



Commonwealth of Massachusetts
**DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor ♦ Karyn E. Polito, Lt. Governor ♦ Jennifer D. Maddox, Undersecretary

August 19, 2022

John Slocum, Executive Director
Sutton Housing Authority
5 Church Street
Wilkinsonville MA, 01590

RE: Performance Management Review (PMR) Results

Dear Executive Director and Board,

The PMR desk audit and facilities review for your housing authority has been completed. The goal of the PMR is to review key elements of your housing authority operations, and to identify areas of strength, and areas to improve.

Note that due to the impact of COVID-19, multiple criteria are “paused” for the four (4) quarters starting with FYE 6/30/2021 (see PHN 2021-13 for additional details). The attached report includes the ratings for the desk audit criteria including Occupancy Rate, Operating Reserves, Board Training completion, Annual Plan Submission, and Reporting Submission. The second report shows the PMR ratings for six (6) maintenance criteria of the PMR which included a review of various work order types, your preventative maintenance program, and emergency response system. The reports contain your rating on each criterion, as well as DHCD recommendations for improvement (if applicable).

Additionally, if during the on-site evaluation, the Facilities Management Specialist (FMS) identified health and safety violations, including those that may be tenant generated, your LHA received notice on the day of the review. These violations were to be addressed as soon as possible, or within a maximum of forty-eight (48) hours.

Please note: PMRs will be published in your next Annual Plan. While preparing your Annual Plan, there will be space for you to respond.

All PMR documents are subject to Public Records Request (PRR).

Your participation in this review is appreciated. Please take this opportunity to recognize your achievements and know that in those areas that need improvement, your Housing Management Specialist (HMS), Facilities Management Specialist (FMS) and Project Manager (PM) will continue to work with you and provide assistance. If you have any questions, please contact your HMS or FMS.

Sincerely,

Kaliah Wheeler
Housing Management Specialist

Cc: Wilzor Exantus, FMS

Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) 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	Sutton Housing Authority			
Fiscal Year Ending	03/31/2022			
Housing Management Specialist	Kaliah Wheeler			
Facilities Management Specialist	Wilzor Exantus			
Criteria	Score/Rating			
	Management			
Occupancy Rate	c.667	c.705	c.200	Cumulative
	No Findings	Not Applicable	Not Applicable	No Findings
Tenant Accounts Receivable (TAR)	c.667	c.705	c.200	Cumulative
	Paused due to COVID-19	Not Applicable	Not Applicable	Paused due to COVID-19
Board Member Training	No Findings			
Certifications and Reporting Submissions	Operational Guidance			
Annual Plan	No Findings			
	Financial			
Adjusted Net Income	Paused due to COVID-19			
Operating Reserves	Corrective Action			
	Capital			
Capital Spending	Paused due to COVID-19			

Performance Management Review

Sutton Housing Authority			
FYE :	03/31/2022	After Hours or Weekend Emergency Contact :	Kyle Magnant
Phone # :	508-865-3821	After Hours or Weekend Emergency # :	774-666-0755
Fax # :	508-865-2790		
Current LHA Staff	Name	Phone Number	Email
Executive Director	John Slocum	508-865-3821	suttonha@aol.com
Chief Procurement Officer	John Slocum	508-865-3821	suttonha@aol.com
Maintenance Foreman	John Slocum	508-865-3821	suttonha@aol.com
Accounting/Legal			
Fee Accountant	Richard W. Conlon, JR. CPA	Regional Attorney	Karen Ahlers
	Attorney Name	Firm Name	
Legal Counsel			
Legal Counsel			
DHCD Contacts	Name	Phone Number	Email
Housing Management Specialists	Kaliah Wheeler	617-573-1188	Kaliah.Wheeler@mass.gov
Project Managers	Jackline Monteiro-Mendes2	617-573-1169	Jackline.Monteiro-Mendes2@mass.gov
Facilities Management Specialists	Wilzor Exantus	617-573-1227	Wilzor.Exantus@mass.gov
Construction Advisors	Thomas Mulvey	617-573-1171	Thomas.Mulvey@massmail.state.ma.us

Report Date: 6/24/2022

PMR Occupancy Rate Report

LHA: Sutton Housing Authority

Report Date: 6/24/2022

	1st Quarter (6/30/2021)			2nd Quarter (9/30/2021)			3rd Quarter (12/31/2021)			4th Quarter (03/31/2022)				
Month of Quarter	Occ. Units	Units Avail for Occ.	Occ. Rate	Occ. Units	Units Avail for Occ.	Occ. Rate	Occ. Units	Units Avail for Occ.	Occ. Rate	Occ. Units	Units Avail for Occ.	Occ. Rate	Annual Average	Rating
Program Number: 200, Total Units in Program: 0														
1st	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
2nd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
3rd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
Quarter Total:			100.0%			100.0%			100.0%			100.0%	100.0%	Not Applicable
Program Number: 667, Total Units in Program: 40														
1st	37	37	100.0%	39	39	100.0%	39	39	100.0%	38	38	100.0%		
2st	38	39	97.4%	39	39	100.0%	38	38	100.0%	37	37	100.0%		
3rd	39	39	100.0%	38	38	100.0%	39	39	100.0%	38	38	100.0%		
Quarter Total:			99.1%			100.0%			100.0%			100.0%	99.8%	No Findings
Program Number: 705, Total Units in Program: 0														
1st	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
2nd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
3rd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
Quarter Total:			100.0%			100.0%			100.0%			100.0%	100.0%	Not Applicable
Program Number: All, Total Units in Program: 40														
1st	37	37	100.0%	39	39	100.0%	39	39	100.0%	38	38	100.0%		
2nd	38	39	97.4%	39	39	100.0%	38	38	100.0%	37	37	100.0%		
3rd	39	39	100.0%	38	38	100.0%	39	39	100.0%	38	38	100.0%		
Quarter Total:			99.1%			100.0%			100.0%			100.0%	99.8%	No Findings

Note: Units Available for Occupancy are units that do not have a vacancy waiver and vacant more than 30 days.

Department of Housing and Community Development PMR Certification/Submissions Report

LHA: *Sutton*

Fiscal Year: **2022**

Report Date: 6/24/2022

Operating Statements	Submitted	Days Late
Quarter Ending 6/30/2021	Yes	0
Quarter Ending 9/30/2021	Yes	0
Quarter Ending 12/31/2021	Yes	0
Quarter Ending 3/31/2022	No	1

TAR Submissions	Submitted	Days Late
Quarter Ending 6/30/2021	Yes	0
Quarter Ending 9/30/2021	Yes	0
Quarter Ending 12/31/2021	Yes	0
Quarter Ending 3/31/2022	No	1

Vacancy Submissions	Submitted	Days Late
Quarter Ending 6/30/2021	Yes	11
Quarter Ending 9/30/2021	Yes	0
Quarter Ending 12/31/2021	Yes	23
Quarter Ending 3/31/2022	Yes	0

Certifications/Submissions Rating:

Operational Guidance

Annual Plan Submission Date:

01/04/2022

Department of Housing and Community Development

PMR Certification/Submissions Report

Annual Plan Submission Rating:

No Findings

Department of Housing and Community Development

PMR Board Member Training Report

LHA: *Sutton*

Fiscal Year: *2022*

Report Date: *6/24/2022*

Total Number of Board Members:

5

Number of Board Members less than 90 days since election or appointment *

0

Number of Board Members with statutory requirement to complete training *

5

Number of Board Members who have completed training

5

Percentage

100%

Certifications Submissions Rating:

No Findings

* Calculated as of 15 days after Fiscal Year End

LHA Sutton Housing Authority

Occupancy

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

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

Certifications and Reporting Submissions

Rating: Operational Guidance

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

Operating Reserve

Rating: Corrective Action

- ☒ Please refer to PHN 2018-04 and current budget guidelines for information on operating reserve
- ☐ An LHA may spend down to 35% of maximum reserve level without consulting DHCD, but the LHA must budget these expenses in the correct line items of their annual operating budget. If the expense occurred after DHCD approval of the annual operating budget, the LHA should submit a budget revision with these expenditures.
- ☐ Any expenditures from the operating reserve that will result in a projected operating reserve of less than 35% of maximum reserve level, *requires prior written approval from DHCD, unless the expenses are to resolve health and safety issues.*
- ☐ Each LHA must maintain a projected operating reserve of 20% of maximum reserve level, which *remains the minimum operating reserve level for all LHAs.*
- ☒ Other: Ensure that operating statements are submitted within 60 days of quarter end as the system is unable to accurately capture the actual reserve level if the statement is not submitted.

Board Member Training

Rating: No Findings

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

Annual Plan Submission

Rating: No Findings

- ☐ Ensure you submit the Annual Plan on time.
- ☐ Other:

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

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

Housing Authority	Sutton Housing Authority
Fiscal Year Ending	3/31/2022
Housing Management Specialist	Kaliah Wheeler
Facilities Management Specialist	Wilzor Exantus

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

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

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

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

Additional Notes:

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

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

Additional Notes:

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

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

Additional Notes:

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

Criteria D: Inspection - No Findings

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

Criteria H: Vacancy - No Findings

Criteria K: Routine - No Findings

Criteria L: Requested - No Findings

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

Additional Notes:

Timely Completion of Work Order Types

Criteria E: Inspection - No Findings

Criteria G: Emergency - No Findings

Criteria I: Vacancy - No Findings

Criteria M: Requested - No Findings

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

Additional Notes:

Emergency Work Order:

Vacancy Work Order:

Timeliness Requested Work Order:

Timeliness of Inspection Work Order:

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

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

Additional Notes:

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

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

Additional Notes:

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Physical Condition Ratings	
Housing Authority	Sutton Housing Authority
Fiscal Year Ending	3/31/2022
Housing Management Specialist	Kaliah Wheeler
Facilities Management Specialist	Wilzor Exantus

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