Norwell Housing Authority
Annual Plan for Fiscal Year 2024
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 DHCD.

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

The Norwell Housing Authority's Annual Plan for their 2024 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements
    a. No LTO
    b. No Public Comments Statement
    c. Cover sheet for tenant satisfaction surveys
    d. Tenant Satisfaction Survey 667 Program
    e. Tenant Satisfaction Survey 667 Program

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
667-01	Elderly	NORWELL GARDENS 667-01	10	1975	79
	Other	Special Occupancy units	2		16
Total			12		95

LHA Central Office

Norwell Housing Authority
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Email: nha@norwellhousing.com

LHA Board of Commissioners

	Role	Category	From	To
John F. Carnes	Chair	State Appointee	06/01/2022	05/10/2024
Nancy Dooley	Member		05/21/2022	05/21/2025
Linda A. Doyle	Treasurer		08/25/2021	08/25/2025
Sean Joyce	Member		05/20/2023	05/20/2026
Cynthia Lydon	Vice-Chair		05/19/2021	05/19/2024

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.	04/25/2023
B.	Advertise the public hearing in public postings.	04/25/2023
C.	Notify all LTO's and RAB, if there is one, of the hearing and provide access to the Proposed Annual Plan.	N/A
D.	Post draft AP for tenant and public viewing.	04/25/2023
E.	Hold quarterly meeting with LTO or RAB to review the draft AP. (Must occur before the LHA Board reviews the Annual Plan.)	N/A
F.	Annual Plan Hearing. Hosted by the LHA Board, with a quorum of members present. (For Boston, the Administrator will host the hearing.)	06/13/2023
G.	Executive Director presents the Annual Plan to the Board.	06/13/2023
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	06/13/2023

Certification

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

I, Colleen Sullivan-Locchi, Executive Director of the Norwell Housing Authority, certify on behalf of the Housing Authority that I have conducted an annual review of all Norwell Housing Authority users of DHCD 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 Norwell Housing Authority users.

This certification applies to the following applications:

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

CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN

I, Colleen Sullivan-Locchi, Executive Director of the Norwell 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: 06/20/2023

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

Capital Improvement Plan

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

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

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

The CIP includes the following parts:

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

Capital Improvement Plan (CIP)

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)	$611,620.37		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	$61,162.04		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	$550,458.33	$661,378.08	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	$3,458.70	$3,458.70	Accessibility projects
DMH Set-aside	$0.00	$0.00	Dept. of Mental Health facility
DDS Set-aside	$39,757.32	$39,974.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	$507,242.31	$617,945.38	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	$233,065.52	$233,065.52	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 of town for specific projects.
Operating Reserve(OR) Funds	$199,920.46	$199,920.46	Funds from the LHA's operating budget.
Other Funds	$0.00	$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	$983,444.31	$1,094,364.06	Total of all anticipated funding available for planned projects and the total of planned spending.

Additional notes about funding:

We are using a portion of OR to offset the expense of Project #219064 Septic System Replacement.

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.

Regional Capital Assistance Team

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

o For projects with construction cost under $10,000, the LHA has the sole responsibility to initiate, implement and manage the project. RCAT offers technical assistance upon request.

o For projects with construction cost between $10,000 and $100,000 the RCAT will have lead responsibility to initiate, implement and manage the project with both DHCD and LHA involvement and oversight throughout the process. For projects in this range, the LHA will work with the RCAT Project Manager who will contact the LHA to initiate projects.

o For projects with construction cost over $100,000, or projects below that threshold that are complex or have a subsequent phase that exceeds $100,000 construction cost, DHCD will take the lead and draft a WO or RFS to hire a designer to prepare plans and specs. RCAT will not be involved in the implementation of projects in this range and the LHA will continue to work directly with the DHCD Project Manager and DHCD design staff.

Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2023	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
219059	Fire Alarm Upgrade 667-1	NORWELL GARDENS 667-01	$408,300	$0	$0	$0	$408,300	$0	$0	$0
219060	Walkway replacement Hold per NHA	NORWELL GARDENS 667-01	$169,500	$0	$0	$114,369	$55,132	$0	$0	$0
219063	Patio Replacement - Unit A (689-02)	WASHINGTON STREET 689-02	$5,750	$0	$96	$5,655	$0	$0	$0	$0
219064	EMG Septic System Replacement 667-1 & 689-2	NORWELL GARDENS 667-01	$1,395,119	$946,232	$0	$80,684	$0	$0	$0	$0
219065	Septic Study	NORWELL GARDENS 667-01	$86,150	$81,870	$0	$0	$0	$0	$0	$0
219072	ARPA FF: EMG Siding repair Bldg 8 & 2 decorative Chimneys 667-1	NORWELL GARDENS 667-01\ NORWELL GARDENS 667-01	$109,039	$0	$1,178	$0	$0	$0	$0	$0
219075	ARPA FF: Epoxy Floor Install - CB vest 667-1	NORWELL GARDENS 667-01	$15,992	$0	$5,283	$10,710	$0	$0	$0	$0
•	SUST - Bath Fan Installation	NORWELL GARDENS 667-01	$77,918	$0	$0	$0	$77,918	$0	$0	$0
•	Decorative Chimney Removal	NORWELL GARDENS 667-01	$172,425	$0	$0	$0	$0	$0	$79,737	$92,689
•	Exterior Deck Sealant Bldgs 7 & 8	NORWELL GARDENS 667-01	$26,846	$0	$0	$26,846	$0	$0	$0	$0
•	Hallway Flooring 689-1	ASSINIPPI STREET 689-01	$34,224	$0	$0	$0	$34,224	$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 2023	fy2024 Planned	fy2025	fy2026	fy2027	fy2028
•	Septic System Replacement 689-1	ASSINIPPI STREET 689-01	$90,750	$0	$0	$0	$90,750	$0	$0	$0
•	ARPA FF: Furnace Replacement Unit B	WASHINGTON STREET 689-02	$37,854	$0	$32,450	$0	$0	$0	$0	$0

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
219064	EMG Septic System Replacement 667-1 & 689-2	Septic system replacement	$1,104,115	$0	$0	$0	$0	$0	$200,000	$0
219065	Septic Study	For septic survey/study	$85,000	$0	$0	$0	$0	$0	$0	$1,150
219072	ARPA FF: EMG Siding repair Bldg 8 & 2 decorative Chimneys 667-1	ARPA Formula Funding	$0	$0	$0	$0	$0	$0	$0	$100,789
•	ARPA FF: Furnace Replacement Unit B		$0	$0	$0	$0	$0	$0	$0	$5,404

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.

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

- The TDC for a proposed project exceeds the Cap Share for a single year and it doesn't make sense to spread it
- We have urgent projects that require excess spending in year 1 or 2.

FISH 219059 ARPA Fire Alarm Upgrade is on Hold in Year 2 awaiting possible additional round of ARPA FF for fire safety. Should NHA receive ARPA funding for this project then Roadway Replacement would be added to CIP and merged with Walkway Replacement (219060) if possible. NOTE: Furnace Replacement Unit B (689-2) does not have a FISH# in CIMS, but does have a FISH# in CapHub (219076).

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.

Norwell Housing Authority has requested $90,750.00 in DHCD Emergency Reserve funding for project #219-689-01-S01-22-938, Septic System Replacement 689-1. Reason: Septic Forecast project scheduled for FY24

Norwell Housing Authority has requested $77,918.00 in DHCD Sustainability funding for project #219-667-01-0-22-1998, SUST - Bath Fan Installation. Reason: Installation of bath fans at 18 units where none exist (667-1, bldgs 7 & 8)

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

NHA's goals include maintaing safe and comfortable affordable housing for its residents while working within the parameters of a limited budget. Current prioirty projects for NHA are Walkway Replacement (667-1) and Fire Alarm Upgrade (667-1). If Fire ALarm Upgrade is awarded funding other that FF (i.e. ARPA), then Roadway Replacement project (667-1) should be added and merged with Walkway Replacement if possible for cost savings/efficiency. Site improvements to walkways and roadways was noted as priority for residents as well.

4. Changes from the Housing Authority's previous CIP

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

We have added projects for Bathroom Fan Installation (667-1) at 18 remaining units that do not have one: SUST funding expected for this project. We also added Hallway Flooring (689-1): VCT installed as part of a larger 2019 project is liftining due to uneven subfloor in this house constructed in 1900. We also added a small project to use sealant and paint to protect the pressure treated decking installed in 2022 at Buildings 7 & 8 (667-1).

5. Requirements of previous CIP approval

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

6. Quarterly capital reports

Our most recent quarterly capital report (form 80 and 90) was submitted on 01/24/2023.

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 04/30/2023.

8. Project priorities

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

9. High priority deficiencies

We have included all of our high priority (CPS priority 1 and 2) projects in our CIP.

10. Accessibility

We have identified the following accessibility deficiencies in our portfolio:
Curb cuts at 667-1 are not all to ADA standards.

We have incorporated the following projects in our CIP to address accessibility deficiencies:
Plan to address during Walkway Repalcement project.

11. Special needs development

Norwell Housing Authority has one or more special needs (167 or 689 programs) development. We have completed the service provider input process according to the required procedures detailed in the lease agreement and held an annual meeting with the service provider staff at all special needs developments as of 03/21/2023.

12. Energy and water consumption

Our 12 most recent monthly energy reports are for months 3/2022 to 2/2023.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	$100	$80	$50	$60
	667-01			

No developments exceed threshold values.

NHA Board is reluctant to change 667-1 electricity to ASHP given operating and maintenance costs. We have recently signed a NTP for new thermostats with the Lean Program. Installation is expected in a few weeks.

13. Energy or water saving initiatives

Norwell 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.

AP-2024-Norwell Housing Authority-00832 had an energy audit under the Low-Income Energy Affordability Network (LEAN) program on 12/01/2021

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.)

5% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

0% c. 705 (DHCD Goal 2%)

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

We are struggling on two levels - maintenance materials and supplies due to pandemic shortages and utilizing the CHAMP waitlist. We are anticipating materials and supplies to become more readily available and purchasing in larger volumes where we can. The CHAMP System is still a challenge, particularly for smaller HA's. DHCD is consistently tweaking the system to help improve housing applicants more efficiently.

Maintenance and Repair Plan

Maintenance Objective

The goal of good property maintenance at a public housing authority is to serve the residents by assuring that the homes in which they live are decent, safe, and sanitary.

About This Maintenance and Repair Plan

This Maintenance & Repair Plan consists of several subsections describing maintenance systems followed by charts showing typical preventive maintenance, routine maintenance, and unit inspection tasks and schedules. These subsections are:

a. **Classification and Prioritization of Maintenance Tasks** - Defines and prioritizes types of work to be accomplished by maintenance staff and vendors. Explains how the housing authority is expected to respond to work orders (tasks or requests) based on the work order classification.

b. **Emergency Response System** - Defines what constitutes an emergency and how to notify staff of an emergency.

c. **Normal Maintenance Response System** - How to contact the maintenance staff for a non-emergency request.

d. **Work Order Management** - Description of the housing authority's system for managing work orders (tasks and requests).

e. **Maintenance Plan Narrative & Policy Statement** - Self-assessment, basic information, and goals for the coming year, along with a description of the housing authority's maintenance program.

f. **Preventive Maintenance Schedule** - A listing and schedule of tasks designed to keep systems and equipment operating properly, to extend the life these systems and equipment, and to avoid unexpected breakdowns.

g. **Routine Maintenance Schedule** - A listing and schedule of ordinary maintenance tasks such as mopping, mowing, raking, and trash collection required to keep the facilities in good condition.

h. **Unit Inspections** - Scheduling of annual unit inspections.

Classification and Prioritization of Maintenance Tasks

Maintenance items are tracked as “work orders” and are classified in the following categories. They are prioritized in the order listed. The following classifications and prioritization are required by the Department of Housing and Community Development (DHCD).

I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
   - **Goal: initiated with 24 to 48 hours.**

II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
   - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
   - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**

III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
   - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
   - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.

IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
   - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
   - Inspections are the other source of programmed maintenance.
     - o Inspections are visual and operational examinations of parts of our property to determine their condition.
     - o All dwelling units, buildings and sites must be inspected at least annually.
     - o **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**

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

Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	781-659-7690	24 hours a day
Call LHA at Phone Number	781-659-7690	24 hours a day

NORWELL HOUSING AUTHORITY
EMERGENCY DEFINITION FOR TENANTS

For a medical, police or fire emergency call 911 immediately!

Emergency definition: a condition that is immediately threatening to the life and safety of residents, staff, or structures.

General list of emergencies to call the office immediately:

- Broken water pipes or flooding
- Electrical hazard
- Fire – 911 and exit building
- Lock out
- No heat
- No hot water
- No water
- Non-working smoke detector
- Power Outage
- Roof leak
- Snow/ice
- Stove not working
- Toilet, tub or sink blockage

We recognize that this list cannot cover every possible situation, if in doubt – call!

Always call the office @ 781-659-7690, if it is not during regular business hours the answering service will contact the appropriate staff member to respond.

Important Note:
Please leave a call back number where you can be reached immediately!

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 Norwell Housing Authority main office.

QUALIFYING EMERGENCY WORK REQUESTS
Fires of any kind (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
Stove Not Working
Bathroom Light Out

Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	781-659-7690	24 hours a day
Call Housing Authority Office	781-659-7690	24 hours a day
Submit Online at Website		
Email to Following Email		
Other		

Work Order Management

A. DHCD review of this housing authority's operations shows that the authority uses the following system for tracking work orders:

Type of work order system:

Work order classification used:

Emergency	
Vacancy	
Preventative Maintenance	
Routine	
Inspections	
Tenant Requests	

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

C. Our work order process includes the following steps:

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

Maintenance Plan Narrative

Following are Norwell Housing Authority's answers to questions posed by DHCD.

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

   Our Maintenance Operations are at or above average considering all the limitations with budgets, staffing and availability of materials.

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

There have been no changes to maintenance operations in the past year.

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

We are continuing to catch up with projects that have been delayed due to lack of contractors and/or materials, as a result of the pandemic.

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	$131,793.00	$29,735.00
Last Fiscal Year Actual Spending	$132,093.00	$16,633.00
Current Fiscal Year Budget	$144,515.00	$11,500.00

E. Unit Turnover Summary

# Turnovers Last Fiscal Year	13
Average time from date vacated to make Unit "Maintenance Ready"	70 days
Average time from date vacated to lease up of unit	200 days

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

Our maintenance unit turnover was typically 21 days or less. The Covid Pandemic has strongly impacted our maintenance department overall. Staffing issue's, contractor availability, material's & supply shortages have created an unpredictable timeframe. We do strive to turn over units as quickly as possible and will bring in a contractor to assist whenever feasible.

Attachments

These items have been prepared by the Norwell 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.

PREVENTIVE MAINTENANCE MONTHLY SCHEDULE

NORWELL HOUSING AUTHORITY

January Preventative Maintenance Tasks

1. Monitor and issue on-going snow removal, work orders.

2. Quarterly Unit Inspections (7 & 8)

3. Clean septic filter tank’s 1 & 2

4. Visual pump chamber check - monthly

5. Visual catch basin check – monthly

6. Visual exterior building inspection (including roof/gutters) - monthly

7. Laundry - washer pump cleaning (front loader) – monthly

8. Emergency generator check – monthly

9. Front/back door/hallway inspections - monthly

10. Check lights monthly:
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting

11. Pest control inspection - monthly

12. Truck inspection - weekly

13. Grounds check – weekly

14. Water heater/pit check - weekly

12. Check ice melt supply in hallways - weekly

14. Fire Alarm panel check – daily

15. Septic pump control panel check – daily

16. Sewer pipe building 2 check – daily

February Preventative Maintenance Tasks

1. Monitor and issue on-going snow removal, work orders.
2. Clean septic filter tank's 1 & 2
3. Visual pump chamber check - monthly
4. Visual catch basin check – monthly
5. Visual exterior building inspection (including roof/gutters) – monthly
6. Laundry - washer pump cleaning (front loader) – monthly
7. Emergency generator check – monthly
8. Front/back door/hallway inspections - monthly
9. Check lights monthly.
    - i. Outdoor lighting
    - ii. Emergency lighting
    - iii. Hallway lighting
10. Pest control inspection - monthly
11. Truck Inspection - weekly
12. Grounds check – weekly
13. Water heater/pit check - weekly
14. Check ice melt supply in hallways - weekly
15. Fire Alarm panel check – daily
16. Septic pump control panel check – daily
17. Sewer pipe building 2 check – daily

March Preventative Maintenance Tasks

1. Monitor on-going snow removal, work orders.
2. Dryer vent clean out - annual
3. Quarterly Unit Inspections (1 & 2)
4. Clean septic filter tank's 1 & 2
5. Visual pump chamber check - monthly
6. Visual catch basin check – monthly
7. Visual exterior building inspection (including roof/gutters) – monthly
8. Laundry - washer pump cleaning (front loader) – monthly
9. Emergency generator check – monthly
10. Front/back door/hallway inspections - monthly
11. Check lights monthly.
    - i. Outdoor lighting
    - ii. Emergency lighting
    - iii. Hallway lighting
12. Pest control inspection – monthly
13. Truck Inspection - weekly
14. Grounds check – weekly
15. Water heater/pit check - weekly
16. Check ice melt supply in hallways – weekly
17. Fire Alarm panel check – daily
18. Septic pump control panel check – daily
19. Sewer pipe building 2 check – daily

April Preventative Maintenance Tasks

1. Monitor on-going work orders.
2. Prep groundkeeping equipment for season
3. Fire Extinguisher Inspection - annual
4. Remove ice melt from hallways (if not already done)
5. Spring landscape clean up (leaves/trees/shrubs)
6. Fire Alarm Inspection - semi-annual
7. Clean gutters – semi-annual
8. Inspect trees surrounding property – semi-annual
9. Septic tank pump out – semi-annual (1 tank)
10. Winter motorized equipment serviced for storage
11. Clean septic filter tank's 1 & 2
12. Pest control inspection - monthly
13. Visual pump chamber check - monthly
14. Visual catch basin check – monthly
15. Visual exterior building inspection (including roof/gutters) – monthly
16. Laundry - washer pump cleaning (front loader) – monthly
17. Emergency generator check – monthly
18. Front/back door/hallway inspections - monthly
19. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting
20. Pest control inspection - monthly
21. Truck Inspection - weekly
22. Grounds check – weekly
23. Water heater/pit check - weekly
24. Fire Alarm panel check – daily
25. Septic pump control panel check – daily
26. Sewer pipe building 2 check – daily

May Preventative Maintenance Tasks

1. Monitor on-going work orders.
2. Return parking curbs to side lot
3. Spring landscape clean up (leaves/trees/shrubs) – continued
4. Put picnic tables out
5. Replace storm doors with screens in end units – store screens
6. Visual inspection of tenant’s installed a/c’s – as needed.
7. Clean septic filter tank’s 1 & 2
8. Visual pump chamber check - monthly
9. Visual catch basin check – monthly
10. Visual exterior building inspection (including roof/gutters) – monthly
11. Laundry - washer pump cleaning (front loader) – monthly
12. Emergency generator check – monthly
13. Front/back door/hallway inspections - monthly
14. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting
15. Pest control inspection
16. Truck Inspection - weekly
17. Grounds check – weekly
18. Water heater/pit check - weekly
19. Fire Alarm panel check – daily
20. Septic pump control panel check – daily
21. Sewer pipe building 2 check – daily

<u>June Preventative Maintenance Tasks</u>

1. Monitor on-going work orders.

2. Monitor Mosquito activity

3. Quarterly Unit Inspections (3 & 4)

4. Clean septic filter tank’s 1 & 2

5. Visual pump chamber check - monthly

6. Visual catch basin check – monthly

7. Visual exterior building inspection (including roof/gutters) – monthly

8. Laundry - washer pump cleaning (front loader) – monthly

9. Emergency generator check – monthly

10. Front/back door/hallway inspections - monthly

11. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting

12. Pest control inspection - monthly

13. Truck Inspection - weekly

14. Lawn maintenance - Grounds check – weekly

15. Water heater/pit check - weekly

16. Fire Alarm panel check – daily

17. Septic pump control panel check – daily

18. Sewer pipe building 2 check – daily

July Preventative Maintenance Tasks

1. Monitor on-going work orders.

2. Monitor Mosquito activity

3. Clean septic filter tank's 1 & 2

4. Visual pump chamber check - monthly

5. Visual catch basin check – monthly

6. Visual exterior building inspection (including roof/gutters) – monthly

7. Laundry - washer pump cleaning (front loader) – monthly

8. Emergency generator check – monthly

9. Front/back door/hallway inspections - monthly

10. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting

11. Pest control inspection - monthly

12. Truck Inspection - weekly

13. Reg lawn maintenance - Grounds check – weekly

14. Water heater/pit check - weekly

15. Fire Alarm panel check – daily

16. Septic pump control panel check – daily

17. Sewer pipe building 2 check – daily

August Preventative Maintenance Tasks

1. Monitor on-going work orders.
2. Monitor Mosquito activity
3. Clean septic filter tank's 1 & 2
4. Visual pump chamber check - monthly
5. Visual catch basin check – monthly
6. Visual exterior building inspection (including roof/gutters) – monthly
7. Laundry - washer pump cleaning (front loader) – monthly
8. Emergency generator check – monthly
9. Front/back door/hallway inspections - monthly
10. Check lights monthly.
    - i. Outdoor lighting
    - ii. Emergency lighting
    - iii. Hallway lighting
11. Pest control inspection - monthly
12. Truck Inspection - weekly
13. Reg lawn maintenance - grounds check – weekly
14. Water heater/pit check - weekly
15. Fire Alarm panel check – daily
16. Septic pump control panel check – daily
17. Sewer pipe building 2 check – daily

September Preventative Maintenance Tasks

1. Monitor on-going work orders.

2. Monitor Mosquito activity

3. Quarterly Unit Inspections (5 & 6)

4. Clean septic filter tank's 1 & 2

5. Visual pump chamber check - monthly

6. Visual catch basin check - monthly

7. Laundry - washer pump cleaning (front loader) – monthly

8. Emergency generator check – monthly

9. Front/back door/hallway inspections - monthly

10. Check lights monthly:
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting

11. Pest control inspection - monthly

12. Truck Inspection – weekly – sticker due

13. Reg lawn maintenance - Grounds check – weekly

14. Water heater/pit check - weekly

15. Fire Alarm panel check – daily

16. Septic pump control panel check – daily

17. Sewer pipe building 2 check – daily

<u>October Preventative Maintenance Tasks</u>

1. Monitor on-going work orders.
2. Fall landscaping clean up (leaves/trees/shrubs)
3. Store picnic tables
4. Clean gutters – semi-annual
5. Inspect trees surrounding property – semi-annual
6. Septic tank pump out – semi-annual (tank 2)
7. Fire Alarm Inspection - semi-annual
8. Check ice melt inventory – order if necessary
9. Quarterly Unit Inspections (5 & 6)
10. Clean septic filter tank's 1 & 2
11. Visual pump chamber check - monthly
12. Visual catch basin check – monthly
13. Visual exterior building inspection (including roof/gutters) – monthly
14. Laundry - washer pump cleaning (front loader) – monthly
15. Emergency generator check – monthly
16. Front/back door/hallway inspections - monthly
17. Check lights monthly.
    - i. Outdoor lighting
    - ii. Emergency lighting
    - iii. Hallway lighting
18. Pest control inspection - monthly
19. Truck Inspection - weekly
20. Grounds check – weekly
21. Water heater/pit check - weekly
22. Fire Alarm panel check – daily
23. Septic pump control panel check – daily
24. Sewer pipe building 2 check – daily

<u>November Preventative Maintenance Tasks</u>

1. Monitor on-going snow removal, work orders.
2. Landscaping motorized equipment serviced for storage
3. Quarterly Unit Inspections (1 & 2)
4. Clean septic filter tank's 1 & 2
5. Visual pump chamber check - monthly
6. Visual catch basin check – monthly
7. Visual exterior building inspection (including roof/gutters) - monthly
8. Laundry - washer pump cleaning (front loader) – monthly
9. Emergency generator check – monthly
10. Front/back door/hallway inspections - monthly
11. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting
12. Pest control inspection - monthly
13. Truck Inspection - weekly
14. Grounds check – weekly
15. Water heater/pit check - weekly
16. Place ice melt supply in hallways – as needed
17. Fire Alarm panel check – daily
18. Septic pump control panel check – daily
19. Sewer pipe building 2 check – daily

December Preventative Maintenance Tasks

1. Monitor on-going snow removal, work orders.
2. Remove parking curbs for winter
3. Clean septic filter tank's 1 & 2 - monthly
4. Visual pump chamber check - monthly
5. Visual catch basin check – monthly
6. Visual exterior building inspection (including roof/gutters) - monthly
7. Laundry - washer pump cleaning (front loader) – monthly
8. Emergency generator check – monthly
9. Front & back exterior door inspections - monthly
10. Check lights monthly.
    i. Outdoor lighting
    ii. Emergency lighting
    iii. Hallway lighting
11. Pest control inspection - monthly
12. Truck Inspection - weekly
13. Grounds check – weekly
14. Water heater/pit check - weekly
15. Check ice melt supply in hallways - weekly
16. Fire Alarm panel check – daily
17. Septic pump control panel check – daily
18. Sewer pipe building 2 check – daily

DEFERRED MAINTENANCE PLAN

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. Deferred Maintenance should not be confused with capital projects that would be included in the Capital Improvement Plan (CIP). ***No emergency work order should be categorized as Deferred***. Any work order meeting the definition of deferred must be categorized as such within 45 days of issuance of the work order.

Deferred Maintenance would be used in the following situations:

1. **Vacant Unit Turnover**
   - Anything noticed during inspection that can wait until unit is vacant. Example: Carpet replacement and counter top replacement.

2. **Items that cannot be done because of season**
   - Example: Landscaping

3. **Lack of Funding**
   - During a yearly inspection it was noticed that common areas needed to be repainted. Because of severe winter we had our budget did not allow us to complete the necessary painting at this time. The work order has been closed out and moved to the Deferred Maintenance Module. When our budget permits the necessary work will be completed.

4. **Grouping items by location, task or trade**
   - During an inspection it was noticed that several exterior lights at different locations were out. It is more cost efficient to group these together as a lift truck is required.

5. **Upkeep and Organizational Tasks**
   - Anything above and beyond cleaning of community centers and offices. Example: strip and wax office floors, shampoo carpets and painting offices and community center.

Items to be included in the Deferred Maintenance Plan:

- Item
- Date Added to Deferred Maintenance Module
- Item Description
- Site or Unit Number
- Reason Deferred
- Estimated Cost
- Materials Needed
- Original Work Order Number
- Target Completion Date
- Actual Completion Date
- Other Comments

Life and Safety items, work order backlog and small/minor items will **NOT** be categorized as deferred in the Deferred Maintenance Plan.

Operating Budget

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 09/30/2022. It also shows the approved budget for the current year (2023) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

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

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

Operating Reserve

The LHA's operating reserve is the amount of funds that an LHA sets aside to sustain itself during lean years, or to remedy urgent health and safety concern or address deferred maintenance items. In addition, while DHCD approves a fixed non-utility operating budget level for every LHA (called the Allowable Non-Utility Expense Level, or ANUEL), LHAs can propose a budget that exceeds that level, with the additional cost to be funded from the Operating Reserve, as long as the reserve will still remain above the minimum threshold set by DHCD.

DHCD defines a full (100%) Operating Reserve (OR) amount to be equal to one-half of the previous year's operating expenses and requires LHAs to maintain a minimum OR of 35% of this amount to cover any unplanned but urgent needs that may arise during the year and that can't be funded by the operating budget. If the reserve is between 20% and 35% of the full level, the LHA must obtain prior written approval from DHCD to spend reserve funds, unless the expense is to resolve a health and safety issue. If the reserve is below the 20% level, the LHA can only spend OR funds on health and safety issues. In both cases, the LHA should address the health and safety issue immediately but must retroactively inform DHCD and obtain its approval.

The Norwell Housing Authority operating reserve at the end of fiscal year 2022 was $372,374.00, which is 124.6% 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 Norwell Housing Authority.

REVENUE

Account Number	Account Class	2022 Approved Revenue Budget	2022 Actual Amounts Received	2023 Approved Revenue Budget	% Change from 2022 Actual to 2023 Budget	2023 Dollars Budgeted per Unit per Month
3110	Shelter Rent - Tenants	$414,761.00	$412,853.00	$430,545.00	4.3%	$448.48
3111	Shelter Rent - Tenants - Fraud/Retroactive	$0.00	$0.00	$0.00	0%	$0.00
3115	Shelter Rent - Federal Section 8	$0.00	$0.00	$0.00	0%	$0.00
3190	Nondwelling Rentals	$0.00	$0.00	$0.00	0%	$0.00
3400	Administrative Fee - MRVP	$0.00	$0.00	$0.00	0%	$0.00
3610	Interest on Investments - Unrestricted	$4,800.00	$2,074.00	$2,400.00	15.7%	$2.50
3611	Interest on Investments - Restricted	$0.00	$0.00	$0.00	0%	$0.00
3690	Other Revenue	$5,300.00	$4,545.00	$4,545.00	0%	$4.73
3691	Other Revenue - Retained	$3,333.00	$28,574.00	$2,666.00	-90.7%	$2.78
3692	Other Revenue - Operating Reserves	$40,120.00	$0.00	$37,030.00	100%	$38.57
3693	Other Revenue - Energy Net Meter	$0.00	$0.00	$0.00	0%	$0.00
3801	Operating Subsidy - DHCD (4001)	$6,690.00	$3,311.00	$39,931.00	1106%	$41.59
3802	Operating Subsidy - MRVP Landlords	$0.00	$0.00	$0.00	0%	$0.00
3803	Restricted Grants Received	$0.00	$0.00	$0.00	0%	$0.00
3920	Gain/Loss From Sale/Disp. of Prop.	$0.00	$0.00	$0.00	0%	$0.00
3000	TOTAL REVENUE	$475,004.00	$451,357.00	$517,117.00	14.6%	$538.66

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

EXPENSES

Account Number	Account Class	2022 Approved Expense Budget	2022 Actual Amounts Spent	2023 Approved Expense Budget	% Change from 2022 Actual to 2023 Budget.	2023 Dollars Budgeted per Unit per Month
4110	Administrative Salaries	$95,993.00	$93,651.00	$100,588.00	7.4%	$104.78
4120	Compensated Absences	$0.00	$1,491.00	$0.00	-100%	$0.00
4130	Legal	$3,500.00	$0.00	$3,500.00	100%	$3.65
4140	Members Compensation	$0.00	$0.00	$0.00	0%	$0.00
4150	Travel & Related Expenses	$1,500.00	$6.00	$1,500.00	24900%	$1.56
4170	Accounting Services	$6,600.00	$6,697.00	$6,600.00	-1.4%	$6.88
4171	Audit Costs	$3,780.00	$3,780.00	$4,500.00	19%	$4.69
4180	Penalties & Interest	$0.00	$0.00	$0.00	0%	$0.00
4190	Administrative Other	$18,000.00	$15,450.00	$15,297.00	-1%	$15.93
4191	Tenant Organization	$0.00	$0.00	$0.00	0%	$0.00
4100	TOTAL ADMINISTRATION	$129,373.00	$121,075.00	$131,985.00	9%	$137.48
4310	Water	$6,580.00	$7,748.00	$7,648.00	-1.3%	$7.97
4320	Electricity	$115,688.00	$107,261.00	$141,350.00	31.8%	$147.24
4330	Gas	$0.00	$97.00	$0.00	-100%	$0.00
4340	Fuel	$0.00	$0.00	$0.00	0%	$0.00
4360	Net Meter Utility Debit/Energy Conservation	$0.00	$0.00	$0.00	0%	$0.00
4390	Other	$3,722.00	$-334.00	$5,583.00	-1771.6%	$5.82
4391	Solar Operator Costs	$0.00	$0.00	$0.00	0%	$0.00
4392	Net Meter Utility Credit (Negative Amount)	$0.00	$0.00	$0.00	0%	$0.00
4300	TOTAL UTILITIES	$125,990.00	$114,772.00	$154,581.00	34.7%	$161.02

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

EXPENSES

Account Number	Account Class	2022 Approved Expense Budget	2022 Actual Amounts Spent	2023 Approved Expense Budget	% Change from 2022 Actual to 2023 Budget	2023 Dollars Budgeted per Unit per Month
4410	Maintenance Labor	$98,117.00	$86,812.00	$100,082.00	15.3%	$104.25
4420	Materials & Supplies	$16,000.00	$18,029.00	$18,832.00	4.5%	$19.62
4430	Contract Costs	$17,676.00	$27,252.00	$25,601.00	-6.1%	$26.67
4400	TOTAL MAINTENANCE	$131,793.00	$132,093.00	$144,515.00	9.4%	$150.54
4510	Insurance	$19,116.00	$19,721.00	$19,601.00	-0.6%	$20.42
4520	Payment in Lieu of Taxes	$0.00	$0.00	$0.00	0%	$0.00
4540	Employee Benefits	$63,292.00	$59,591.00	$63,769.00	7%	$66.43
4541	Employee Benefits - GASB 45	$0.00	$-56,402.00	$0.00	-100%	$0.00
4542	Pension Expense - GASB 68	$0.00	$0.00	$0.00	0%	$0.00
4570	Collection Loss	$0.00	$840.00	$0.00	-100%	$0.00
4571	Collection Loss - Fraud/Retroactive	$0.00	$0.00	$0.00	0%	$0.00
4580	Interest Expense	$0.00	$0.00	$0.00	0%	$0.00
4590	Other General Expense	$0.00	$0.00	$0.00	0%	$0.00
4500	TOTAL GENERAL EXPENSES	$82,408.00	$23,750.00	$83,370.00	251%	$86.84
4610	Extraordinary Maintenance	$29,735.00	$16,633.00	$11,500.00	-30.9%	$11.98
4611	Equipment Purchases - Non Capitalized	$3,000.00	$1,037.00	$12,600.00	1115%	$13.13
4612	Restricted Reserve Expenditures	$0.00	$132,166.00	$0.00	-100%	$0.00
4715	Housing Assistance Payments	$0.00	$0.00	$0.00	0%	$0.00
4801	Depreciation Expense	$0.00	$85,416.00	$0.00	-100%	$0.00
4600	TOTAL OTHER EXPENSES	$32,735.00	$235,252.00	$24,100.00	-89.8%	$25.10
4000	TOTAL EXPENSES	$502,299.00	$626,942.00	$538,551.00	-14.1%	$560.99

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by Norwell Housing Authority.						
SUMMARY						
Account Number	Account Class	2022 Approved Budget	2022 Actual Amounts	2023 Approved Budget	% Change from 2022 Actual to 2023 Budget	2023 Dollars Budgeted per Unit per Month
3000	TOTAL REVENUE	$475,004.00	$451,357.00	$517,117.00	14.6%	$538.66
4000	TOTAL EXPENSES	$502,299.00	$626,942.00	$538,551.00	-14.1%	$560.99
2700	NET INCOME (DEFICIT)	$-27,295.00	$-175,585.00	$-21,434.00	-87.8%	$-22.33
7520	Replacements of Equip. - Capitalized	$0.00	$0.00	$0.00	0%	$0.00
7540	Betterments & Additions - Capitalized	$0.00	$0.00	$0.00	0%	$0.00
7500	TOTAL NONOPERATING EXPENDITURES	$0.00	$0.00	$0.00	0%	$0.00
7600	EXCESS REVENUE OVER EXPENSES	$-27,295.00	$-175,585.00	$-21,434.00	-87.8%	$-22.33

Explanation of Budget Accounts

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

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

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

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

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

3400: Administrative Fee- MRVP/AHVP: This account should be credited with Administrative Fees to be received for the MRVP/AHVP Program. The MRVP/AHVP administrative fee is $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 DHCD prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

3693: Other Revenue – Net Meter: This account should 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 – DHCD (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:
The credit balance in this account represents the anticipated total receipts from DHCD during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4360: 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 DHCD on a statewide basis. All other necessary insurance policies include: Workers' Compensation, boiler, vehicle liability and owner, etc.

4520: Payments in Lieu of Taxes:
This account should be charged with all payments in lieu of taxes accruing to a municipality or other local taxing body.

4540: Employee Benefits: This account should be charged with local housing authority contributions to employee benefit plans such as pension, retirement, and health and welfare plans. It should also be charged with administrative expenses paid to the State or other public agencies in connection with a retirement plan, if such payment is required by State Law, and with Trustee's fees paid in connection with a private retirement plan, if such payment is required under the retirement plan contract.
Employee benefits are based upon a given percentage of the total payroll; therefore, the total amount approved in this account will be based on the approved budgeted salaries representing the state's fair share.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Narrative Responses to the Performance Management Review (PMR) Findings

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	The rating is calculated using the following formula: (Total Number of Occupied units on Monthly Report divided by (Total Number of Units Minus Units that Received a Waiver Minus Number of Units Vacant less than 30 days on Monthly Report) • "No Findings" : Occupancy Rate is at or above 98% • Operational Guidance: Occupancy rate is at 95% up to 97.9% • Corrective Action: Adjusted occupancy rate is less than 95%
Tenant Accounts Receivable (TAR)	This criterion calculates the percentage of uncollected rent and related charges owed by starting with the amount reported by the LHA, as uncollected balances for the TAR (Account 1122 from the Balance Sheet) minus Normal Repayment Agreements* divided by Shelter (Tenant) Rent (account 3110 from the Operating Statement) • "No Findings" : At or below 2% • "Operational Guidance": More than 2% , but less than 5% • "Corrective Action": 5% or more
Certifications and Reporting Submissions	Housing authorities are required to submit 4 quarterly vacancy certifications by end of the month following quarter end; 4 quarterly operating statements and 4 Tenant Accounts Receivable (TAR) reports within 60 days of quarter end. • "No Findings": At least 11 of the required 12 reports were submitted and at least 9 were submitted on time. • "Operational Guidance": Less than 11 of the required 12 reports were submitted and/or less than 9 were submitted on time.
Board Member Training	Percentage of board members that have completed the mandatory online board member training. • "No Findings" : 80% or more completed training • "Operational Guidance" : 60-79.9% completed training • "Corrective Action" : <60 % completed training
Staff Certifications and Training	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. • No Findings: LHAs completed the required number of trainings Corrective Action: LHAs have not completed any trainings
Annual Plan (AP) Submitted	Housing authorities are required to submit an annual plan every year. • "No Findings" =Submitted on time • "Operational Guidance" =Up to 45 days late • "Corrective Action" =More than 45 days late

CRITERION	DESCRIPTION
CHAMP	
Paper applications	Paper applications are available, received and entered into CHAMP • 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	Vacancies are recorded correctly and occupied using CHAMP • No Findings: All vacancies during the fiscal year are recorded in DHCD's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between DHCD'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 DHCD's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between DHCD'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 DHCD's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between DHCD's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers

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

CRITERION	DESCRIPTION
Health & Safety	
Health & safety violations	DHCD has observed conditions at the LHA's developments and reported health and safety violations. The LHA has certified the number of corrected violations in each category.
Facility Management – Inspection Standards and Practices	
100% Unit Inspections	All units inspected at LHA during FY under review • 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 • 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 • 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 – Vacancy Turnover Standards and Practices	

CRITERION	DESCRIPTION
Vacancy Turnover Work Orders	Work orders created for every vacancy and completed within 30 days (or waiver requested) • 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	Vacancy turnover work orders accurately reflect necessary repairs • 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
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 • 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	All emergency work orders are created, tracked, reported and completed within 48 hours • 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

CRITERION	DESCRIPTION
	• 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
Requested Work Orders	All requested work orders are created, tracked, reported and completed within 14 days or added to DM/CIP • 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 Norwell Housing Authority:

Policy	Last Ratified by Board Vote	Notes
*Rent Collection Policy	02/19/2013	
*Personnel Policy	04/10/2014	
*Capitalization Policy	12/13/2011	
*Procurement Policy	09/14/2006	
*Grievance Policy	10/01/2010	
Community Room Use	06/20/2006	
Credit/Debit Card Policy	02/09/2016	
Investment Policy	10/01/2010	
Smoking Policy	10/04/2018	
Parking	06/20/2006	
Pet Policy	10/12/2010	
Maintenance and Other Charges	10/17/2017	
Reasonable Accommodations Policy	09/26/2022	
Sexual Harassment Policy	02/12/2008	
Fair Housing Marketing Plan	09/26/2022	
Language Access Plan	09/26/2022	

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

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

Waivers

AP-2024-Norwell Housing Authority-00832 has no current waivers from the regulations of the Department of Housing and Community Development (DHCD).

Attachments

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

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

- No LTO
- No Public Comments Statement
- Cover sheet for tenant satisfaction surveys
- Tenant Satisfaction Survey 667 Program
- Tenant Satisfaction Survey 667 Program

NORWELL HOUSING AUTHORITY
399 Washington Street
Norwell, Massachusetts 02061
781-659-7690
Fax 781-659-7572

LTO Comments and LHA Responses

Norwell Housing Authority - Annual Plan – Tuesday, June 13, 2023 @5:30 pm
NHA does not have an LTO

NORWELL HOUSING AUTHORITY
399 Washington Street
Norwell, Massachusetts 02061
781-659-7690
Fax 781-659-7572

Public Comments and LHA Responses

Norwell Housing Authority - Annual Plan – Tuesday, June 13, 2023 @5:30 pm

There were no public comments received by the LHA regarding the Annual Plan from the residents, or members of the general public.

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).

Notes on Round One Surveys

1. In previous publications of this survey data, if there were at least twenty responses from residents of an authority's c.667 units or from their c.200/705 units, then there is a separate report for that program.
2. We originally combined data from c.667 and c.200/705 units for some LHAs with limited family data. However, to be consistent with the new Round Two methodology described below, we recalculated the Round One data using the new methodology. Since we no longer combine results from the different programs several LHAs no longer have a report for their c.200/705 units given the small data set for those units.

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.

Notes on Round Two Surveys

1. We refined our reporting methodology and will issue survey results for any program (c.667 or c.200/705) meeting these requirements:
    - 8-19 completed surveys received, if the response rate is at least 40%
    - 20-29 completed surveys received, if the response rate is at least 20%
    - 30+ completed surveys received, if the response rate is at least 15%
2. Responses from the family units will not be combined with responses from elderly/disabled units as they originally were in Round One. Since the variance between the results of the elderly/disabled and family programs was sometimes significant, we determined that combining the two yielded less accurate results.

Norwell Housing Authority

Chapter 667 Housing

Summary 2019 – 2022

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

Fall 2019:
- Surveys were sent to 6955 housing units (Chapter 667). 3352 surveys were filled out and returned.

Fall 2021:
- Surveys were sent to 8350 housing units (Chapter 667). 3787 surveys were filled out and returned.

Fall 2022:
- Surveys were sent to 9118 housing units (Chapter 667). 3951 surveys were filled out and returned.

- In the **Norwell Housing Authority,** surveys were sent to a total of **79** Norwell housing units (Chapter 667); **36** surveys were completed.

This report provides some information about how the residents from the **Norwell Housing Authority** who answered the survey responded. It compares their answers to those from residents in the entire state and to those from small LHAs in Metro Boston. These small LHAs in Metro Boston include: Abington, Ashland, Avon, Bellingham, Blackstone, Braintree, Cohasset, Hingham, Holbrook, Holliston, Hopedale, Hull, Malden, Medfield, Medford, Medway, Mendon, Millis, Milton, Needham, Newton, Norwell, Rockland, Scituate, Sharon, Walpole, and Winchester.

Communication

- **Communication with management:** Residents were asked about how they interacted with their Housing Authorities in this peer group in the last 12 months. The table below shows what percentage of residents said they did each of the following:

	Norwell Housing Authority	Small LHAs in Metro Boston *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management……….	83%	81%	83%
Knew the Executive Director held a meeting with residents..	22%	47%	42%

* Small LHAs in Metro Boston: Abington, Ashland, Avon, Bellingham, Blackstone, Braintree, Cohasset, Hingham, Holbrook, Holliston, Hopedale, Hull, Malden, Medfield, Medford, Medway, Mendon, Millis, Milton, Needham, Newton, Norwell, Rockland, Scituate, Sharon, Walpole, and Winchester.

Maintenance and Repair

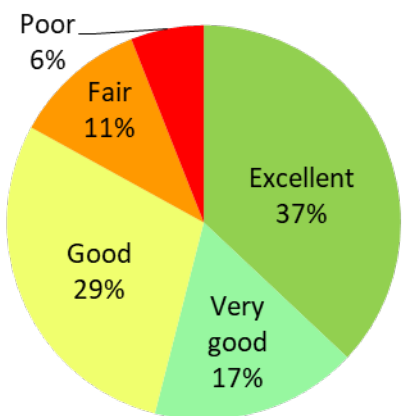
- **Communication with maintenance staff:** Residents were asked about their interactions with the Norwell Housing Authority maintenance staff in the last 12 months.

	Norwell Housing Authority	Small LHAs in Metro Boston	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance…………………….……………….	78%	86%	87%
Were contacted by the Housing Authority before entering their apartment…………………………………………….	83%	89%	91%

- **Overall maintenance** Respondents were asked how they would they rate overall building maintenance *(such as clean halls and stairways and having lights and elevators that work)* and outdoor space maintenance *(such as litter removal and clear walkways)* in the last 12 months.

Building maintenance:

Norwell Housing Authority



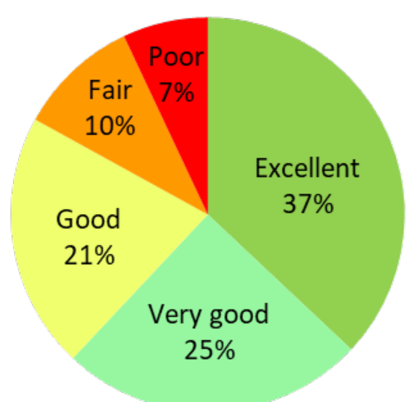
Small LHAs in Metro Boston

Entire State

Outdoor maintenance:

Norwell Housing Authority

Small LHAs in Metro Boston



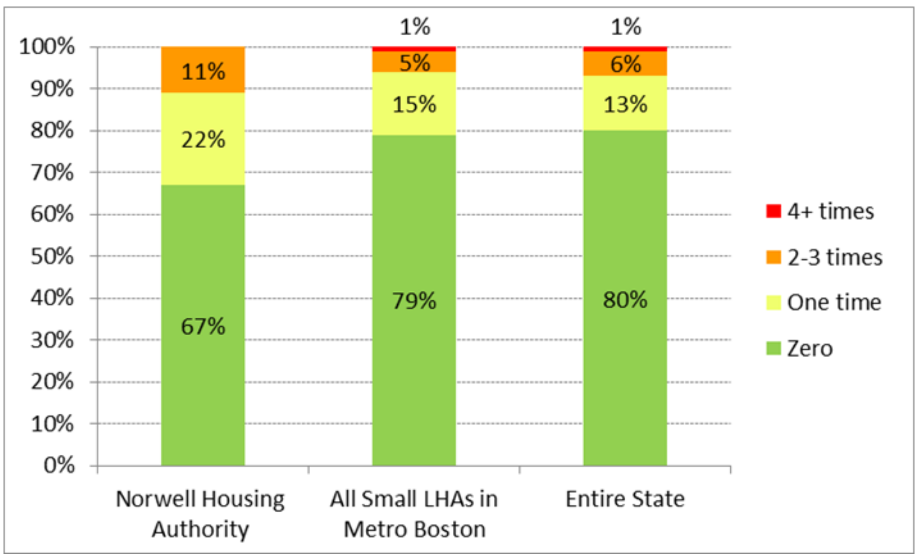
Entire State

- **Heating and Water Problems:** More than one-third of respondents had a problem with their heating and about two-thirds had a plumbing problem in the last 12 months.

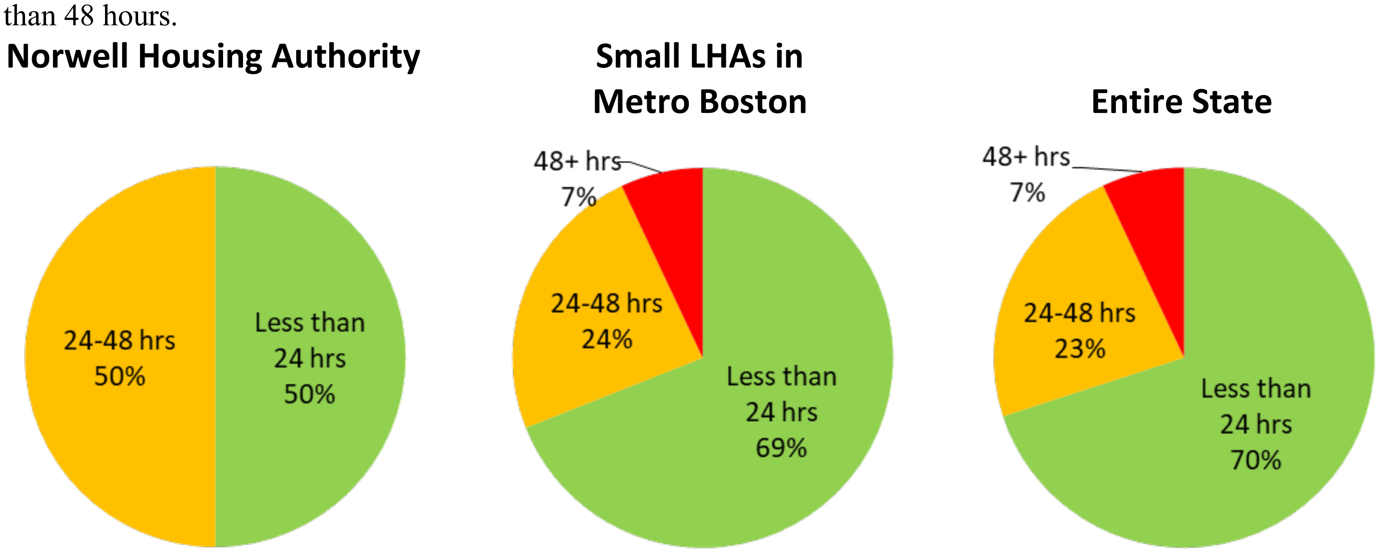
	Norwell Housing Authority	Small LHAs in Metro Boston	Entire State
Had any heating problem……………………….……………….	44%	35%	37%
Had any water problem………………………………………...	61%	60%	58%

- **Heating Problems**

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

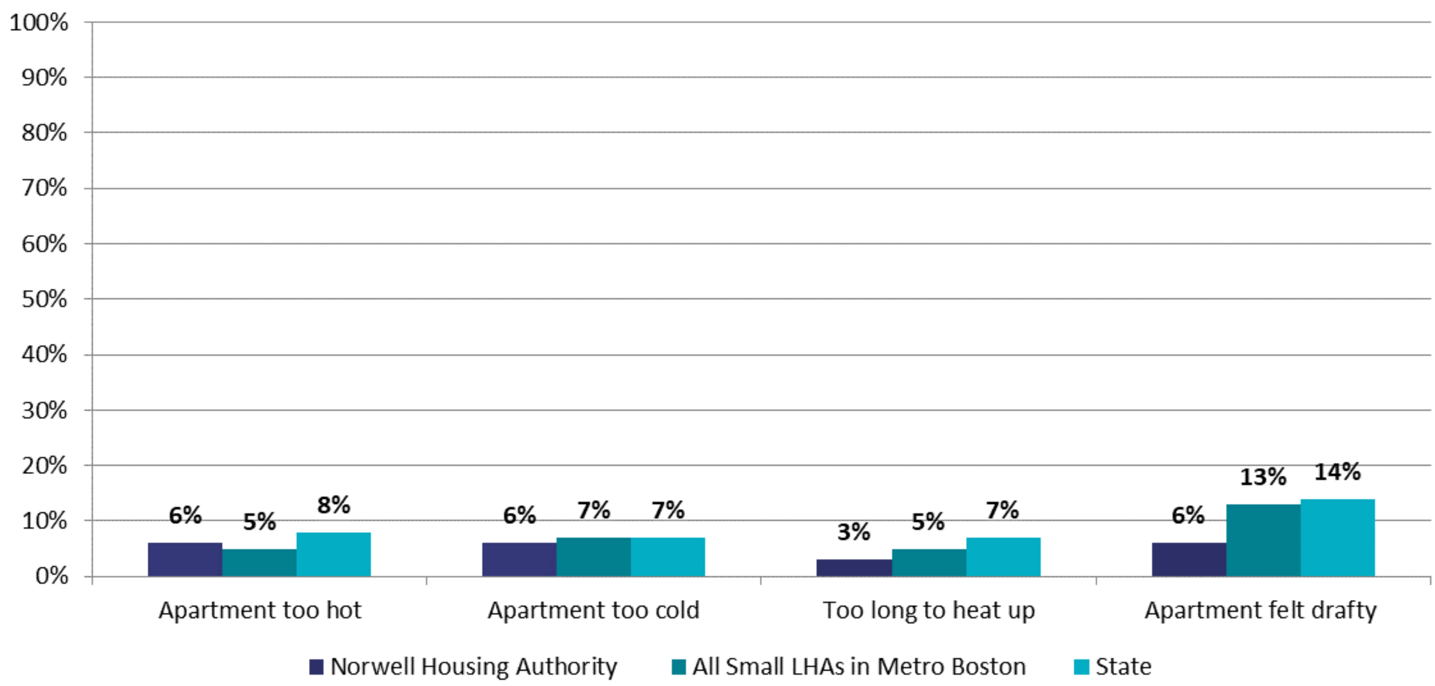


How long did it usually take for heat to come back on? For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



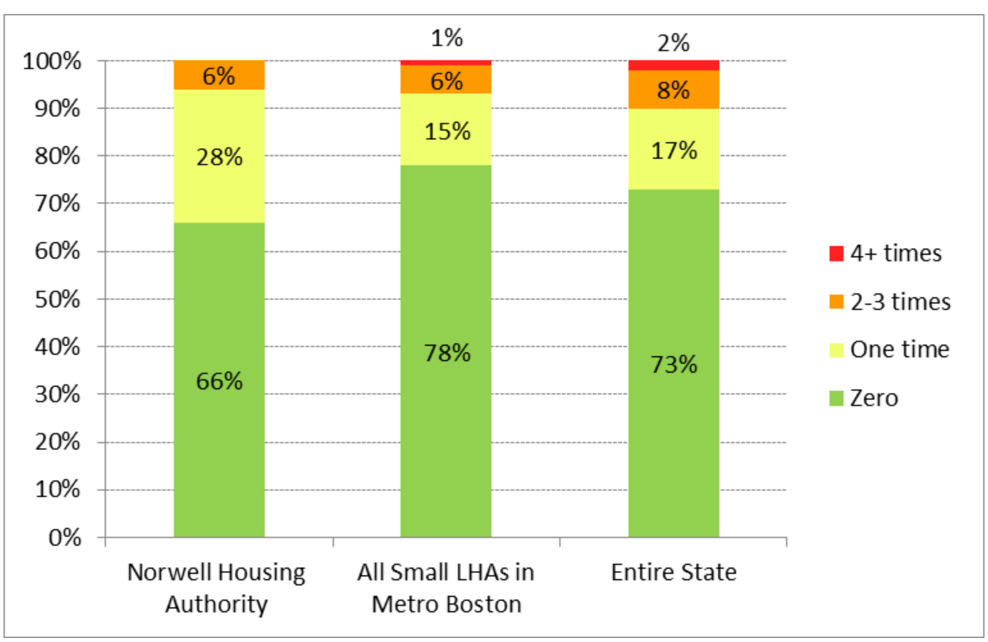
- **Other Heating Problems**

In the last 12 months did residents have other heating problems?
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.

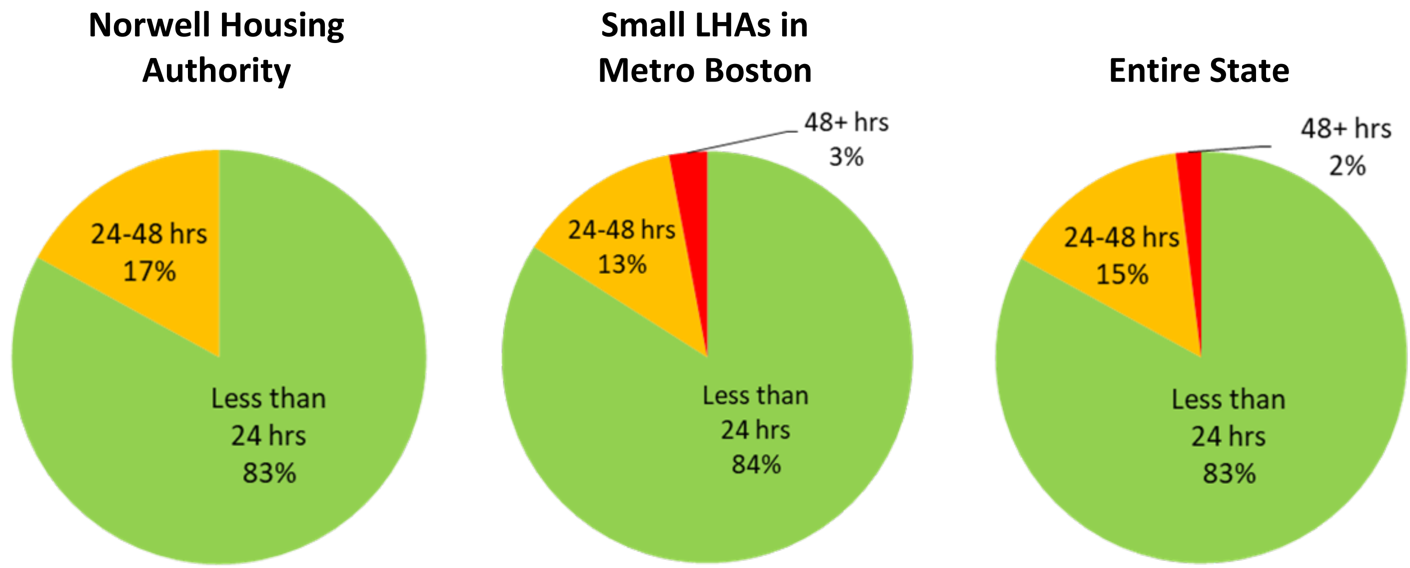


- **Water or Plumbing Problems**

How many times did residents have no hot water in their apartment?
The chart below shows how many times respondents did not have no hot water in their apartment in the last 12 months. The green part of the bars shows what percentage of residents did not have the problem at all. The yellow shows who had the problem one time. The orange shows those who had the problem 2-3 times. And the red shows those who had the problem 4 or more times in the last 12 months.

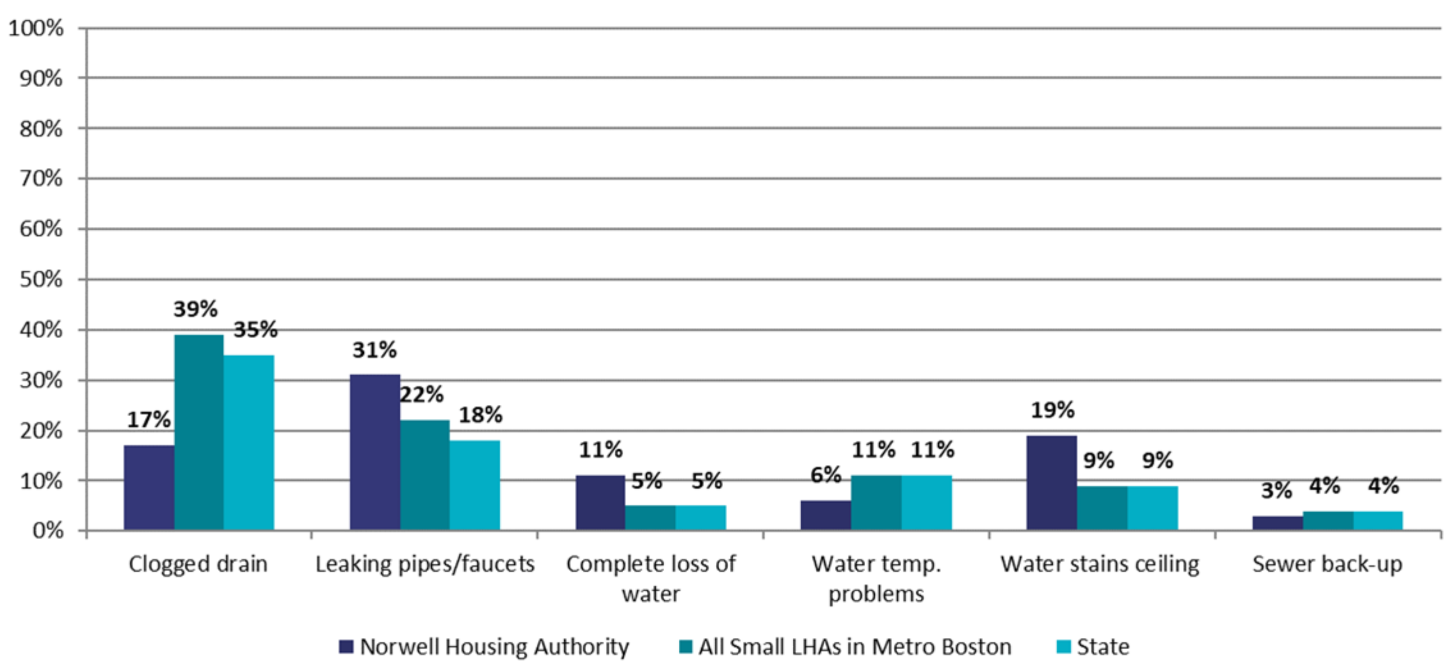


How long did it usually take for hot water to come back on? For those respondents who reported not having hot water in their apartment, we asked how long it usually took for hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.



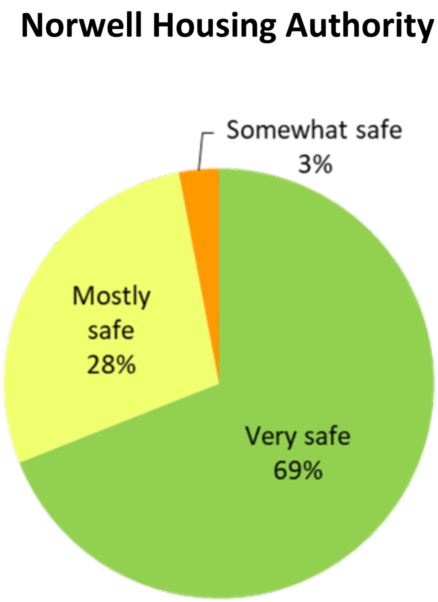
- **Other Water or Plumbing Problems**

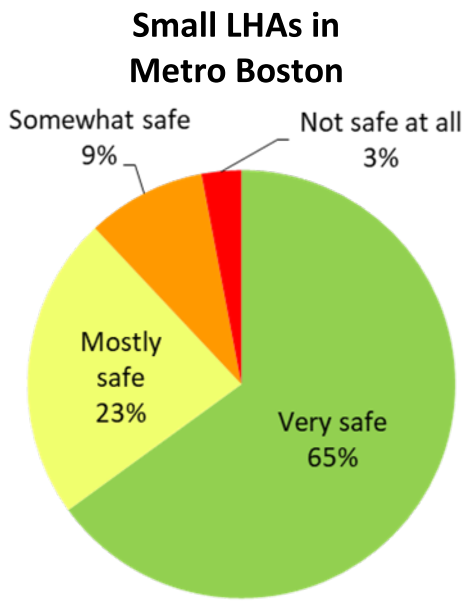
In the last 12 months did residents have other water or plumbing problems?
The chart below shows how many times respondents had other water or plumbing problems in the last 12 months.

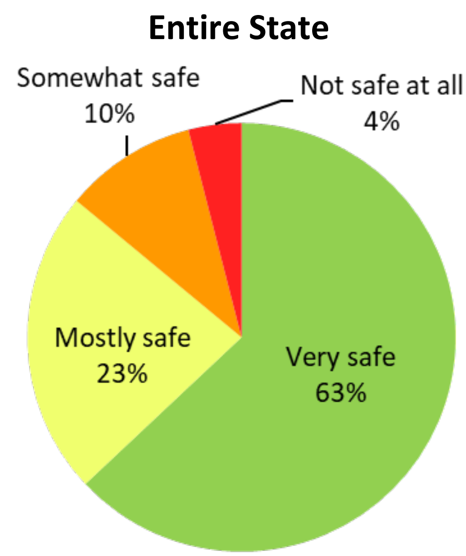


Safety

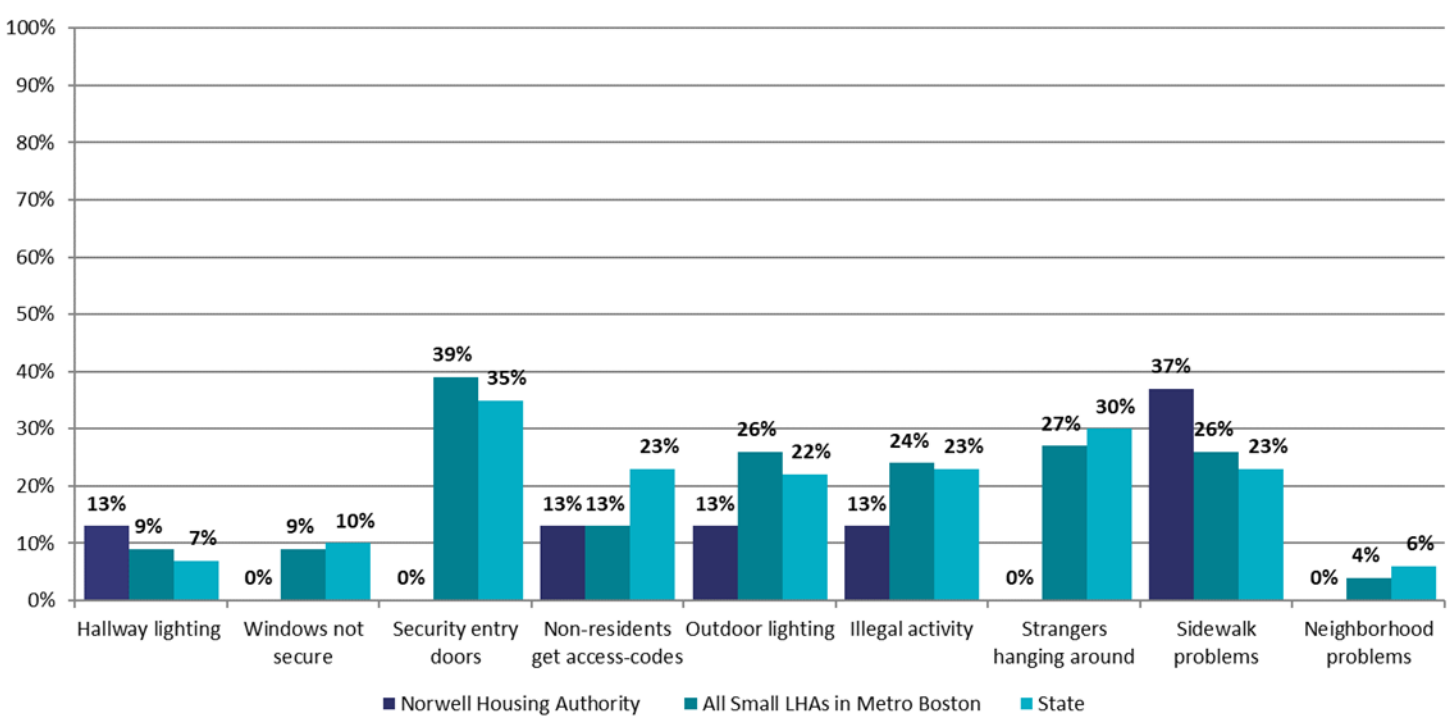
Respondents were asked how safe they felt in their development. The charts below show what percentage of residents said they felt "very safe", "mostly" safe, "somewhat safe", or "not safe at all" in their development in the last 12 months.





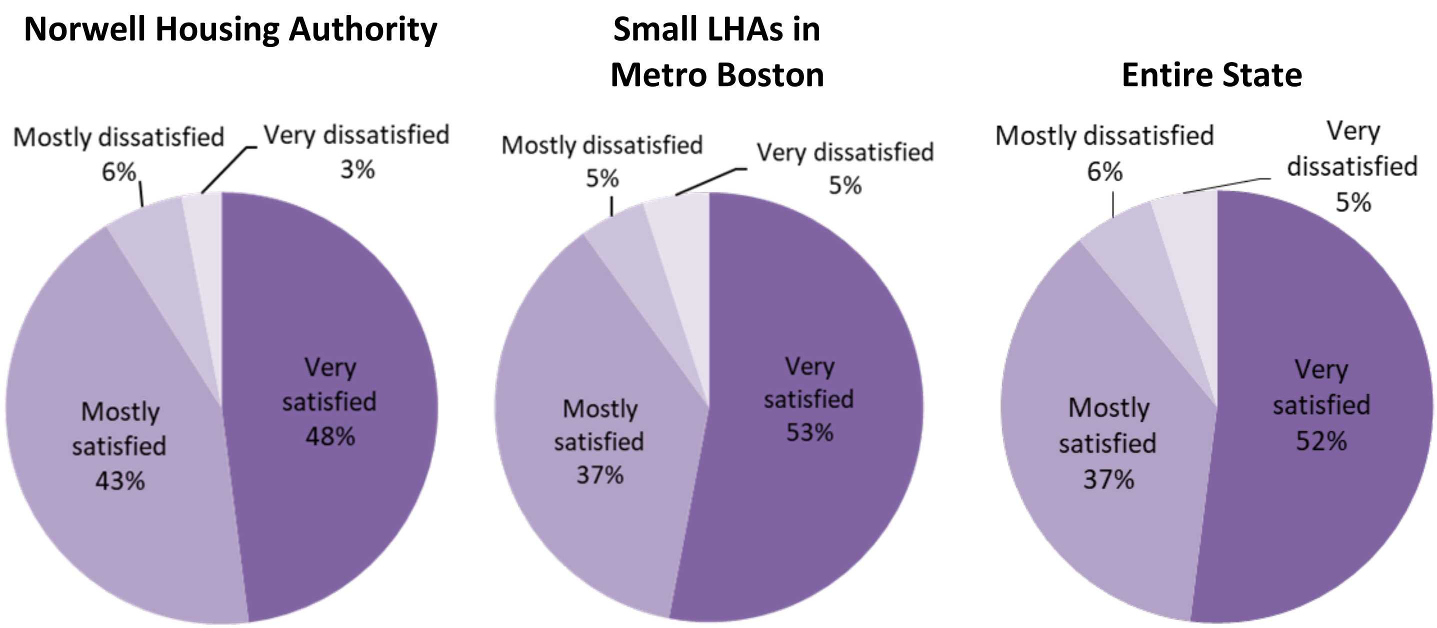


Reasons why respondents felt unsafe in their development: Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



Overall Satisfaction

Respondents were asked about their overall satisfaction living in their development. The chart below shows what percentage of people said they were “very satisfied”, “mostly satisfied”, “mostly dissatisfied”, or “very dissatisfied”.



Massachusetts
Department of Housing and Community Development

Resident Survey

NORWELL HOUSING AUTHORITY

Chapter 667 Housing
Fall 2022

NOTE

This copy of the survey shows the percentage of respondents who chose each answer. DHCD also collected demographic information from survey respondents, such as gender, race, education, and age. The responses to these demographic questions are not included in this report in order to protect the anonymity of respondents.

In the fall of 2022, surveys were sent to **79** housing units (Chapter 667) in the Norwell Housing Authority. **36** surveys were completed. The percentages presented here are based on that number.

1. How many years have you lived in your **current** apartment?

22% Less than 2 years
20% 2 to 5 years
22% 6 to 10 years
36% More than 10 years

Maintenance & Repair

8. In the last 12 months, how often were you treated with courtesy and respect by the maintenance staff of your development??

3% Never
19% Sometimes
14% Usually
64% Always

9. Does the Housing Authority let you know before they enter your apartment?

83% Yes
11% No
6% Don't Know

10. "Building maintenance" includes things such as clean halls and stairways and having lights and elevators that work. In the last 12 months, how would you rate the overall building maintenance?

6% Poor
11% Fair
29% Good
17% Very Good
37% Excellent

11. In the last 12 months, how would you rate how well the outdoor space is maintained at your development (such as litter removal and clear walkways)?

0% Poor
8% Fair
25% Good
31% Very Good
36% Excellent

12. In the last 12 months, how many times did you completely lose heat in your apartment?

67% Never → **If Never, go to #14**
22% Once
11% 2 or 3 times
0% 4 times or more

13. How long did it usually take for your heat to come back on?

50% Less than 24 hours
50% 24 to 48 hours
0% More than 48 hours

14. In the last 12 months, did you have any of these other heating problems?

	Yes
a. Apartment was too hot	6%
b. Apartment was too cold	6%
c. Took too long for apartment to heat up	3%
d. Apartment felt too drafty	6%

15. In the last 12 months, how many times did you have no hot water in your apartment?

66% Never → **If Never, go to #17**
28% Once
6% 2 or 3 times
0% 4 times or more

16. How long did it usually take for the hot water to come back on?

83% Less than 24 hours
17% 24 to 48 hours
0% More than 48 hours

17. In the last 12 months, did you have any of these other water or plumbing problems?

		Yes
a.	Clogged drains (sink, toilet, shower)	17%
b.	Leaking pipes or faucets	31%
c.	Complete loss of water	11%
d.	Water temperature problems (too hot, too cold, unreliable)	6%
e.	Water stains on the ceiling	19%
f.	Sewer backed-up into your apartment	3%

Communication

18. In the last 12 months, has the Executive Director at your development held any meetings with residents?

22% Yes
42% No
36% Don't remember

19. In the last 12 months, how often were you treated with courtesy and respect by the management office of your development?

6% Never
11% Sometimes
36% Usually
47% Always

Safety

20. In the last 12 months, in general, how safe did you feel in your development?

69% Very safe → **If Very safe, go to #22**
28% Mostly safe
3% Somewhat safe
0% Not at all safe

21. For those who felt not at all, somewhat, or mostly safe: Why do you feel unsafe in your development? *(Check all that apply.)*

Building/Indoor Concerns

13% Not enough lighting in the hallways
0% Windows are not secure
0% Security of entry doors
13% Other tenants give door access code to non-residents

Outdoor Concerns

13% Not enough outdoor lights
13% Illegal activity in the development
0% Strangers hanging around who should not be there
37% Sidewalks are difficult to walk on

Other Concerns

0% The neighborhood/area the development is in
37% Another reason

22. Overall, how satisfied are you living in your development?

48% Very satisfied
43% Mostly satisfied
6% Mostly dissatisfied
3% Very dissatisfied