signature:  _____

Buckley/Union Park Resident Council
Buckley Apartments
14 Bloomingdale St
Chelsea, MA 02150

August 20, 2025

To: Executive Office of Housing and Livable Communities

Re: Chelsea Housing Authority

This letter certifies that the Buckley/Union Park Resident Council met with staff from the Chelsea Housing Authority on July 30, 2025. During this meeting, staff addressed all of our questions and concerns regarding both current and future projects.

On August 20, 2025, we also received and reviewed the updated and revised Annual Plan. Together, we discussed the State Annual Plan, which included the following components:

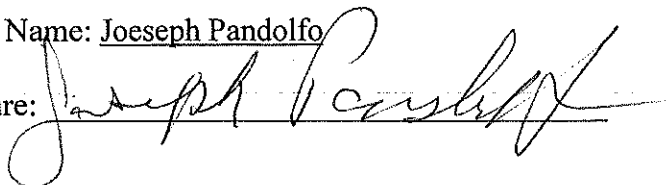
1. Capital Improvement Plan (5-year)
2. Maintenance and Repair Plan
3. Operating Budget
4. List of CHA Policies
5. Performance Reviews
6. List of Waivers
7. Other elements of the plan

We acknowledge receipt of the Annual Plan in its entirety. No comments or objections were raised, and the Resident Council expresses its support for the plan. We value the opportunity to review and discuss its contents, and we appreciate the collaboration with Chelsea Housing Authority staff throughout this process.

Sincerely,

Printed Name: Joeseph Pandolfo

Signature:

A handwritten signature in black ink, appearing to read "Joseph Pandolfo", written over a horizontal line.



Chelsea Housing Authority
54 Locke Street
Chelsea, MA 02150
BY EMAIL: pnowicki@chelseaha.com

September 17, 2025

RE: CHA's Draft State Annual Plan for FY 2026

Dear Executive Director Nowicki,

On behalf of La Colaborativa, Inc., we appreciate the opportunity to put forth the enclosed public comment on the Chelsea Housing Authority's ("CHA") FY2026 Annual Plan for consideration. Founded in 1988, La Colaborativa seeks to enhance the economic and social welfare of Latinx and immigrant communities. With an uncompromising commitment to residents, the organization spearheads innovative initiatives, advances public policy, and undertakes leadership development to foster systems change.

As a longtime partner of CHA, La Colaborativa looks forward to collaborating with CHA and the Local Tenants Organizations on key endeavors in FY26. This collaboration includes advocating at the state level for increased resources to support CHA's programs. It also encompasses engagement in the next steps of the Prattville Apartments Redevelopment Project, with the goal of elevating tenant voices, supporting affordable housing production, and enhancing neighborhood vitality. As illustrated below, La Colaborativa seeks to convey feedback regarding the CHA Prattville Apartments Redevelopment Project, FY2026 Capital Improvement Program, and FY2026 Operating Budget.

Redevelopment + Federalization

Transforming the CHA Prattville complex will generate a number of positive benefits for our community. Composed of an aging collection of public housing, the property's deteriorating physical condition warrants redevelopment. As part of the project, replacing all existing public housing units with contemporary apartments, increasing the total



number of affordable homes, and modernizing obsolete infrastructure are key to fostering an accessible, intergenerational neighborhood and preventing displacement. Public housing redevelopment projects, conceptualized to revitalize outmoded assets, constitute efforts in which tenants should be centered in decision-making capacities. La Colaborativa remains committed to coordinating closely with CHA and the Local Tenants Organization (“LTO”) to ensure tenants’ voices shape the contours of the project.

Unquestionably, the opaque nature of the economic outlook complicates project financing. The draft FY2026 Annual Plan states that CHA is in the process of federalizing its only two remaining state family developments, Prattville and Fitzpatrick. Federalization of state-aided sites may unlock key funding streams for redevelopment, yet this decisive action may precipitate a number of detrimental impacts. From a resident perspective, state-aided public housing serves a broadly diverse segment of Chelsea’s population, including our most vulnerable residents. Converting the site to a federal structure, under the auspices of HUD, will trigger stricter immigration and eligibility requirements, rendering a portion of existing residents ineligible for or rent-burdened in the redeveloped housing units. As a result, households with varying immigration statuses may be expressly disqualified from residing at these properties and receiving housing subsidies; mixed-status families may find themselves unable to afford pro-rated rents. Evoking uncertainty, the prospect of vulnerable, low-income families seemingly losing public housing resources is gravely concerning, particularly as it coincides with a widespread assault on diverse, immigrant communities at the federal level. Furthermore, housing-insecure immigrant families in the community may find themselves permanently deprived of an opportunity for affordable housing as these assets convert from Chapter 200 to a federal subsidy structure.

As highlighted by Executive Director Nowicki at a recent CHA Board of Directors convening, CHA is commendably attuned to the intricacies of this issue. At a minimum, it’s imperative that federalization does not outright bar immigrant families, who are presently eligible under the confines of state-aided public housing, from federalized housing benefits. Given that a total reduction in the number of state public housing units may severely constrain future housing opportunities for low-income households underserved by HUD-funded housing programs, we respectfully request the adoption of measures to ensure all families, regardless of immigration status, continue to remain eligible for non-pro-rated housing assistance after the redevelopment of Prattville and Fitzpatrick. We also



encourage CHA to include information about what oversight role CHA and/or EOHLC will have in tenant selection in the redeveloped properties.

Given the gravity of this proposed policy, it would be beneficial to include in the Annual Plan more details on the intent to federalize CHA's two remaining Chapter 200 developments. We strongly urge CHA to ensure that its redevelopment plans for Chapter 200 developments fully provide for the housing needs of current or prospective future residents who may not be eligible for federal programs, or for full subsidy in federal programs (because of income or other concerns). We also recommend including any information on the proposed timeline of this policy change.

Redevelopment + Tenants Rights - Prattville

In the context of the Prattville Apartments Redevelopment Project, La Colaborativa is committed to working closely with all tenants, including the LTO, and CHA. Given the recent enactment of Section 35 of Chapter 150 of the Acts of 2024, which went into effect on August 6, we respectfully request that the FY2026 Annual Plan include a summary of CHA's approach to complying with this law. Specifically, we recommend that CHA include in the Annual Plan a description of its plans to address the following requirements of Section 35:

- **Protection of Tenant Rights** – Section 35 provides that residents of state or federal public housing undergoing redevelopment shall maintain all their original public housing rights. We request the inclusion in the FY2026 Annual Plan a description of how these rights will be safeguarded for tenants of Prattville and Fitzpatrick during the upcoming redevelopment. Specifically, we encourage CHA to include in the Annual Plan that residents will maintain their rights around tenant contribution, lease terms, eviction, right to return, preference in hiring, privacy, resident participation, waiting list, pets, and grievance procedures.
- **Technical Assistance** – Section 35 requires that tenants be provided with technical assistance to facilitate meaningful input related to the redevelopment of the project and to build the capacity of tenants to effectively support the public approval and financing processes. Technical assistance could include: an organizer to assist tenants in sustaining their Local Tenant Organization (LTO); an attorney to assist in review contracts, use plan, and other legal documents; a relocation specialist to develop a relocation plan; an architect to review designs, construction, and



**La
Colaborativa**



accessibility features; and a financial advisor to help tenants discuss financing options. We urge CHA to articulate how residents of Prattville and Fitzpatrick will be provided this technical assistance.

- **Prevention of displacement** – Section 35 requires that Local Housing Authorities (LHAs) ensure that no tenants will be displaced from affordable housing programs operated by the housing authority, and that LHAs and other agencies articulate how they will monitor and enforce compliance, including tracking temporary and permanent displacement. It is unclear from the draft Annual Plan whether the redevelopment of Prattville and Fitzpatrick will require any residents to be temporarily or permanently relocated. We ask that CHA include in the Annual Plan any intents to relocate residents, and how that relocation will be tracked to ensure that residents have a right to return and will not be displaced from affordable housing. It would be helpful for residents to review draft relocation plans to be submitted to EOHLC's Bureau of Relocation under G.L. c. 79A. Also, given that CHA reports that it is working on filling vacancies to reduce its 9% vacancy rate in its Chapter 200 buildings, we would like to be clear that the protections of Chapter 35 and of G.L. c. 79A will apply to any residents who move into Fitzpatrick or Prattville.
- **Tenant Comment** – Section 35 states that residents shall have the opportunity to comment on any proposed project. We ask that CHA include mention of how residents will be kept informed at each stage of the Prattville and Fitzpatrick redevelopment project and have opportunity to comment on all aspects of the project. This includes, but is not limited to, opportunity to comment on any reoccupancy plan, management plan, tenant selection, marketing plan, new lease, language access plan, and related documents that impact tenants' rights and resident participation. Given the linguistic diversity of the Prattville and Fitzpatrick developments, we also urge CHA to clarify how it will ensure meaningful language access (both oral and written) for tenants at all stages of the redevelopment process.

As a final note related to redevelopment, we encourage CHA to follow Massachusetts Public Housing Redevelopment Resident's Bill of Rights, a living document drafted in June 2023 by members of Massachusetts Union of Public Housing Tenants and Massachusetts Law Reform Institute. The Bill of Rights articulates principles of how to best go through redevelopment, including how to preserve and enforce resident protections, how to actualize tenant participation requirements, and how to create a tenant-informed



development where tenants have access to information, are aware of their rights, and receive technical assistance. We have included a copy of the Bill of Rights at the end of this letter. We encourage CHA to explicitly incorporate the Bill of Rights within the 2026 Annual Plan.

Innes Apartments / Duo

Considering the success of Innes Redevelopment Project, resulting in the creation of Duo, there are numerous lessons learned applicable to the Prattville Apartments Redevelopment Project. It's noteworthy that the FY2026 Annual Plan omits reference to Duo. As the property encapsulates deeply affordable units funded as state public housing under Chapter 200, it's recommended that capital improvements, management plans, and operating budgets include the property. If this understanding is accurate, we would encourage CHA to include Duo in its Annual Plan (for example, in the discussion of inventory and in its PMR analysis).

Inventory

The draft Annual Plan states that CHA administers 80 MRVP vouchers. It would be informative to note how many of these, if any, are project-based, and in what developments. In addition, the description of the federal inventory states that CHA administers 959 federally funded units. In order to give a more complete picture of CHA's total portfolio, it would be helpful to see this number broken down into public housing units, Section 8 PBV, and Section 8 HCVP.

Capital Improvement Plan and Maintenance-Related Items

It's noted that the CIP designates significant funds for Prattville in 2026 or 2027. Given that Prattville is in the process of redevelopment, it would be helpful to contextualize the justification of these planned expenditures. For example, if these expenditures are necessary to maintain the safe and sanitary operation of the buildings pending redevelopment, this outlay may be justifiable.

With respect to the policies governing maintenance, CHA's Preventive Maintenance Policy appears to have remained unchanged since 2010. It would be helpful to note whether CHA has at any time reviewed this policy for possible updating, especially given the significant deferred maintenance local housing authorities across the Commonwealth are grappling with, due to a paucity of state and federal funding. Further, on the Deferred



Maintenance list, we recommend that CHA note which site each unit is in, and the plan for each unit appearing on this list.

Operating Budget

According to the itemized budget, legal costs have increased by more than 30%, a significant escalation. It would be helpful to offer an explanation for this increase and to describe any efforts CHA has made to reduce legal costs. For example, strategies to decrease legal costs may include implementing policies to resolve potential tenancy issues through manager's agreement before proceeding to the step of hiring legal counsel, initiating a summary process case, and carrying out eviction proceedings. As an administrator of a variety of rental assistance programs, La Colaborativa possesses a willingness to examine the plausibility of partnering to provide expedited access to rental assistance. Moreover, we respectfully request the enactment of a policy specifying that no non-payment cases shall be filed for households incurring unpaid arrears below \$5,000. Frequently, with cases involving modest arrears, housing authorities ultimately expend more money than is recouped through the summary process.

Overall, the proposed operating budget represents a laudable exercise in planning for the stewardship of an aging portfolio during an era of dwindling funding. As such, La Colaborativa remains steadfastly committed to advocating for an increase in state operating funding for public housing authorities, like CHA. Thank you for your consideration of our comments. We look forward to your responses. We are more than willing to find a time to meet and discuss these comments, as well.

Yours,

Greater Boston Legal Services, on behalf of La Colaborativa

La Colaborativa:
Gladys Vega, President
gladysv@la-colaborativa.org

Greater Boston Legal Services:
Laura Massie, Senior Attorney
Lmassie@gbls.org

Dinanyili Paulino, Executive Vice President
dinanyilip@la-colaborativa.org

Mary Lu Mendonca, Attorney
MLmendonca@gbls.org

[Additional signatures on following page]



Alex Train, Chief Operating Officer
alextrain@la-colaborativa.org

Ana Sofia Amieva-Wang, Senior Program Director
anaa@la-colaborativa.org

318 Broadway
Chelsea, MA 02150



Maya Margolis, Paralegal
mmargolis@gbls.org

197 Friend Street
Boston, MA 02114

Encl: Massachusetts Public Housing Redevelopment Resident's Bill of Rights



54 LOCKE STREET CHELSEA, MASSACHUSETTS 02150

PHONE: (617) 409-5310

FAX: (617) 884-6552

MAINT: (617) 884-5775

TDD: (617) 884-0586

Chelsea Housing Authority's response to comments from Greater Boston legal services on behalf of La-Colaborativa.

October 2, 2025

Redevelopment + Federalization:

* The Chelsea Housing Authority has no plans to federalize the Fitzpatrick or Prattville developments as part of the current redevelopment project. At this time, the CHA has only two available Faircloth units, which makes federalization of these properties unfeasible.

However, experience has shown that our state and federal programs often shape the options available to us. Therefore, while federalization is not the current intent of the redevelopment project, we believe it is important to remain prepared for any potential changes or challenges that may arise—hence its inclusion in the plan.

The CHA remains fully committed to maintaining all **198 units at Fitzpatrick and Prattville** under **state public housing guidelines and regulations**.

Redevelopment + Tenants Rights-Fitzpatrick/Prattville:

The Chelsea Housing Authority (CHA) continues to lead by example in protecting resident rights during redevelopment initiatives, as demonstrated in the successful Innes/Duo project. That project upheld our core commitments to **resident involvement, no-cost relocation, and the right to return**—principles we remain fully committed to for the residents of the Fitzpatrick and Prattville developments.

Although the redevelopment process is still in its early stages, the CHA has already held two resident meetings. At each meeting—and in the written notices sent to residents—I have clearly reiterated these commitments to ensure transparency and to prevent misinformation. The same information is also available on our redevelopment website, **ThePrattChelsea.org**.

Our key commitments are as follows:

1. **Right to Return:** All residents will have the guaranteed right to return following redevelopment.
2. **Resident Advisory Committee:** A committee will be established to allow residents to work closely with the redevelopment team throughout the process.
3. **No-Cost Relocation:** Residents will not bear any relocation expenses associated with the project.



54 LOCKE STREET CHELSEA, MASSACHUSETTS 02150

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The Fitzpatrick and Prattville developments currently have a duly elected Resident Council, which has been informed of and engaged in the project since its inception. As Executive Director, I am committed to working collaboratively with the Resident Council to assist them in selecting legal representation and partnering with local organizations that can support them throughout the redevelopment process.

While a relocation company has not yet been selected, I have assured residents that a **professional relocation firm** will be engaged to work closely with both residents and the redevelopment team to ensure a smooth and supportive transition.

All resident notices are provided in **both English and Spanish**, and translation services are offered at every meeting. Most CHA staff are bilingual, which allows us to communicate effectively with all residents and ensure equitable access to information.

Finally, the CHA proudly upholds the principles outlined in the **“Bill of Rights” for public housing residents** involved in redevelopment projects. As one of the first housing authorities to lead a successful public/private state redevelopment initiative, the CHA has been recognized for protecting residents’ rights and working closely with partners such as former Massachusetts Union of Public Housing Tenants Executive Director, **Jack Cooper**, to strengthen those protections.

Innes/Duo apartments:

* The Chelsea Housing Authority (CHA) no longer retains management responsibility for the public housing units at the Duo development. As a result, the property will not be included in the CHA’s Annual Plan or Performance Management Review (PMR). This change reflects the transition of management and ensures that all reporting accurately represents the properties currently under CHA administration.

Inventory: The CHA currently administers **45 MRVP vouchers**, including **1 project-based unit with a private landlord**. In addition, the portfolio includes **254 federal public housing units**, **33 project-based voucher (PBV) leased units**, and **568 Section 8 leased units**.

Capital Improvement Plan and Deferred Maintenance Plan: CHA is reviewing CHA is currently reviewing both plans and will present them to the Board for review and approval by the end of 2025.

With respect to the funds designated for Prattville and Fitzpatrick for 2026 and 2027, it is important that these allocations remain in place to ensure we can address any unforeseen project delays. Regardless of project timelines, CHA remains responsible for maintaining the units and ensuring safe, habitable conditions for our residents.



54 LOCKE STREET CHELSEA, MASSACHUSETTS 02150

PHONE: (617) 409-5310

FAX: (617) 884-6552

MAINT: (617) 884-5775

TDD: (617) 884-0586

The deferred maintenance list reflects needs across all our state and federal sites. While we do not intend to identify specific units or properties in the Annual Plan Report, we remain committed to the following:

Maintain an accurate record of all deferred maintenance work orders.

1. Prioritize deferred maintenance using a risk-based framework.
2. Integrate deferred maintenance into annual Preventive Maintenance and Capital Improvement Plans.
3. Ensure all deferred work is tracked until resolved, with clear accountability and follow-up.
4. Provide quarterly updates to the Board of Commissioners regarding backlog, funding, and progress.

Operating Budget:

* In regard to reducing legal costs within the operating budget, this is not feasible for the Housing Authority at this time. The CHA is audited annually on both our state and federal programs, and one of the key areas reviewed and analyzed is Tenants Accounts Receivable (TARs). Any housing authority with a collection rate below 97.5% receives a negative mark, which can adversely impact both the audit results and overall agency scoring.

During the COVID-19 pandemic, the CHA implemented “in-house agreements” to manage rent arrears internally. However, this approach proved to be extremely time-consuming for our property management and finance teams and had an overall negative financial impact on the agency. Studies have shown that public housing residents collectively owe billions of dollars nationwide, placing significant financial strain on housing authorities.

That said, the CHA’s philosophy is not to pursue eviction as a first resort but rather to establish fair and structured processes for rent collection. All residents are aware that rent is due on the 5th of each month. Those who have not paid by the 10th receive a notice from the Finance Department reminding them to make payment or contact their property manager to seek rental assistance or request an adjustment due to loss of income. If no response or payment is received by the 20th, a follow-up notice is issued by the property manager. After 30 days of nonpayment, a 30-day notice is served, providing residents additional time to resolve the matter. Should nonpayment continue beyond 60 days, a court date is scheduled to address the issue formally.

If the resident and property manager reach an agreement for repayment, the CHA requires that it be executed before a judge to ensure that all parties’ rights are protected and that the Housing Authority remains in full compliance with regulations.



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To further support residents, the CHA has created a Supportive Services Coordinator position. One of the key responsibilities of this role is to work directly with residents and organizations such as RAFT to help secure rental assistance, promote financial stability, and protect housing tenancies.

As Executive Director, I remain committed to collaborating with residents to safeguard their tenancy and ensure that our senior and disabled populations can age in place and live independently with dignity.

Resident Surveys – Background

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

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

Round One Surveys (2016 – 2018)

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

Round Two Surveys (2019 – 2022)

Round Two of the surveys began in 2019. CSR surveyed about one-third of the elderly/disabled units in Fall 2019, Fall 2021, and Fall 2022. CSR surveyed all family units in Fall 2020.

Round Three Surveys (2023 – 2027)

Round Three of the surveys began in 2023. CSR surveyed about one-third of the elderly/disabled units and one-third of family units in Fall 2023.

CHELSEA HOUSING AUTHORITY

Performance Management Review (PMR) Report

Fiscal Year End 12/31/2023

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

Executive Office of Housing and Livable Communities (EOHLC)

PMR Desk Audit Ratings Summary **Official Published PMR Record**

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

Housing Authority	CHELSEA HOUSING AUTHORITY
Fiscal Year Ending	Dec 2023
Housing Management Specialist	Carrie Sousa
Facilities Management Specialist	Wilzor Exantus

Criteria	Score/Rating			
	Management			
	c.667	c.705	c.200	Cumulative
Occupancy Rate	No Findings	Not Applicable	No Findings	No Findings
	c.667	c.705	c.200	Cumulative
Tenant Accounts Receivable (TAR)	No Findings	Not Applicable	Corrective Action	Operational Guidance
Board Member Training	No Findings			
Certifications and Reporting Submissions	No Findings			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	No Findings			
Operating Reserves	No Findings			

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
Staff Certification & Training Rating

LHA Name	CHELSEA HOUSING AUTHORITY
FYE	Dec 2023
HMS Name	Carrie Sousa
FMS Name	Wilzor Exantus

Criteria	Rating
Staff Certification and Training	No Findings

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
CFA Submission

LHA Name	CHELSEA HOUSING AUTHORITY
FYE	Dec 2023
HMS Name	Carrie Sousa
FMS Name	Wilzor Exantus

Rating:

Recommendations:

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) PMR Desk Audit Recommendations Report

LHA Name	CHELSEA HOUSING AUTHORITY
FYE	Dec 2023
HMS Name	Carrie Sousa
FMS Name	Wilzor Exantus

Occupancy

Rating All: No Findings
Rating 667: No Findings
Rating 705: Not Applicable
Rating 200: No Findings

1. No Recommendations

Tenant Accounts Receivable (TAR)

Rating All: Operational Guidance
Rating 667: No Findings
Rating 705: Not Applicable
Rating 200: Corrective Action

1. During the FY under review, CHA implemented new processes for rent collection and quarterly reporting has shown improvement in reducing outstanding balances.

Board Member Training

Rating: No Findings

1. No Recommendations

Certifications and Reporting Submissions

Rating: No Findings

1. No Recommendations

Annual Plan Submission

Rating: No Findings

1. No Recommendations

Adjusted Net Income/Revenue

Rating: No Findings

Revenue

1. No Recommendations

Expense

Salaries

1. No Recommendations

Legal

1. No Recommendations

Utilities

1. No Recommendations

Maintenance

1. No Recommendations

Other

1. No Recommendations

Operating Reserve

Rating: No Findings

1. No Recommendations

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
CHAMP Close Out Report

LHA Name	CHELSEA HOUSING AUTHORITY
FYE	Dec 2023
HMS Name	Carrie Sousa
FMS Name	Wilzor Exantus

CHAMP Criteria 1a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 1b

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 1c

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 2a

Rating: Operational Guidance

Recommendations: 1. Ensure that all vacancies are recorded in the EOHLC Housing Apps Vacancy Reporting System within 30 days of the vacancy date.

CHAMP Criteria 2b

Rating: Operational Guidance

Recommendations: 1. Ensure that all unit offer data is correctly entered into the EOHLC Housing Apps Vacancy Reporting System (Including Application ID, List Pull ID, Applicant Priority/Preference, and Lease Start date)

CHAMP Criteria 3a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 3b (Planning Year)

Rating: Not Applicable

Recommendations: 1. No Recommendations

CHAMP Criteria 3c (Planning Year)

Rating: Not Applicable

Recommendations: 1. No Recommendations

**EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)
PMR Physical Condition Report**

For any questions on your FMS PMR Ratings, please contact your FMS.

LHA Name	CHELSEA HOUSING AUTHORITY
FYE	Dec 2023
HMS Name	Carrie Sousa
FMS Name	Wilzor Exantus

Criteria 1: 100% of units inspected during FYE under review

Rating: Corrective Action

- Recommendations:
1. Ensure that Units are Inspected per EOHLC guidance
 2. Ensure Inspection Reports are created for each Unit Inspection
 3. Ensure that all deficiencies found at the time of unit inspection are included in Inspection Reports including tenant violations
 4. Ensure that work orders are created, tracked, and completed for all deficiencies identified during unit inspection

Criteria 2: Unit inspection Reports create, track, and report Work Orders for inspection repairs, and Work Orders are completed within 30 days or added to DM/CIP

Rating: Corrective Action

- Recommendations:
1. Ensure that all work required for a Vacancy Turn Over is recorded in a Vacancy Turn Over Work Order
 2. Ensure that all Vacancy Turn Over Work Orders are created and tracked per EOHLC guidance

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: Corrective Action

- Recommendations: 1. No Recommendations

Criteria 4: Work Orders created for every vacancy and completed within 30 days (or waiver requested)

Rating: No Findings

- Recommendations:
1. Ensure that all Tenant Requested Work Orders are created, tracked, and reported per EOHLC guidance
 2. Ensure that all Tenant Requested Work Orders are completed within 14 days or are added to the DM/CIP
 3. Refer to Property Maintenance Guide - Chapters 1 to 3 on Work Order Systems See Handout B

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. Ensure that all Notices of Lease Violation are issued for all tenant related deficiencies identified during unit inspection
2. Ensure that all Lease Violations are resolved per EOHLC guidance

Criteria 6: LHA Preventive Maintenance Plan accurately reflects all necessary work to maximize life of LHA components

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 7: All emergency work orders are created, tracked, reported and completed within 48 hours

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 8: All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP

Rating: No Findings

Recommendations: 1. No Recommendations

Health & Safety Deficiencies

Inspection reports were provided to the LHA at the time of the EOHLC site visit. Health and safety deficiencies were identified during the PMR Inspection. These items must be completed or initiated within 48 hours. Following completion of these health and safety deficiencies, the Executive Director must login to the FMS software application and certify, by electronic signature, that all health and safety deficiencies have been completed. Please contact your assigned FMS for further assistance.