

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

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

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

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 NORTON HOUSING AUTHORITY's Annual Plan for their 2026 fiscal year includes the following components:

1. Overview and Certification
2. Capital Improvement Plan (CIP)
3. Maintenance and Repair Plan
4. Operating Budget
5. Narrative responses to Performance Management Review (PMR) findings
6. Policies
7. Waivers
8. Glossary
9. Other Elements, which may include:
  - a. Approval documents and any Public Comments
  - b. Tenant Satisfaction Survey
  - c. Performant Management Review report
  - d. Other documents added by LHA

**State-Aided Public Housing Developments**

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

Dev No	Type	Development Name	Num Bldgs	Year Built	Dwelling Units
705-01	Family	JACOBS WAY	7	1991	14
667-01	Elderly	WOODLAND MEADOWS I	13	1972	130
Total			20		144

**LHA Central Office**

NORTON HOUSING AUTHORITY  
120 West Main Street Norton, MA 02766

Melissa Williams, Executive Director  
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Email: Missie@nortonhousing.org

**LHA Board of Commissioners**

	<b><u>Role</u></b>	<b><u>Category</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
Ralph Stefanelli	Chair		09/05/2012	08/08/2026
Howard Wensley	Member		04/30/2025	04/30/2030
Joann Collins	Vice Chair		05/12/2023	04/30/2028
Cathleen O'Brein	Treasurer		07/07/2024	04/30/2027

**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.	4/10/2025
B.	Advertise the public hearing in public postings.	4/10/2025
C.	Notify all LTOs or 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.	5/12/2025
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.)	6/16/2025
G.	Executive Director presents the Annual Plan to the Board.	6/16/2025
H.	Board votes to approve the AP. (For Boston Housing Authority, the Administrator approves and submits the AP.)	6/16/2025

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

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

This certification applies to the following applications:

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

**CERTIFICATION FOR SUBMISSION OF THE ANNUAL PLAN**

I, Melissa Williams, Executive Director of the NORTON 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: 6/25/2025

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

## **Capital Improvement Plan**

### **EOHLC Description of CIPs:**

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

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

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

The CIP includes the following parts:

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

## Capital Improvement Plan (CIP)

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

Category of Funds	Allocation	Planned Spending	Description
Balance of Formula Funding (FF)	\$527,318.40		Total of all FF awards minus prior FF spending
LHA Emergency Reserve	\$52,731.84		Amount to reserve for emergencies
Net FF Funds (First 3 Years of the CIP)	\$474,586.56	\$829,306.22	Funds to plan & amount actually planned in the first 3 years of the CIP
ADA Set-aside	\$4,862.03	\$4,862.03	Accessibility projects
DMH Set-aside	\$0.00	\$0.00	Dept. of Mental Health facility
DDS Set-aside	\$0.00	\$0.00	Dept. of Developmental Services facility
Unrestricted Formula Funding (FF)	\$469,724.53	\$824,444.19	Funds awarded by DHCD to be used on projects selected by the LHA and approved by DHCD.
Special DHCD Funding	\$715,202.81	\$689,202.81	Targeted awards from DHCD
Community Development Block Grant (CDBG) Funds	\$0.00	\$0.00	Federal funds awarded by a city or town for specific projects.
Community Preservation Act (CPA) Funds	\$0.00	\$0.00	Community Preservation Act funds awarded by a city or town for specific projects.
Operating Reserve(OR) Funds	\$0.00	\$0.00	Funds from the LHA's operating budget.
Other Funds	\$0.00	\$0.00	Funds other than those in the above categories. See explanation below.
Total funds and planned spending	\$1,189,789.37	\$1,518,509.03	Total of all anticipated funding available for planned projects and the total of planned spending.

**Capital Improvement Plan (CIP)****CIP Definitions:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



**Capital Improvement Plan (CIP)**

**Regional Capital Assistance Team**

Norton 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 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
218083	ARPA FF: Bathroom vanity replacement 705-1	JACOBS WAY 705-01	\$98,748	\$0	\$81,649	\$3,700	\$0	\$0	\$0	\$0
218084	ARPA FF: FRONT SEPTIC SYSTEM- 705-1 ER	JACOBS WAY 705-01	\$485,985	\$0	\$400,820	\$17,222	\$0	\$0	\$0	\$0
218087	Siding Replacement-1 Bldg 667-1	WOODLAND MEADOWS I 667-01	\$254,770	\$0	\$243,640	\$0	\$0	\$0	\$0	\$0
218089	Land Development Consultant Mass Housing 667-1	WOODLAND MEADOWS I 667-01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
218090	Water Heater Rplcmt 667-1 Electric not gas K	WOODLAND MEADOWS I 667-01	\$9,937	\$2,500	\$0	\$1,749	\$0	\$0	\$0	\$0
218092	705-1 Vacant Units - FORCE ACCOUNT	JACOBS WAY 705-01	\$82,404	\$0	\$7,389	\$3,940	\$0	\$0	\$0	\$0
218094	Tub Surround & Shower Valve Replcmt 667-1	WOODLAND MEADOWS I 667-01	\$323,200	\$0	\$0	\$311,950	\$11,250	\$0	\$0	\$0
218098	Tub Surrounds at H76, M119, H77, J89.	WOODLAND MEADOWS I 667-01	\$9,522	\$0	\$0	\$1,242	\$0	\$0	\$0	\$0
•	Storm Door Replacement	WOODLAND MEADOWS I 667-01	\$314,600	\$0	\$0	\$0	\$0	\$0	\$0	\$150,022

## Capital Improvement Plan (CIP)

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

Cap Hub Project Number	Project Name	Development(s)	Total Cost	Amount Spent Prior to Plan	Remaining Planned for 2025	fy2026 Planned	fy2027	fy2028	fy2029	fy2030
•	Siding- Building C	WOODLAND MEADOWS I 667-01	\$294,860	\$0	\$0	\$0	\$0	\$28,781	\$266,080	\$0
•	Siding- Building B	WOODLAND MEADOWS I 667-01	\$294,860	\$0	\$0	\$0	\$133,902	\$160,959	\$0	\$0
•	Security Cameras	WOODLAND MEADOWS I 667-01	\$113,335	\$0	\$0	\$0	\$0	\$92,322	\$21,014	\$0
•	Kitchen Remodels 14-16 JW	JACOBS WAY 705-01	\$83,862	\$0	\$0	\$0	\$83,862	\$0	\$0	\$0
•	Kitchen Remodels #9-11 JW	JACOBS WAY 705-01	\$83,206	\$0	\$0	\$0	\$0	\$0	\$0	\$83,206

## Capital Improvement Plan (CIP)

## FUNDS IN ADDITION TO ANNUAL FORMULA FUNDING AWARD

Cap Hub Project Number	Project Name	DHCD Special Award Comment	Special DHCD Awards				Other Funding			
			Emergency Reserve	Compliance Reserve	Sustain- ability	Special Awards	CDBG	CPA	Operating Reserve	Other Funds
218083	ARPA FF: Bathroom vanity replacement 705-1	ARPA Formula Funding	\$0	\$0	\$0	\$52,000	\$0	\$0	\$0	\$0
218084	ARPA FF: FRONT SEPTIC SYSTEM- 705-1 ER	ARPA Formula Funding	\$350,731	\$0	\$0	\$135,254	\$0	\$0	\$0	\$0
218092	705-1 Vacant Units - FORCE ACCOUNT	705-1 vu	\$0	\$0	\$0	\$50,194	\$0	\$0	\$0	\$0

**Capital Improvement Plan (CIP) Narrative****Including Requests to DHCD & Supporting Statements****1. Request for increased spending flexibility.**

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

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

- Projected spending on projects currently in bidding or construction exceeds Cap Share in one or more years of the CIP.
- We have urgent projects that require excess spending in year 1 or 2.

Current FISH project is exceeding the spending criteria in year #1. We have adjusted new project positioning, so spending is closer to guidelines, but it is still over in year #1.

**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.

Norton Housing Authority has not requested additional funding.

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

The overall goal in developing the FY26 CIP for NHA is to support the continued provision of decent, safe, and sanitary public housing for our residents. In support of this, FY26 sees us addressing failed tile tub surrounds and we continue to address our ongoing siding needs on the 13 building 667 development.

**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:

Much of our FY25 Cap Share is being spent on a previously FISH'ed siding project. FY26 sees us devoting much of our future cap share to addressing more siding, failing tiled tub surrounds at 667-1 and we are also bringing in a project to address security concerns with additional cameras.

**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 03/31/2025.

**7. Capital Planning System (CPS) updates**

Our CPS facility data has been updated with current condition information, including changes resulting from projects completed in the past year, as of 04/25/2025.

**8. Project priorities**

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

**9. High priority deficiencies**

We have not been able to include all of our high priority (CPS priority 1 and 2) projects in our CIP:

Will be addressed as funding becomes available.

**10. Accessibility**

We are not aware of any accessibility deficiencies in our portfolio.

**11. Special needs development**

Norton Housing Authority does not have a special needs (167 or 689 programs) development.

**12. Energy and water consumption**

Our 12 most recent monthly energy reports are for months 4/2024 to 3/2025.

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

	Electric PUM > Threshold	Gas PUM > Threshold	Oil PUM > Threshold	Water PUM > Threshold
Threshold PUM:	\$100	\$80	\$50	\$60

667-01

705-01

To reduce Electricity consumption at our 667 development we are addressing building envelope insulation when installing siding. We also participate in the county-wide contract for ASHP cleaning. To address water consumption at our 705, with every opportunity, we are installing water saving fixtures in our vanity project along with kitchen replacements.

**13. Energy or water saving initiatives**

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

**14. Vacancy rate**

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

2% c. 667 (DHCD Goal 2%)

0% c. 200 (DHCD Goal 2%)

14% c. 705 (DHCD Goal 2%)

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

We continue to bring Force Account projects into our CIP as needed and have been utilizing Taunton Housing Authority to help us complete turnovers.

## **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 (EOHLC).

- I. **Emergencies** - Emergencies are only those conditions which are **immediately threatening** to the life or safety of our residents, staff, or structures.
  - Goal: initiated with 24 to 48 hours.
- II. **Vacancy Refurbishment - Work necessary to make empty units ready for new tenants.**
  - After emergencies, the refurbishment of vacancies for immediate re-occupancy has the highest priority for staff assignments. **Everyday a unit is vacant is a day of lost rent.**
  - **Goal: vacancy work orders are completed within 30 calendar days or if not completed within that timeframe, LHA has a waiver.**
- III. **Preventive Maintenance** - Work which must be done to **preserve and extend the useful life** of various elements of your physical property and avoid emergency situations.
  - A thorough Preventive Maintenance Program and Schedule that deals with all elements of the physical property is provided later in the document.
  - The Preventive Maintenance Program is reviewed and updated annually and as new systems and facilities are installed.
- IV. **Programmed Maintenance** - Work which is important and is completed to the greatest extent possible within time and budget constraints. Programmed maintenance is grouped and scheduled to make its completion as efficient as possible. Sources of programmed maintenance include:
  - Routine Work includes those tasks that need to be done on a regular basis to keep our physical property in good shape. (Mopping, Mowing, Raking, Trash, etc.)
  - Inspections are the other source of programmed maintenance.
    - ◇ Inspections are visual and operational examinations of parts of our property to determine their condition.
    - ◇ All dwelling units, buildings and sites must be inspected at least annually.
    - ◇ **Goal: Inspection-generated work orders are completed within 30 calendar days from the date of inspection, OR if cannot be completed within 30 calendar days, are added to the Deferred Maintenance Plan or the Capital Improvement Plan in the case of qualifying capital repairs (unless health/safety issue).**
- V. **Requested Maintenance** - Work which is requested by residents or others, does not fall into any category above, and should be accomplished as time and funds are available.
  - Requests from residents or others for maintenance work which does not fall into one of the other categories has the lowest priority for staff assignment.
  - **Goal: Requested work orders are completed in 14 calendar days from the date of tenant request or if not completed within that timeframe (and not a health or safety issue), the task is added and completed in a timely manner as a part of the Deferred Maintenance Plan and/or CIP.**

### Additional Remarks by the NORTON HOUSING AUTHORITY

n/a

## Emergency Request System

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

METHOD	CONTACT INFO.	TIMES
Call Answering Service	617-591-1095	24 hours
Call LHA at Phone Number	508-285-3929	Monday-Thursday 8am to 3pm
Other		

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

**List of Emergencies** - Emergencies are those conditions which are immediately threatening to the life or safety of our residents, staff, or structures. The following is a list of typical conditions that warrant an emergency response. If there is an emergency condition whether or not enumerated on this list please notify the office or answering service at the numbers listed above. If you have any questions regarding this list or other matters that may constitute an emergency, please contact the NORTON HOUSING AUTHORITY main office.

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

## Normal Maintenance Request Process

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

METHOD	CONTACT INFO.	TIMES
Text Phone Number		
Call Answering Service	617-591-1095	24 hours
Call Housing Authority Office		
Submit Online at Website		
Email to Following Email		
Other		

## Work Order Management

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

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

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

## Maintenance Plan Narrative

Following are NORTON HOUSING AUTHORITY's answers to questions posed by EOHLC.

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

\* Tenant input has been instrumental in shaping our maintenance approach.

\* Maintenance staff have provided valuable insight during regular meetings and informal check-ins

\* Our Maintenance Operations have steadily improved, guided by a combination of staff collaboration, tenant feedback, and oversight input from EOHLC through PMRs and AUPs.

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

We developed clearer communication channels regarding maintenance timelines, especially for non-emergency or delayed repairs.

We transitioned from a mostly paper-based system to a digital work order platform.

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

We're exploring the idea of launching a resident education initiative that covers basic maintenance tips (e.g., how to reduce moisture in units, avoid drain clogs, or reset breakers).

We plan to further enhance our preventive maintenance program by incorporating more detailed schedules for building systems, common areas, and site components.

- 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	\$351,694.00	\$60,000.00
Last Fiscal Year Actual Spending	\$341,804.00	\$43,352.00
Current Fiscal Year Budget	\$388,471.00	\$61,400.00

## E. Unit Turnover Summary

# Turnovers Last Fiscal Year	15
Average time from date vacated to make unit "Maintenance Ready"	27 days
Average time from date vacated to lease up of unit	49 days

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

n/a

## Attachments

These items have been prepared by the NORTON 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.

## Norton Housing Authority

120 W. Main Street, Norton MA 02766

508-285-3929      andrea@nortonhousing.org

### **January Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly gas level, warning lights, etc WM
3. Check Lighting monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Clean Dryer Vents WM/JW

## Norton Housing Authority

120 W. Main Street, Norton MA 02766

508-285-3929      andrea@nortonhousing.org



### **February Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly gas level, warning lights, etc WM
3. Check Lighting monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Set Inspection Schedule for Annual Unit Inspections – WM 1 time annually; JW 1- 2 x annually
6. Check smoke detectors and carbon monoxide detectors – done during annual inspections JW



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### **March Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Service Lawn Equipment
6. Clean AC filters interior & exterior unit and change thermostat battery WM (March & Oct)
7. Clean all drainage gardens WM and all storm drains WM & JW
8. Spray for Ants WM/JW

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### **April Preventative Maintenance Tasks**

1. Inspect Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc. WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Clean gutters and downspouts. Repair as needed. WM/JW
6. Clean parking lots, driveways, walkways and storm drains WM/JW
7. Schedule Spring Clean-up WM/JW

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### **May Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Service Lawn Equipment
6. Clean dryer vents WM/JW
7. Clean garages, garage area and storage containers
8. Check Flags at WM
9. Annual Service AC units at Community Building WM

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### **June Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Fire extinguisher annual inspection WM
6. Clean storm drains WM/JW
7. Inspect roofs, siding, trees, walkways, porches, decks & railings WM/JW

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### **July Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist

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### **August Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist

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### **September Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Service snow blowers
6. Purchase ice melt

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### October Preventative Maintenance Tasks

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Clean and store lawn equipment
6. Clean AC filters interior/exterior unit & change thermostat battery WM (March & Oct)
7. Schedule Fall Clean-up WM/JW





### **November Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly outdoor lighting WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Check/clean storm drains & catch basins WM/JW
6. Clean dryer vents WM/JW
7. Clean bathroom heaters and bathroom fans WM/JW

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### **December Preventative Maintenance Tasks**

1. Inspect Hot Water Heater Rooms monthly WM
2. Inspect Generator monthly – gas level, warning lights, etc WM
3. Check lights monthly WM:
  - Outdoor lighting
  - Parking lot lighting
  - Emergency lighting
  - Hallway lighting
4. Vehicle Inspections monthly. See attached Vehicle Inspection Checklist
5. Check/clean storm drains & catch basins WM/JW

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### **Vehicle Inspections:**

Check & refill fluid levels:

Oil

Transmission

Anti-freeze

Wind shield washer fluid

Radiator fluid

Check for wear and replace as needed:

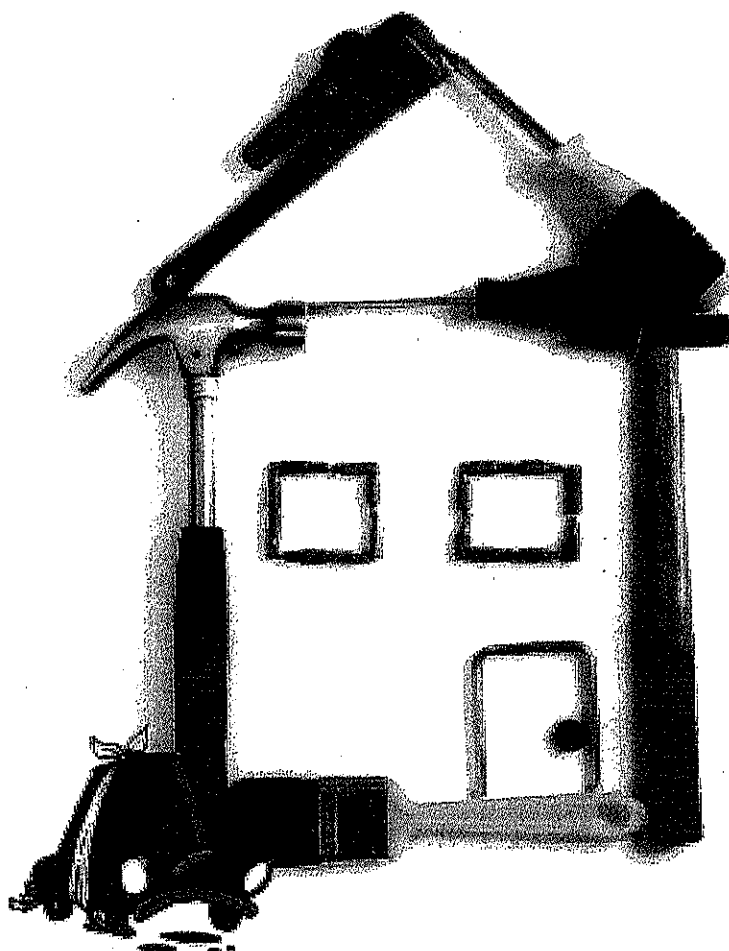
Belts

Hoses

Wiper blades

During winter months, check underbody for salt build-up & corrosion, hose off or sand & paint as needed

Check for signs of poor wheel alignment, or signs of uneven tire wear



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# **1. MAINTENANCE POLICY MISSION STATEMENT**

The Maintenance Department of the Norton Housing Authority is responsible for managing the maintenance function in the most cost effective manner possible while maximizing the useful life of Authority units and properties while striving to provide the best service to our residents. The following policy statements are designed to establish the structure of an effective and efficient maintenance system.

By developing a maintenance system, the authority will have the tools it needs to control the performance of maintenance work at the Norton Housing Authority. The Norton Housing Authority maintenance system shall include the following components:

- A. Prioritization of work
- B. Performance standards and goals
- C. Work order system;
- D. Deferred Maintenance
- E. Skills Updates and Training program

## **A. PRIORITIZATION OF WORK**

The work priorities adopted by the Norton Housing Authority deliver effective maintenance services for our improvements, residents & equipment. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Norton Housing Authority are the following:

- 1. Emergencies
- 2. Vacancies
- 3. Preventative Maintenance
- 4. Programmed Maintenance
- 5. Requested Maintenance

Placing Programmed maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## **B. PERFORMANCE STANDARDS AND GOALS**

The Executive Director establishes measures that will allow the efficiency of maintenance systems and activities to be evaluated. In establishing these standards, the Housing Authority will take into consideration certain factors:

- 1. Local/State Building and Fire Safety;
- 2. Norton Housing Authority job descriptions; and
- 3. Safety Measures.

Notwithstanding this will not prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards will be used to evaluate current operations and performance, to develop strategies to improve performance and meet the standards that have been set.

### **C. WORK ORDER SYSTEM**

The Norton Housing Authority shall have a comprehensive work order system that requires all resident work orders to be called into the office. To obtain the greatest effectiveness from the work order system, all work requests and activities performed by maintenance staff must be recorded on work orders. Work orders will contain, at a minimum, the following information:

1. Chronological preprinted number
2. Source of request (planned, inspection, resident, etc.)
3. Priority assigned
4. Location of work
5. Date and time received
6. Date and time assigned
7. Description of work requested
8. Description of work performed
9. Materials used to complete work
10. Resident charge if applicable

### **D. DEFERRED MAINTENANCE PLAN**

Deferred maintenance could be, 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 maintenance. Any work order that meets the definition of deferred must be categorized as such within 45 days of issuance of the work order. Life and Safety items, work order backlog and small/minor items will not be categorized as deferred in the Deferred Maintenance Plan.

Deferred work orders will be closed out and moved to the Deferred Maintenance Module. When our budget permits the necessary work will be completed. Deferred Maintenance would be used in the following situations:

1. Inspections

Anything noticed during inspection that can wait until unit is vacant. Example: Carpet replacement and counter top replacement.

Seasonal

Such as Landscaping.

2. Funding

During a yearly inspection it was reported that common areas need to be repainted. Due to the severity of the winter our budget did not allow us to complete the necessary painting at this time.

3. Preventative Maintenance

Painting, strip & wax floors, shampoo carpets, etc.

Items to be included in the Deferred Maintenance Plan:

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

## **E. SKILLS UPDATES AND TRAINING**

In order to allow its staff members to perform to the best of their abilities, the Norton Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures. Suggested training venues may include (but not limited to)

- MassNAHRO
- MassTAP
- Inspector General's Office
- MAHAMS
- SHADO / SMEDA
- Building Code updates/UPCS standard

## **2. MAINTAINING THE PROPERTY**

### **A. RESPONDING TO EMERGENCIES**

Emergencies are the highest priority source of work. The Norton Housing Authority will consider a work item to be an emergency if the following occur:

1. The situation constitutes a serious threat to the life, safety or health of residents or staff; or
2. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with another staff member for clarification. If this is not possible, the employee will use his/her best judgment to make the decision.

For emergencies that occur after regular working hours, the Norton Housing Authority shall have a twenty-four (24) emergency response system in place. The employee receiving the emergency request shall make arrangements for repair. If an outside contractor is required staff shall utilize contractors we typically use for such repairs, retrieve materials from the maintenance supplies or purchase materials needed. Purchase orders must be completed for both contractor services & material purchases, as well as a work order input into our software system. See Attachment #1 for a list of emergencies.

### **B. PREPARE VACANT UNITS FOR REOCCUPANCY**



It is the policy of the Norton Housing Authority to reoccupy vacant units as soon as possible. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Executive Director is responsible for developing and implementing a system that insures an average turn-around time of thirty (30) calendar days. In order to do so, he or she must have a system that can perform the following tasks:

1. Forecast unit preparation needs based on annual & move-out inspection;
2. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and
3. Control work assignments to ensure prompt completion.

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit. The Maintenance Department will have the ability to create special teams for vacancy turnaround or to hire contractors when that is required to maintain Authority goals.

### **C. PREVENTIVE MAINTENANCE PROGRAM**

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

The heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems & equipment. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced, and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the Norton Housing Authority. See Attachment #2 for Preventative Maintenance Task and Schedule.

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

#### **i. Vehicle/Equipment Maintenance**

The Norton Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include (but not limited to):

Chevrolet Dump Truck  
Chevrolet Colorado Pick-up Truck  
ExMark Tractor & Grasshopper  
Leaf blowers (2)

Weed cutters (2)  
Chain saws (1)  
Power tools Various

The Maintenance Department is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required. The Executive Director shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.

## ii. Life Safety Systems

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

Fire alarms and fire alarm systems	AUTO
Fire extinguishers	AUTO
Emergency generators	SCHEDULED
Emergency lighting	SCHEDULED
Smoke detectors - JW	SCHEDULED

## iii. DHCD PHN 2016-18 Preventative Maintenance

Norton Housing Authority will follow the Preventative Maintenance Schedule set forth in PHN 2016-18 on a monthly basis to augment this policy.

# 3. INSPECTION PROGRAM

The Norton Housing Authority's goals of efficiency and cost-effectiveness are achieved through insuring that our stock is maintained in a manner that is decent, safe, sanitary and in good repair. This program calls for the utilization of the Uniform Physical Condition Standard (UPCS) in the Public Housing Program. Inspections will include the following areas:

- A. Dwelling Units
- B. Site Inspections

## A. Dwelling Units

The maintenance & administration staff are responsible for developing an annual unit inspection program for State-Aided Public Housing units. The maintenance & administrative staff shall perform the unit inspection program of the Norton Housing Authority unless it is determined that the inspection program is contracted to an outside source. For all non-emergency inspections, the Resident shall be given at least 48 hours' notice of the inspection.

During each inspection, the staff shall target specific preventive and routine maintenance tasks in accordance with work orders or other factors that contribute to knowledge of necessary maintenance. Any other work items noted at the time of the inspection will be documented on the Norton Housing Authority inspection form. All uncompleted work items shall be converted to a work order within 48 hours of the

completion of the inspection. The maintenance staff shall endeavor to complete all inspection-generated work items within 60 days of the inspection, unless the item is of an emergent nature.

Nothing in this policy shall prevent any Norton Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the administrative office to initiate a work order.

### **B. Site Inspection**

On a regular basis maintenance staff is required to walk the perimeter of the property. During this inspection maintenance will take note of building exteriors, windows, topography for water retention, sump pumps in basements in buildings A – E, septic system components, insect infestations on buildings, trees or grounds, fencing, asphalt, cement walkways, and other maintenance related items necessary to keep this property in a safe & sanitary condition. Areas that require maintenance will be recorded as a work order or brought to the attention of the director.

## **4. SCHEDULED ROUTINE MAINTENANCE**

The Norton Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

### **A. Pest Control/Extermination**

The Norton Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The extermination plan will begin with an analysis of the current condition at each property. The Maintenance Department and site manager shall make sure that an adequate schedule for treatment is developed to address any existing infestation. Special attention shall be paid to cockroaches & bed bugs. The schedule will include frequency and locations of treatment. Different schedules may be required for each property.

Resident cooperation with the extermination plan is essential. All apartments in a building must be treated for the plan to be effective. All residents will be informed at least one week and again twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

### **B. Landscaping and Grounds**

The Norton Housing Authority will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability. Routine grounds maintenance includes numerous activities:

- Litter control
- Lawn care
- Maintenance of driveways, sidewalks and parking lots
- Care of flower and shrubbery beds and trees

- Maintenance of playgrounds, benches and fences

The Maintenance Department shall be responsible for the development of a routine maintenance schedule that shall include:

- A list of tasks that are required to maintain the property in a safety & sanitary condition
- The frequency with which the tasks must be performed;
- The equipment, materials, and supplies required to perform the tasks; and
- A schedule for their procurement.

### **C. Building Exteriors & Interior Common Areas**

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. Therefore, the Norton Housing Authority has established a routine maintenance schedule to ensure that they are always maintained in good condition. The components to be maintained include, public restrooms, lighting fixtures, common rooms and community spaces, exterior porches and railings, exterior siding and windows

The Maintenance Department is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule shall be based on the following:

- A list of tasks required to maintain a safe & sanitary condition;
- The frequency with which the tasks must be performed; and
- A list of materials, equipment and supplies required to perform the tasks.

### **D. Resident request Service**

This category of work refers to all resident generated work requests that fall into no other category. These are non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance or responded to before the resident calls.

It is the policy of the Norton Housing Authority to complete these work requests within seven (7) work days. However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above vacancies, scheduled routine and preventive maintenance. By following this procedure, the Norton Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost effective manner.

## **5. CONTRACTING FOR SERVICES**

The Norton Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. When the employees of the Authority have the time and skills to perform the work at hand, they will be the first choice to perform a given task. When the employees of the Authority have the skills to do the work required, but there is more work than there is time available to complete it, the Housing Authority will determine whether it is more cost effective to use a contractor to complete the work. If the Authority staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the Authority will decide whether it will be cost effective to train a staff member to complete the work.

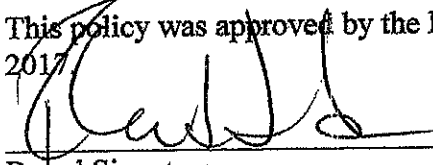
Once the decision has been made to hire a contractor, the process set out in the Norton Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the

contract. The Maintenance Department will work with the Executive Director to facilitate the contract award. The Executive Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.

## **6. ATTACHMENTS**

1. Emergency List
2. Preventative Maintenance Task Schedule

This policy was approved by the Board of Commissioners for the Norton Housing Authority on April 17, 2017



Board Signature

## **Annual Operating Budget**

The tables on the following pages show the approved budget and actual income and spending per budget account (row) for the fiscal year ending 9/30/2025. It also shows the approved budget for the current year (2026) if there is one, and the percent change from last year's spending to this year's approved budget. The final column shows the current approved amount for each account divided by the number of housing units and by 12 months to show the amount per unit per month (PUM). The chart does not show a draft budget for the coming fiscal year as that will typically be developed in the final month of the fiscal year.

The budget format and accounts are mandated by the Executive Office of Housing and Livable Communities (EOHLC). For a better understanding of the accounts and discussion of special situations see the notes following the budget tables and the "Definitions of Accounts" at the end of this section.

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

## **Operating Reserve**

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

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

The NORTON HOUSING AUTHORITY operating reserve at the end of fiscal year 2025 was \$0.00, which is 0.00% of the full reserve amount defined above.

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by NORTON HOUSING AUTHORITY						
REVENUE						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
3110	Shelter Rent -Tenants	850,000.00	882,701.00	865,000.00	-2.00%	500.58
3111	Shelter Rent - Tenants - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
3115	Shelter Rent -Federal Section 8\MRVP One-time Leased up Rev.	0.00	0.00	0.00	0.00%	0.00
3190	Nondwelling Rentals	0.00	0.00	0.00	0.00%	0.00
3400	Administrative Fee - MRVP	0.00	0.00	0.00	0.00%	0.00
3610	Interest on Investments - Unrestricted	2,000.00	1,848.00	2,000.00	8.20%	1.16
3611	Interest on Investments - Restricted	0.00	0.00	0.00	0.00%	0.00
3690	Other Revenue	5,100.00	4,979.00	5,100.00	2.40%	2.95
3691	Other Revenue - Retained	71,000.00	59,157.00	71,000.00	20.00%	41.09
3692	Other Revenue - Operating Reserves	0.00	0.00	0.00	0.00%	0.00
3693	Other Revenue - Energy Net Meter	0.00	0.00	0.00	0.00%	0.00
3801	Operating Subsidy - EOHLC (4001)	199,741.00	177,393.00	218,898.00	23.40%	126.68
3802	Operating Subsidy - MRVP Landlords	0.00	0.00	0.00	0.00%	0.00
3803	Restricted Grants Received	0.00	0.00	0.00	0.00%	0.00
3920	Gain/Loss From Sale/Disp. of Prop.	0.00	4,002.00	0.00	-100.00%	0.00
3000	TOTAL REVENUE	1,127,841.00	1,130,080.00	1,161,998.00	2.80%	672.45

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by NORTON HOUSING AUTHORITY						
EXPENSES						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
4110	Administrative Salaries	133,567.00	133,567.00	143,808.00	7.70%	83.22
4120	Compensated Absences	0.00	2,751.00	0.00	-100.00%	0.00
4130	Legal	7,000.00	10,443.00	8,000.00	-23.40%	4.63
4140	Members Compensation	0.00	0.00	0.00	0.00%	0.00
4150	Travel & Related Expenses	2,679.00	1,701.00	2,678.00	57.40%	1.55
4170	Accounting Services	9,240.00	9,240.00	10,140.00	9.70%	5.87
4171	Audit Costs	4,500.00	4,500.00	4,590.00	2.00%	2.66
4180	Penalties & Interest	0.00	0.00	0.00	0.00%	0.00
4190	Administrative Other	87,430.00	67,653.00	89,310.00	32.00%	51.68
4191	Tenant Organization	864.00	0.00	3,600.00	100.00%	2.08
4100	TOTAL ADMINISTRATION	245,280.00	229,855.00	262,126.00	14.00%	151.69
4310	Water	63,000.00	73,620.00	70,000.00	-4.90%	40.51
4320	Electricity	65,100.00	217,022.00	0.00	-100.00%	0.00
4330	Gas	800.00	746.00	900.00	20.60%	0.52
4340	Fuel	0.00	0.00	0.00	0.00%	0.00
4360	Net Meter Utility Debit/Energy Conservation	61,200.00	53,839.00	0.00	-100.00%	0.00
4390	Other	6,480.00	5,593.00	7,200.00	28.70%	4.17
4391	Solar Operator Costs	115,000.00	161,516.00	165,000.00	2.20%	95.49
4392	Net Meter Utility Credit (Negative Amount)	-61,000.00	-215,355.00	-61,000.00	-71.70%	-35.30
4300	TOTAL UTILITIES	250,580.00	296,981.00	182,100.00	-38.70%	105.38



Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by NORTON HOUSING AUTHORITY						
<b>EXPENSES</b>						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
4410	Maintenance Labor	161,194.00	152,185.00	169,460.00	11.40%	98.07
4420	Materials & Supplies	57,000.00	55,341.00	71,511.00	29.20%	41.38
4430	Contract Costs	133,500.00	134,278.00	147,500.00	9.80%	85.36
4510	Insurance	51,057.00	51,038.00	58,032.00	13.70%	33.58
4520	Payment in Lieu of Taxes	4,100.00	3,274.00	4,100.00	25.20%	2.37
4540	Employee Benefits	147,311.00	146,681.00	136,960.00	-6.60%	79.26
4541	Employee Benefits - GASB 45	0.00	-261.00	0.00	-100.00%	0.00
4542	Pension Expense - GASB 68	0.00	-205.00	0.00	-100.00%	0.00
4570	Collection Loss	5,000.00	3,600.00	5,000.00	38.90%	2.89
4571	Collection Loss - Fraud/Retroactive	0.00	0.00	0.00	0.00%	0.00
4580	Interest Expense	0.00	0.00	0.00	0.00%	0.00
4590	Other General Expense	0.00	0.00	0.00	0.00%	0.00
4500	TOTAL GENERAL EXPENSES	207,468.00	204,127.00	204,092.00	0.00%	118.11
4610	Extraordinary Maintenance	60,000.00	43,352.00	61,400.00	41.60%	35.53
4611	Equipment Purchases - Non Capitalized	10,000.00	0.00	10,000.00	100.00%	5.79
4612	Restricted Reserve Expenditures	0.00	0.00	0.00	0.00%	0.00
4715	Housing Assistance Payments	0.00	0.00	0.00	0.00%	0.00
4801	Depreciation Expense	0.00	465,885.00	0.00	-100.00%	0.00
4600	TOTAL OTHER EXPENSES	70,000.00	509,237.00	71,400.00	-86.00%	41.32
4000	TOTAL EXPENSES	1,125,022.00	1,582,004.00	1,108,189.00	-30.00%	641.31

Consolidated Budget (400-1) for all state-aided 667 (Elderly), 200 (family), and 705 (scattered site family) developments owned by NORTON HOUSING AUTHORITY						
<b>SUMMARY</b>						
Account Number	Account Class	2025 Approved Revenue Budget	2025 Actual Amounts Received	2026 Approved Revenue Budget	% Change from 2025 Actual to 2026 Budget	2026 Dollars Budgeted Per Unit per Month
3000	TOTAL REVENUE	1,127,841.00	1,130,080.00	1,161,998.00	2.80%	672.45
4000	TOTAL EXPENSES	1,125,022.00	1,582,004.00	1,108,189.00	-30.00%	641.31
2700	NET INCOME (DEFICIT)	2,819.00	-451,924.00	53,809.00	-111.90%	31.14
7520	Replacements of Equip. - Capitalized	8,500.00	7,679.00	0.00	-100.00%	0.00
7540	Betterments & Additions - Capitalized	0.00	0.00	0.00	0.00%	0.00
7500	TOTAL NONOPERATING EXPENDITURES	8,500.00	7,679.00	0.00	-100.00%	0.00
7600	EXCESS REVENUE OVER EXPENSES	-5,681.00	-459,603.00	53,809.00	-111.70%	31.14

## **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 EOHLC prescribed operating reserve minimum level after deducting the amount budgeted. The only exception to this is when the expenses are for health and safety issues.

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

3801: Operating Subsidy – EOHLC (400-1): This account represents all state-funded operating subsidy to be received and or to be earned for the fiscal year. At the end of each fiscal year, this account will be adjusted in the operating statement to equal the actual subsidy earned by the LHA.

3802: Operating Subsidy – MRVP/AHVP Landlords:

The credit balance in this account represents the anticipated total receipts from EOHLC during the fiscal year for housing assistance payments to landlords. At the end of each fiscal year this account will be adjusted to equal the actual subsidy earned.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4510: Insurance: Includes the total amount of premiums charged all forms of insurance. Fire and extended coverage, crime, and general liability are handled by EOHLC 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 EOHLC very strongly recommends that for all 400-1 operating budgets, depending on the age of the portfolio and condition, LHAs spend between \$100 and \$500 a year per unit in Extraordinary Maintenance, Equipment Purchases, Replacement of Equipment, and Betterments & Additions to ensure that the aging public housing stock is preserved.

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

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

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

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

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

**Narrative Responses to the Performance Management Review (PMR) Findings**

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

**Explanation of PMR Criteria Ratings**

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

CRITERION	DESCRIPTION
<b>CHAMP</b>	
Paper applications	<p>Paper applications are available, received and entered into CHAMP</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul>
Vacancies occupied using CHAMP	<p>Vacancies are recorded correctly and occupied using CHAMP</p> <ul style="list-style-type: none"> <li>• No Findings: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System within 30 days; And the housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for unit occupied during the fiscal year, excluding administrative transfers; And 25% or less of occupied units have data entry errors</li> <li>• Operational Guidance: All vacancies during the fiscal year are recorded in EOHLC's Housing Applications Vacancy System, all vacancies are not recorded within 30 days; Or the Housed Applicant ID and Pull List ID match between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers; And greater than 25% of occupied units have data entry errors</li> <li>• Corrective Action: All vacancies during the fiscal year are not recorded in EOHLC's Housing Applications Vacancy System; Or the Housed Applicant ID and Pull List ID do not match (or data is missing) between EOHLC's Housing Applications Vacancy System and CHAMP for units occupied during the fiscal year, excluding administrative transfers</li> </ul>

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

CRITERION	DESCRIPTION
<b>Facility Management – Inspection Standards and Practices</b>	
100% Unit Inspections	<p>All units inspected at LHA during FY under review</p> <ul style="list-style-type: none"> <li>• No Findings: 100% of units inspected</li> <li>• Corrective Action: Less than 100% of units inspected</li> </ul>
LHA Inspections Reports/Work Orders	<p>Unit inspection reports create, track, and report work orders for inspection repairs, and inspection WOs completed within 30 days or add to DM/CIP</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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)</li> </ul>
Accuracy of LHA Inspections	<p>Unit inspection reports accurately reflect necessary repairs</p> <ul style="list-style-type: none"> <li>• No Findings: c.667 unit has less than 2 EHS deficiencies and c.200/705 unit has less than 3 EHS deficiencies</li> <li>• Operational Guidance: c.667 unit has 2 EHS deficiencies or c.200/705 has 3 EHS deficiencies</li> <li>• 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</li> </ul>
<b>Facility Management – Preventative Maintenance Standards and Practices</b>	
LHA Preventative Maintenance Schedule Accuracy and Implementation of Preventative Schedules	<p>LHA preventative maintenance schedule accurately reflects all necessary work to maximize the life of LHA components</p> <ul style="list-style-type: none"> <li>• No Findings: c.667 unit less than 2 EHS deficiencies and c.200/705 less than 3 EHS deficiencies</li> <li>• Operational Guidance: c.667 2 EHS deficiencies or c.200/705 3 EHS deficiencies</li> <li>• Corrective Action: c.667 equal to or greater than 3 EHS deficiencies or c.200/705 equal to or greater than 4 EHS deficiencies</li> </ul>

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



## **Policies**

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

<b>Policy</b>	<b>Last Ratified by Board Vote</b>	<b>Notes</b>
*Capitalization Policy	10/13/2015	
*Fair Housing Marketing Plan	7/19/2022	
*Grievance Policy	4/23/2013	
*Language Access Plan	7/19/2022	
*Personnel Policy	11/26/2019	
*Procurement Policy	6/26/2018	
*Reasonable Accommodations Policy	1/21/2020	
*Rent Collection Policy	10/13/2015	

\* Starred policies are required by EOHLC. 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 EOHLC.

**Waivers**

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

Description	Reason	Date Approved by EOHLC	Date Expired
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\*The list of waivers has been provided by the LHA and has not been verified by EOHLC.

## Glossary

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

**AHVP:** Alternative Housing Voucher Program

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

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

**ANUEL:** Allowable Non-Utility Expense Level

**AP:** Annual Plan

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

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

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

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

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

**CIMS** is a web-based software system used for creating CIP's and Annual Plans. For the CIP, the CIMS program allows the LHA to prioritize, select and schedule projects, assign funding sources and direct project spending to specific fiscal years to create a CIP that is consistent with the LHA's FF award amount and FF cap shares, plus any additional funding resources the LHA has identified. The LHA submits its CIP and DHCD conducts its review of the LHA's CIP in CIMS. For the Annual Plan CIMS imports data from other DHCD systems and combines that with data entered by the LHA.

**CIP:** A Capital Improvement Plan (CIP) is a five (5) year plan which identifies capital projects, provides a planning scope, schedule and budget for each capital project and identifies options for financing and implementing the plan. The contents of a CIP are limited to available resources. An approved CIP is required in order to receive Formula Funds.

**CNA:** Capital Needs Assessment

**CPS** is DHCD's transparent Web-based capital planning system that catalogues the condition of every building and site in the statewide public housing portfolio, providing LHAs with detailed technical information to make strategic long-term capital investments. It includes a Facility Condition Index (FCI) for every development that compares the value of expired components of a development relative to its replacement cost.

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

**Deficit housing authority:** a housing authority whose income (mainly from rent) does not cover all its normal operating costs in its approved operating budget, and which therefore operates at a deficit and requires operating subsidy from DHCD.

**DHCD:** Massachusetts Department of Housing & Community Development

**Extraordinary Maintenance:** see the description for budget line 4610 in the Explanation of Budget Accounts in the Budget Section of this Annual Plan.

**FF:** Formula Funding

**Formula Funding** is state bond funding allocated to each LHA according to the condition (needs) of its portfolio in comparison to the entire state-aided public housing portfolio.

**FYE:** Fiscal Year End

**HHA Administrative Fee** is the fee paid to an HHA from the RCAT Program budget.

**HHA:** Host Housing Authority for the RCAT program.

**Host Housing Authority (HHA).** An LHA selected by the Department to employ and oversee an RCAT.

**HUD:** U.S. Department of Housing and Urban Development

**LHA:** Local Housing Authority

**LTO:** Local Tenants Organization

**Management and Occupancy Report:** This is an annual HUD review process that is used to evaluate the performance of developments in various HUD housing programs, including the Section 8 New Construction/Substantial Rehabilitation program, which some LHAs operate. It is similar to the state PMR process in that it evaluates LHA performance on variety of financial, housing quality, and other standards

**Massachusetts Rental Voucher Program (MRVP)** is a state-funded program that provides rental subsidies to low-income families and individuals.

**MOR:** Management and Occupancy Report

**MRVP:** Massachusetts Rental V DHCD's annual review of each housing authority's performance. It pulls together data on the authority's occupancy rates, tenant accounts receivables, accounts payable, budget variance, operating reserve, capital improvement plan submission, capital spending, annual inspections and work order and maintenance systems to identify and address areas of strength and areas for development. Its goal is to allow DHCD and the LHA to

take a deep dive into the data, lift up best practices, and work together towards improving operations oucher Program.

**Performance Management Review (PMR):**

**PMR:** Performance Management Review

**RCAT:** Regional Capital Assistance Team

**Regional Capital Assistance Team:** One of three organizations employed at HHAs designated by the Department to carry out the RCAT Program.

**Sec.8 NC/SR (or S8NCSR):** Section 8 New Construction and Substantial Rehabilitation

**Section 8 New Construction and Substantial Rehabilitation (Sec.8 NC/SR):** This term refers to a federal HUD housing program operated at a small number of state public housing developments whose construction was funded by state grants, but whose ongoing operating costs are supported by project-based subsidies from HUD's federal Section 8 program, rather than from state public housing operating funds..

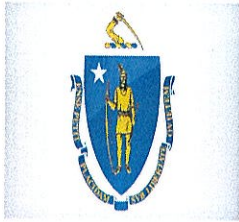
**Special Awards:** In addition to allocations to each LHA, DHCD has created limited set aside funds to provide for extreme emergency or code compliance needs which are beyond the capacity of an LHA's current FF balance.

**Surplus housing authority:** a housing authority whose income (mainly from rent) covers all its normal operating costs in its approved operating budget, and which therefore operates at a surplus and does not require operating subsidy from DHCD.

## **Attachments**

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

- . Performance Management Review
- . Norton\_Fall2023\_survey\_667
- . Norton\_Fall2023\_comparison\_667
- . Cover sheet for tenant satisfaction surveys
- . Tenants comments



*Norton Housing Authority  
120 West Main Street, Norton, MA 02766  
Phone: (508) 285-3929 Fax: (508) 285-5073*

**No comments from tenants**

## **Resident Surveys – Background**

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

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

### **Round One Surveys (2016 – 2018)**

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

### **Round Two Surveys (2019 – 2022)**

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

### **Round Three Surveys (2023 – 2027)**

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





Resident Survey  
**NORTON HOUSING AUTHORITY**  
Chapter 667 Housing  
Fall 2023

The Massachusetts Executive Office of Housing and Livable Communities is working with the Center for Survey Research at the University of Massachusetts Boston to survey residents in the housing units it oversees.

**Fall of 2022:**

- Surveys were sent to 9118 housing units (Chapter 667) across the Commonwealth. 3951 surveys were filled out and returned.

**Fall 2023:**

- Surveys were sent to 6746 housing units (Chapter 667). 2949 surveys were filled out and returned.
- In the **Norton Housing Authority**, surveys were sent to a total of **130** Norton housing units (Chapter 667); **64** surveys were completed and returned.

This report provides some information about how the residents from the **Norton 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 Southeastern Massachusetts. These small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dartmouth, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxborough, Halifax, Hanson, Harwich, Kingston, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Norton, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Somerset, Swansea, Taunton, Wareham, West Bridgewater, Westport, Whitman, Wrentham, and Yarmouth.

## Communication

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

	Norton Housing Authority	Small LHAs in Southeast MA *	Entire State
Felt they were usually or always treated with courtesy and respect when they contacted management.....	91%	85%	82%
Knew the Executive Director held a meeting with residents.....	78%	39%	43%

\* Small LHAs in Southeastern Massachusetts include: Acushnet, Bourne, Brewster, Bridgewater, Carver, Chatham, Dartmouth, Dennis, Dighton, Duxbury, East Bridgewater, Easton, Falmouth, Foxborough, Halifax, Hanson, Harwich, Kingston, Mansfield, Marshfield, Mashpee, Mattapoisett, Middleborough, Nantucket, Norfolk, Norton, Orleans, Pembroke, Plainville, Provincetown, Sandwich, Seekonk, Somerset, Swansea, Taunton, Wareham, West Bridgewater, Westport, Whitman, Wrentham, and Yarmouth.

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

	Norton Housing Authority	Small LHAs in Southeast MA	Entire State
Felt they were treated with courtesy and respect when they contacted maintenance.....	92%	91%	87%
Were contacted by the Housing Authority before entering their apartment.....	95%	92%	90%

## Maintenance and Repair

- **Overall maintenance:** Respondents were asked how they would 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:

**Norton Housing Authority**



**Small LHAs in Southeast MA**



**Entire State**

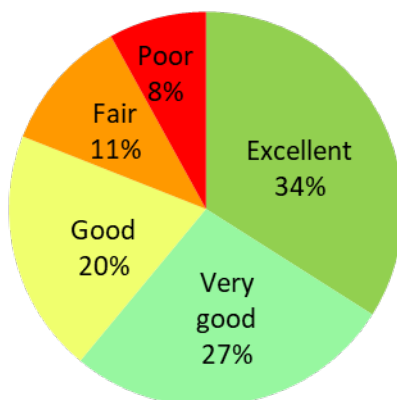


### Outdoor maintenance:

**Norton Housing Authority**



**Small LHAs in Southeast MA**



**Entire State**



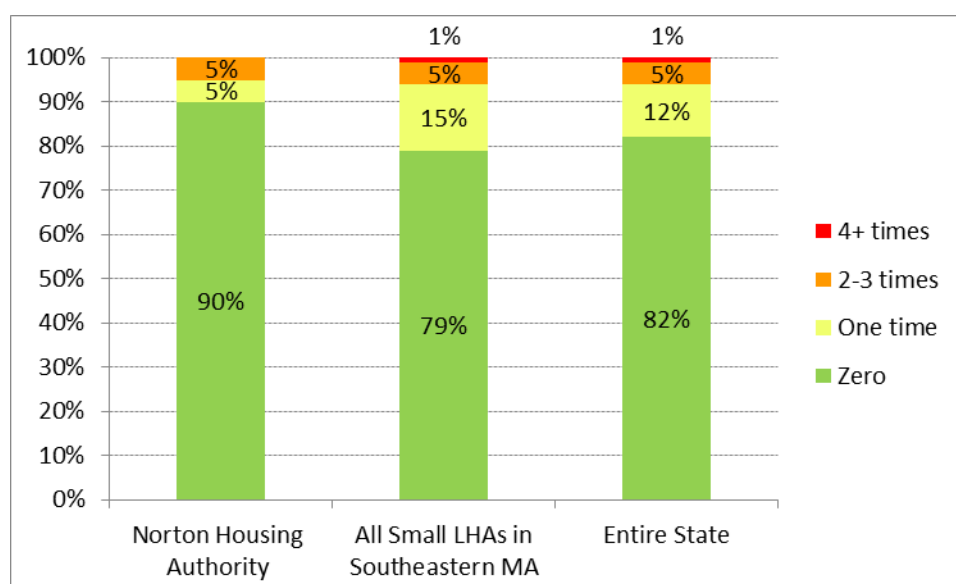
- **Heating and Water Problems:** About one-quarter of respondents had a problem with their heating and about one-half had a plumbing problem in the last 12 months.

	Norton Housing Authority	Small LHAs in Southeast MA	Entire State
Had any heating problem.....	20%	34%	35%
Had any water problem.....	50%	59%	58%

- **Heating Problems**

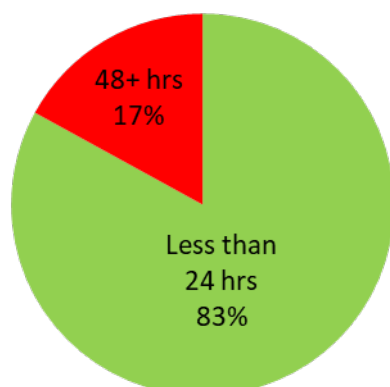
### How many times did residents completely lose heat?

The chart below shows how many times respondents completely lost heat in the last 12 months. The green part of the bar shows the percentage of residents who did not lose heat at all. The yellow part shows who lost heat once. The orange shows those who lost heat 2 or 3 times. And the red shows those who lost heat 4 or more times in the last 12 months.

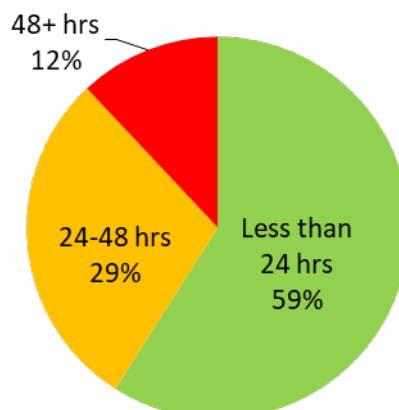


**How long did it usually take for heat to come back on?** For those respondents who reported completely losing heat, we asked how long it usually took for the heat to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

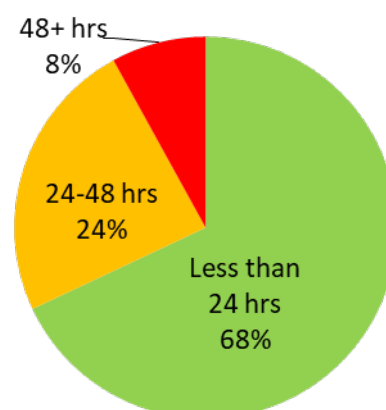
**Norton Housing Authority**



**Small LHAs in Southeast MA**



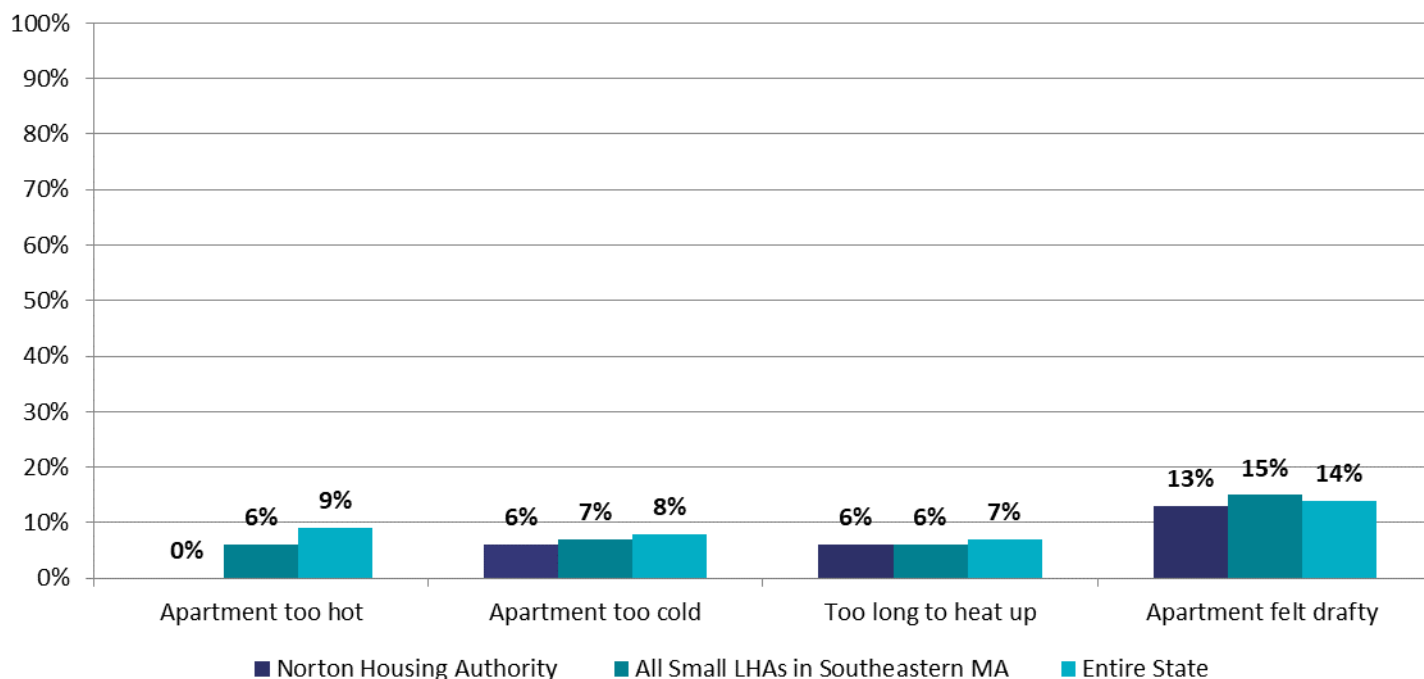
**Entire State**



## • Other Heating Problems

### In the last 12 months, did residents have other heating problems?

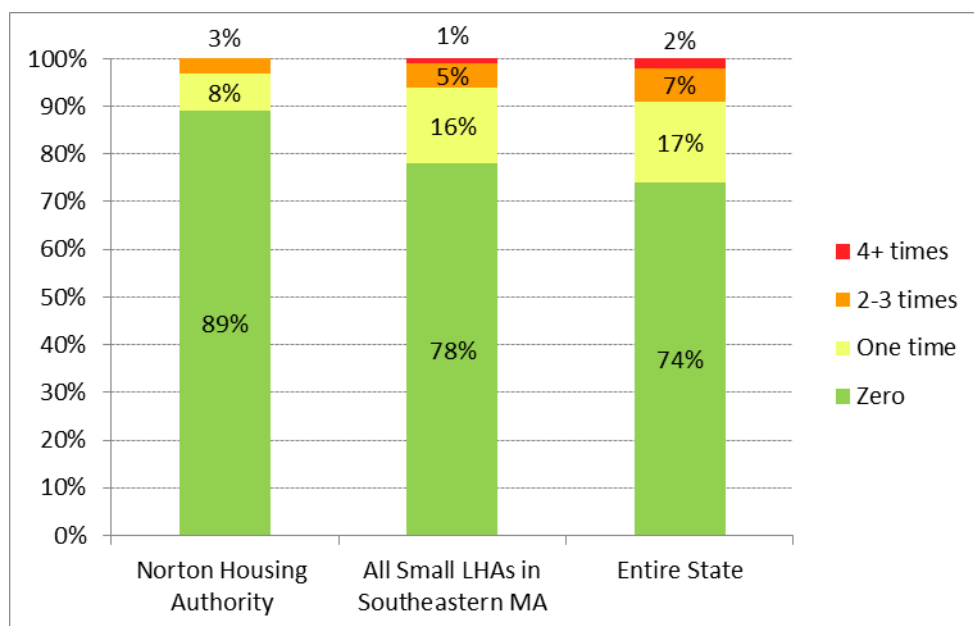
The chart below shows what percentage of residents experienced other heating problems in the last 12 months.



## • Water or Plumbing Problems

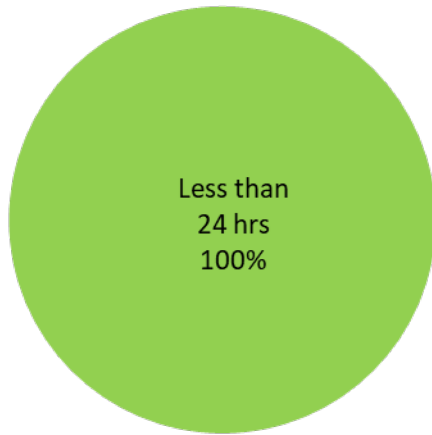
### How many times did residents not have hot water in their apartment?

The chart below shows how many times respondents did not have any hot water in their apartment in the last 12 months. The green part of the bar shows what percentage of residents never lost hot water. The yellow part shows who lost hot water once. The orange shows those who lost hot water 2 or 3 times. And the red shows those who had no hot water in their apartment 4 or more times in the last 12 months.

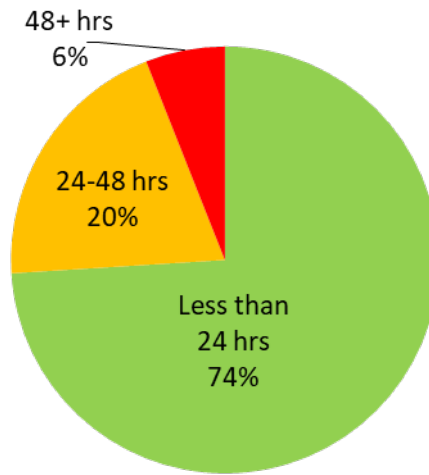


**How long did it usually take for hot water to come back on?** For those respondents who reported not having hot water in their apartment, we asked how long it usually took for the hot water to come back on – less than 24 hours, 24 - 48 hours, or more than 48 hours.

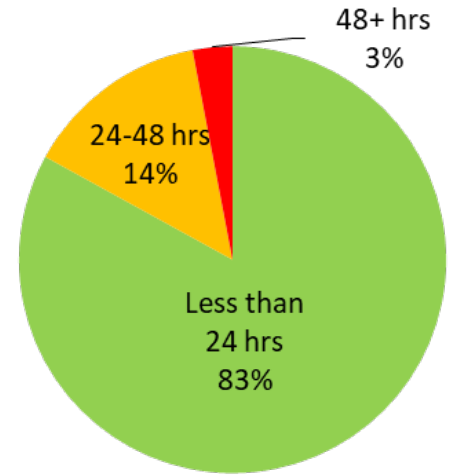
**Norton  
Housing Authority**



**Small LHAs in  
Southeast MA**



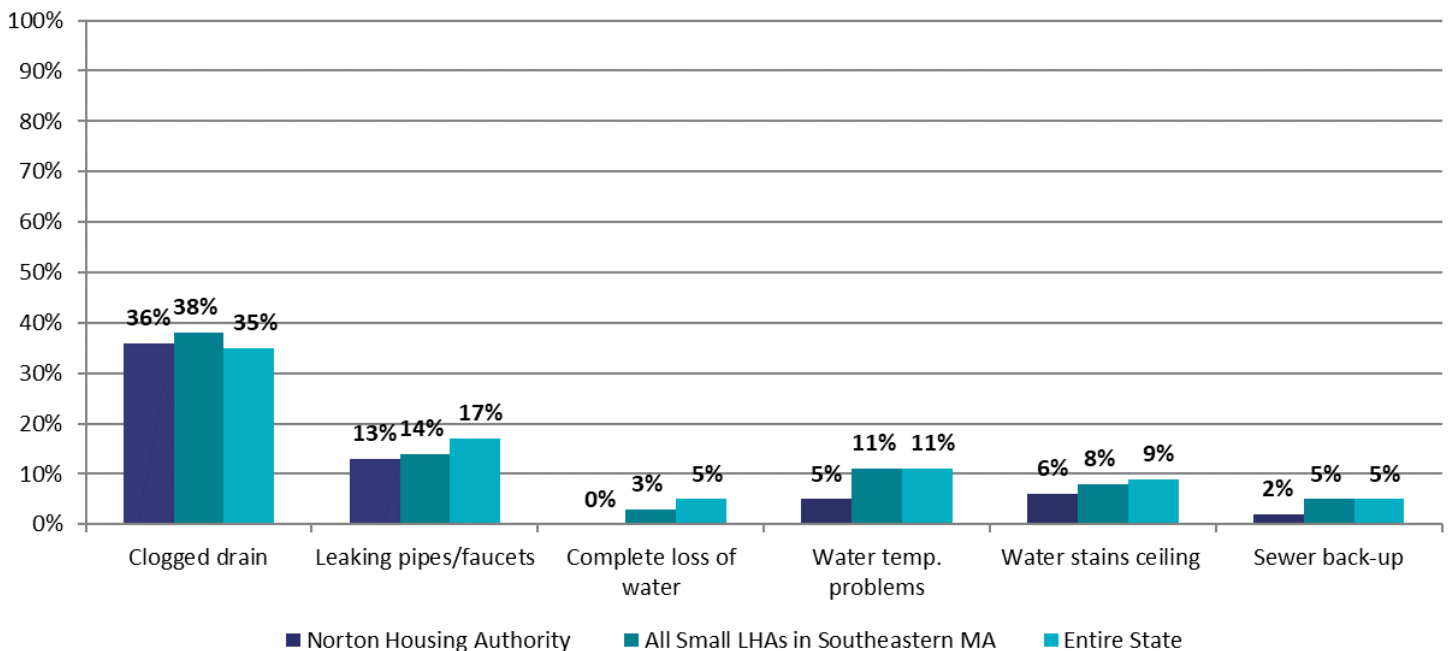
**Entire State**



## • Other Water or Plumbing Problems

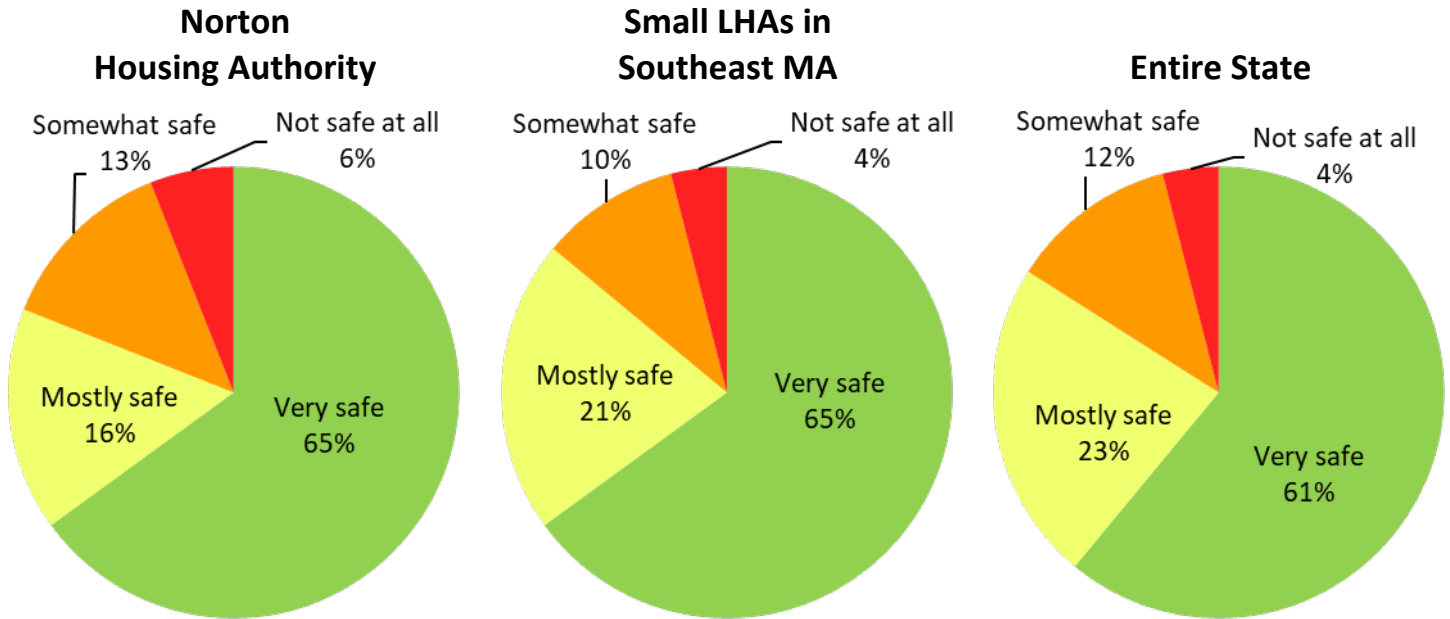
**In the last 12 months, did residents have other water or plumbing problems?**

The chart below shows what percentage of respondents had other water or plumbing problems in the last 12 months.

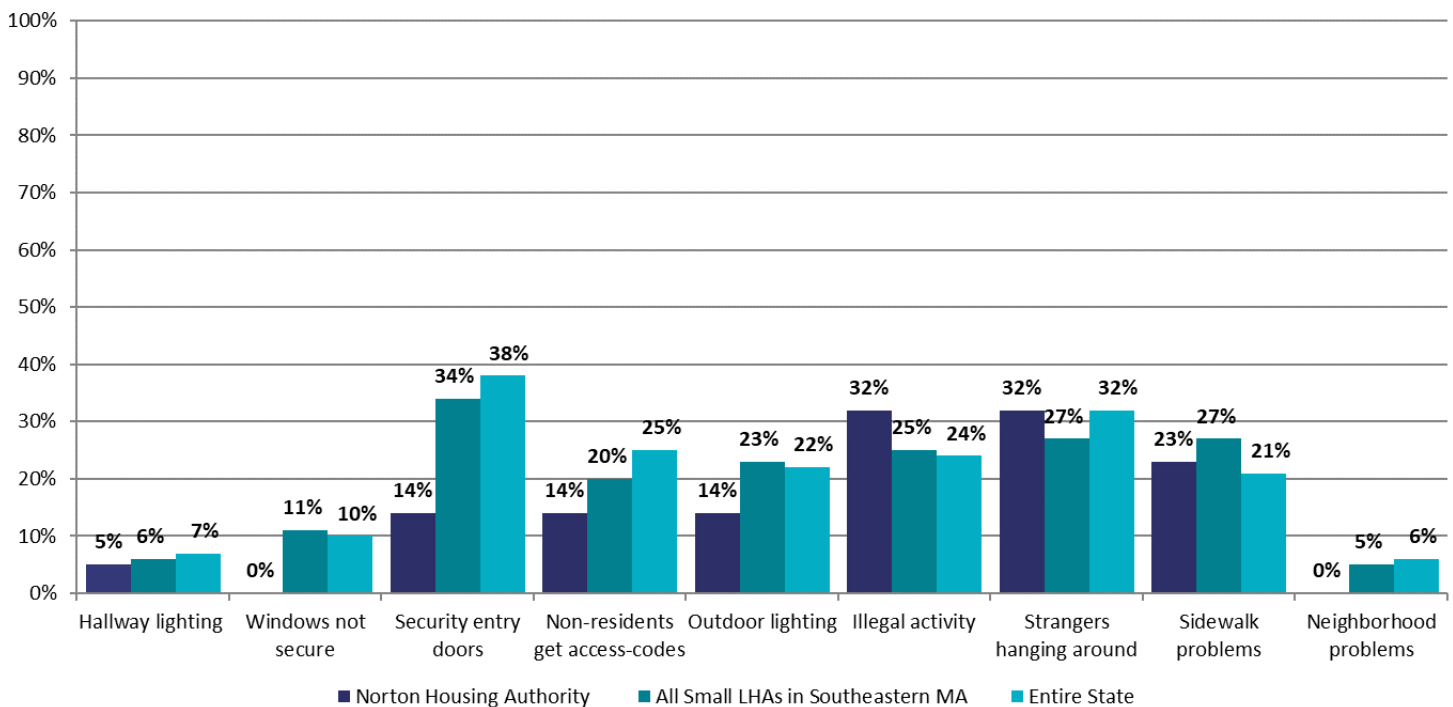


## Safety

- **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.

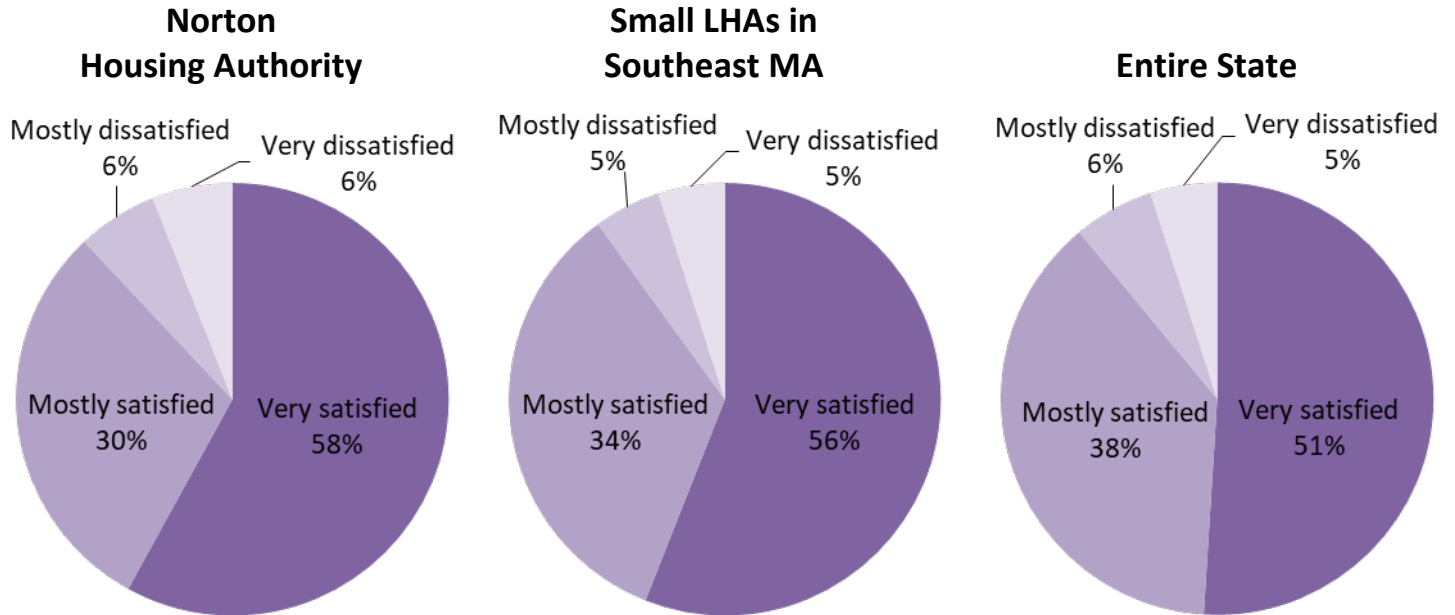


**Reasons why respondents felt unsafe in their development:** Respondents were asked why they felt unsafe in their development. This chart shows what specific concerns respondents mentioned.



## 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.



## 2019 & 2023 Comparison

Residents of the Norton Housing Authority were also surveyed in the fall of 2019.

### Fall of 2019:

- Surveys were sent to **130** Norton housing units (Chapter 667). **57** surveys were filled out and returned.

### Fall 2023:

- Surveys were sent to **130** Norton housing units (Chapter 667). **64** surveys were filled out and returned.

The next section of the report will show how the responses from 2019 compare to the responses from 2023.

## Communication Comparison

- **Communication with management:** Residents were asked about how they interacted with their Housing Authorities in the last 12 months.

	Fall 2019	Fall 2023
Felt they were usually or always treated with courtesy and respect when they contacted management.....	82%	91%
Knew the Executive Director held a meeting with residents.....	89%	78%

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

	Fall 2019	Fall 2023
Felt they were treated with courtesy and respect when they contacted maintenance .....	88%	92%
Were contacted by the Housing Authority before entering their apartment .....	98%	95%



## Maintenance and Repair Comparison

### Overall maintenance:

Respondents were asked how they would 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:

**Fall  
2019**



**Fall  
2023**



### Outdoor maintenance:

**Fall  
2019**



**Fall  
2023**



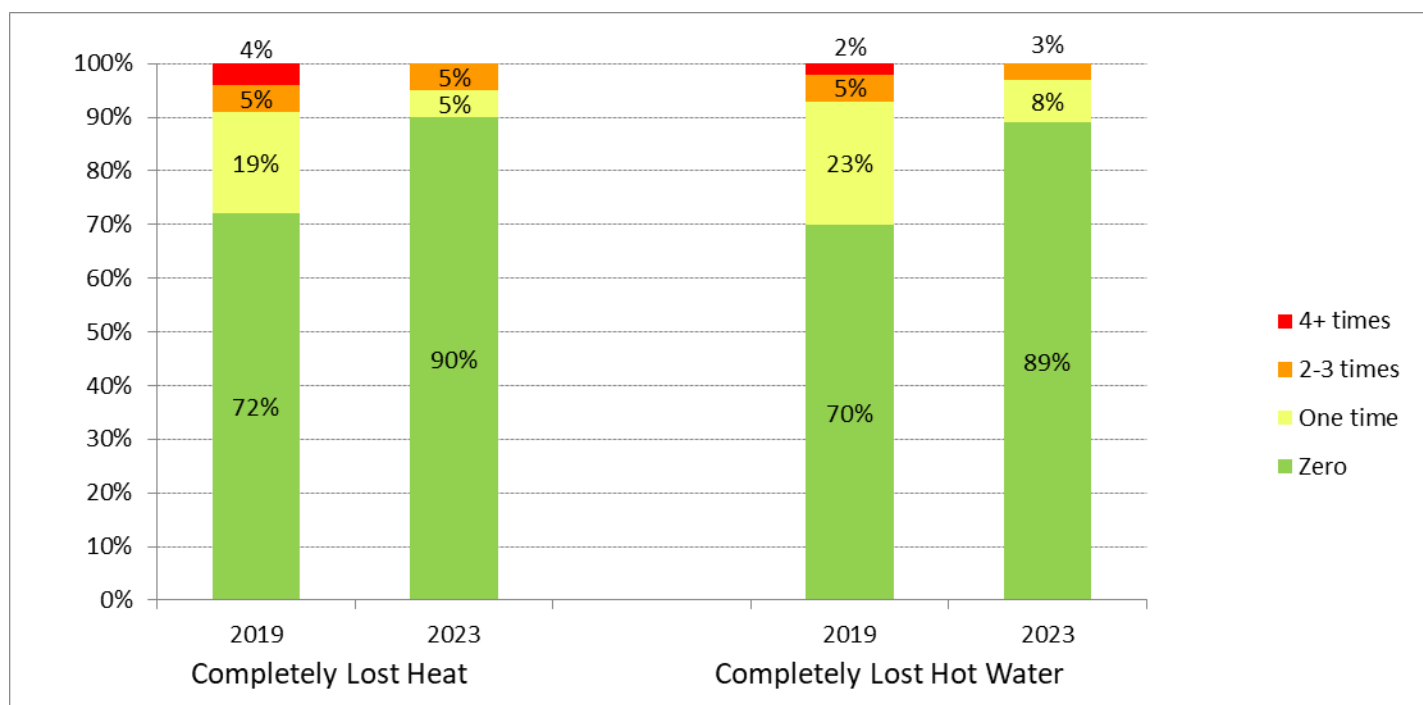
### Heating & Plumbing Problems:

- Percent of residents who had any kind of heating or plumbing problems in the last 12 months:

	Fall 2019	Fall 2023
Had any heating problem.....	40%	20%
Had any problem with water or plumbing.....	63%	50%

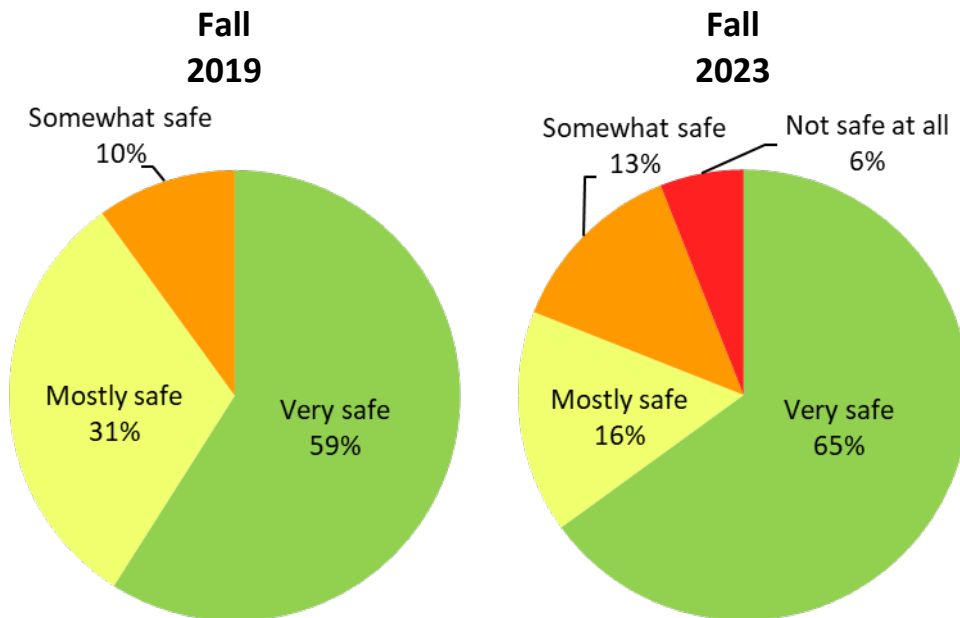
- How many times did residents completely lose heat or hot water in the last 12 months?**

The chart below shows how many times respondents completely lost heat in the last 12 months and how many times respondents completely lost hot water in the last 12 months.



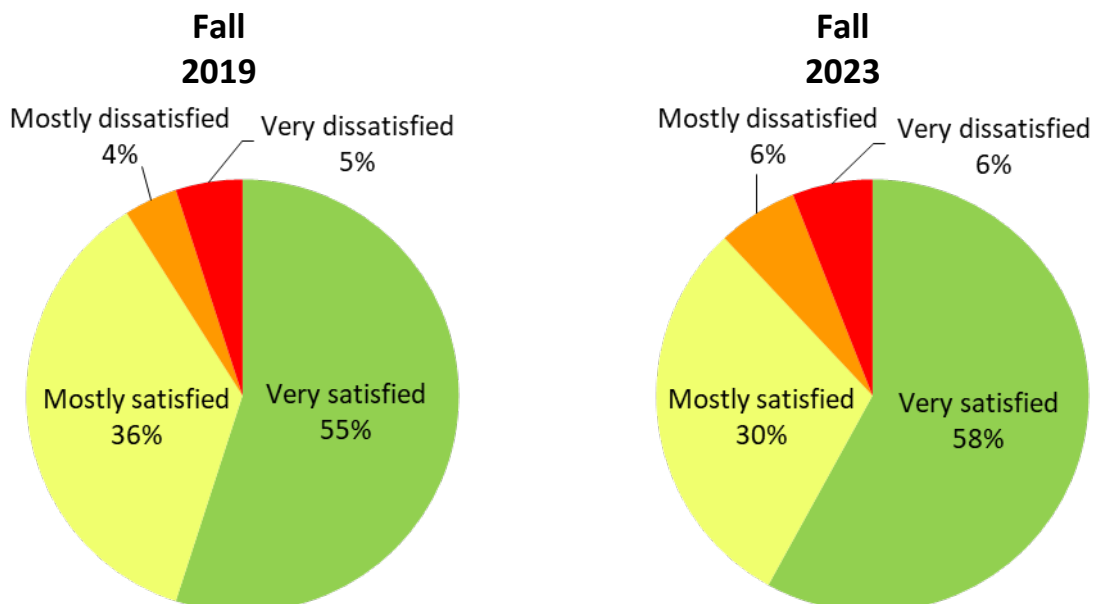
## Safety Comparison

- **Respondents were asked how safe they felt in their development.** The charts below shows how safe they felt in general in their development in the last 12 months.



## Overall Satisfaction Comparison

- **Respondents were asked about their overall satisfaction living in their development.** The chart below shows their level of satisfaction.





Resident Survey  
**NORTON HOUSING AUTHORITY**  
Chapter 667 Housing  
Fall 2023

**NOTE**

This copy of the survey shows the percentage of respondents who chose each answer. EOHLC 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 2023, surveys were sent to **130** housing units (Chapter 667) in the Norton Housing Authority. **64** surveys were completed. The percentages presented here are based on that number.

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

- 11%** Less than 2 years
- 40%** 2 to 5 years
- 19%** 6 to 10 years
- 30%** 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??**
- 0%** Never
  - 6%** Sometimes
  - 16%** Usually
  - 78%** Always
- 9. Does the Housing Authority let you know before they enter your apartment?**
- 95%** Yes
  - 5%** No
  - 0%** 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
  - 22%** Fair
  - 24%** Good
  - 24%** Very Good
  - 24%** 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)?**
- 10%** Poor
  - 17%** Fair
  - 23%** Good
  - 31%** Very Good
  - 19%** Excellent
- 12. In the last 12 months, how many times did you completely lose heat in your apartment?**
- 90%** Never → **If Never, go to #14**
  - 5%** Once
  - 5%** 2 or 3 times
  - 0%** 4 times or more

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

- 83%** Less than 24 hours  
**17%** 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	<b>0%</b>
b. Apartment was too cold	<b>6%</b>
c. Took too long for apartment to heat up	<b>6%</b>
d. Apartment felt too drafty	<b>13%</b>

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

- 89%** Never → **If Never, go to #17**  
**8%** Once  
**3%** 2 or 3 times  
**0%** 4 times or more

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

- 100%** Less than 24 hours  
**0%** 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)	<b>36%</b>
b. Leaking pipes or faucets	<b>13%</b>
c. Complete loss of water	<b>0%</b>
d. Water temperature problems (too hot, too cold, unreliable)	<b>5%</b>
e. Water stains on the ceiling	<b>6%</b>
f. Sewer backed-up into your apartment	<b>2%</b>

### Communication

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

- 78%** Yes  
**5%** No  
**17%** 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?

- 2%** Never  
**8%** Sometimes  
**25%** Usually  
**65%** Always

### Safety

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

- 65%** Very safe → **If Very safe, go to #22**  
**16%** Mostly safe  
**13%** Somewhat safe  
**6%** 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

- 4%** Not enough lighting in the hallways  
**0%** Windows are not secure  
**14%** Security of entry doors  
**14%** Other tenants give door access code to non-residents

#### Outdoor Concerns

- 14%** Not enough outdoor lights  
**32%** Illegal activity in the development  
**32%** Strangers hanging around who should not be there  
**23%** Sidewalks are difficult to walk on

#### Other Concerns

- 0%** The neighborhood/area the development is in  
**45%** Another reason

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

- 58%** Very satisfied  
**30%** Mostly satisfied  
**6%** Mostly dissatisfied  
**6%** Very dissatisfied

# **NORTON HOUSING AUTHORITY**

## **Performance Management Review (PMR) Report**

**Fiscal Year End 9/30/2023**

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

<b>Executive Office of Housing and Livable Communities (EOHLC)</b> <b>PMR Desk Audit Ratings Summary</b> <b>Official Published PMR Record</b> For a detailed report of the Performance Management Review (PMR), please contact the Local Housing Authority	
Housing Authority	NORTON HOUSING AUTHORITY
Fiscal Year Ending	Sep 2023
Housing Management Specialist	Kim Gomez
Facilities Management Specialist	Robert Garrett

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

EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) Staff Certification & Training Rating	
LHA Name	NORTON HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Kim Gomez
FMS Name	Robert Garrett
Criteria	Rating
Staff Certification and Training	No Findings



EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC) CFA Submission	
LHA Name	NORTON HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Kim Gomez
FMS Name	Robert Garrett

CFA Submission (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

# EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)

## PMR Desk Audit Recommendations Report

LHA Name	NORTON HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Kim Gomez
FMS Name	Robert Garrett

### Occupancy

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

1. No Recommendations

### Tenant Accounts Receivable (TAR)

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

1. 3.31 and 6.30 TAR (Tenants Account Receivable) reports submitted late. See Certification and Submission Report.

### Board Member Training

Rating: No Findings

1. No Recommendations

### Certifications and Reporting Submissions

Rating: Operational Guidance

1. Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
2. Submit all four quarterly operating statements within 60 days of the quarter end.
3. Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.

### Annual Plan Submission

Rating: No Findings

1. No Recommendations

### Adjusted Net Income/Revenue

Rating: No Findings

#### Revenue

1. No Recommendations

#### Expense

##### Salaries

1. No Recommendations

##### Legal

1. No Recommendations

##### Utilities

1. No Recommendations

**Maintenance**

1. No Recommendations

**Other**

1. No Recommendations

**Operating Reserve**

Rating: No Findings

1. No Recommendations

# EXECUTIVE OFFICE OF HOUSING AND LIVABLE COMMUNITIES (EOHLC)

## CHAMP Close Out Report

LHA Name	NORTON HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Kim Gomez
FMS Name	Robert Garrett

### CHAMP Criteria 1a

Rating: No Findings

Recommendations: 1. No Recommendations

### CHAMP Criteria 1b

Rating: Corrective Action

Recommendations: 1. Prioritize the data entry of CHAMP Paper Applications to ensure that all CHAMP Paper Applications are entered into CHAMP accurately.

### CHAMP Criteria 1c

Rating: Corrective Action

Recommendations: 1. Prioritize CHAMP Paper Application data entry to ensure that your LHA reduces the number of CHAMP Paper Applications entered more than 30 days from receipt. No more than 2% of CHAMP Paper Applications can be entered more than 30 days after date/timestamp.  
2. The NHA will investigate the 8.33% of application uploaded in the review period of 10.1.22 to 9.30.23. We have agreed to a one-week investigation period.

### CHAMP Criteria 2a

Rating: No Findings

Recommendations: 1. Ensure that all vacancies are recorded in the EOHLC Housing Apps Vacancy Reporting System within 30 days of the vacancy date.  
2. Ensure that you are entering vacancy data correctly within 30 days.  
3. Establish reoccurring calendars reminders to help ensure vacancy data is entered into the EOHLC Housing Apps Vacancy Reporting System within 30 days.

### CHAMP Criteria 2b

Rating: No Findings

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

CHAMP Criteria 3a

Rating: No Findings

Recommendations: 1. No Recommendations

CHAMP Criteria 3b (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

CHAMP Criteria 3c (Planning Year)

Rating: No Rating

Recommendations: 1. No Recommendations

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

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

LHA Name	NORTON HOUSING AUTHORITY
FYE	Sep 2023
HMS Name	Kim Gomez
FMS Name	Robert Garrett

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 3: Unit Inspection Reports accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

Criteria 5: Vacancy Turnover Work Orders accurately reflect necessary repairs

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

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

Rating: No Findings

Recommendations: 1. No Recommendations

**Health & Safety Deficiencies**

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