

**TOWN OF PEMBROKE
MASSACHUSETTS**

**HOUSING AUTHORITY
MEETING MINUTES**

November 14, 2017 at 5:30 PM

Attendance.

- A. The following commissioners were present
 - Carolyn Crossley, Chair
 - JoAnna Letourneau, Vice Treasurer
 - Judith Parks, Member
- B. The following commissioners were not present
 - Henry Daggett, Treasurer
 - James Muscato, Vice Chair
- C. Also present:
 - John McKeown, Executive Director

I. Announcements.

Ms. Carolyn Crossley, Chair, stated the meeting will be recorded.

II. Minutes.

On a motion made by Ms. Letourneau and seconded by Ms. Parks, the regular meeting minutes of **August 8, 2017** with edits were approved, 3-0. There was no meeting held in October.

III. Correspondence.

Performance Management Review, Employee Organization Chart, Contractor Vendor List were provided to the Board.

IV. Executive Director's Report.

We have had a lot going on here in the last 60 days: PMR reviews, Pembroke Audit and AUP's at both authorities.

The PMR centered on 7 areas: Occupancy Rate, Budget to Actual Variance, Operating Reserves, CIP (Capital Improvement Plan), and CAP Spending. It also includes Annual Inspections and our Work Order Systems. We are required to submit within 45 days for the financial components: Budget and Operating Reserves. While the paperwork and info was entered into the system; and the Board voted, etc.; I didn't hit the submit button in the computer. But they had it all. We were commended and congratulated by DHCD. They went onto say we are a role model for other agencies and asked if others can reach out to me for assistance. I told them yes. The state also intimated that there will be a stipend coming out for I.T. allowing for work orders to be generated and closed out on-site on tablets with an integrating software.

Lynne Levesque our section 8 coordinator retired and her replacement Kim Shactman began work immediately. Kim was the section 8 coordinator in Weymouth. She is a high energy, hard-working, professional individual. The Chair asked if her name is on the chart too? Yes. I am looking forward to working with her going forward. Chair asked if there is a probationary period. Director answered yes, 6 months as is policy with any position.

Last Thursday, I received a call from Guyder Hurley, our auditors. They asked to come out tomorrow to conduct the annual audit here at Pembroke as well as the AUP – Agreed Upon Procedures review for both Pembroke and Halifax, at the same time. So, the last few days (Friday, Saturday, Sunday etc.) I have been very busy. JoAnna asked if Guyder Hurley comes in one day and comes back at a later time and the Director indicated they requested all of the specific information at the time they requested to come out.

We are experiencing a lot of unit turnovers across the developments: elderly and disabled. Chair states that they're aging out. JoAnna asked how many turn overs in last couple of months: 4 in September to October, 4 more in October and into November. And there are 2 more coming in December. JoAnna also asked about offering a fully handicapped unit to a non-disabled if all efforts are exhausted to house a handicapped (HCP) person. All agree its best to house the HCP and the Chair suggests reaching out to other agencies for qualified applicants. We are readying for the coming winter and that concludes the Director's report.

V. Finance.

The Director submitted to the Board, as required, the 1st Quarter-Ending Report. Each Program is broken out. Our Operating Reserves are at higher levels. The report is as it appears in HAFIS and while it is not an easy format to follow; The Director asked the Board to look at the Compilation Report provided, for a more understandable picture of the Quarter End. The 400-1 Program FYE 6/30/17 was \$ 421,779 and as of 10/31/17 its at \$ 438,558: The 689 Program was at \$ 7,390 end of June and is at \$ 8,273 as of 10/31/17. As stated, I am required to provide this to the Board, no action is required, only I enter/submit it electronically.

The Chair appreciates having the Compilation Report and would like to have it at the end of every quarter going forward.

VI. Old Business.

JoAnna asked where we stand on the Conflict Issues discussed previously. A letter was sent to the contractor informing him we will no longer be utilizing his services, so that there is not even an appearance of any conflict. If the employee that may have given rise to any potential conflict leaves, will you allow the contractor to bid work again? Yes. We certainly would and I would let the Board be aware of it.

JoAnna asked about Website getting updated and getting our (PHA) policies and Applications online? The Director stated he is trying to get to it, and getting our policies on there. With the amount of work that came in all at once, it has been a challenge. But it is a priority. The Chair stated: Another piece of the puzzle and on the Org Chart is getting an Assistant Executive Director. That getting one, would free him up and these kinds of things could be assigned to that person. Chair asked in next month to do Job Description and propose a salary, etc. put it on the upcoming agenda. He did send me a link to the site and its basically together, just needs to be added to.

Dex Media hosts our site and once a month they will input the changes: I would need to JPeg and PDF links and policies to have the host put them on our website. This includes provisions for Language barriers. Chair recommends QHA interpreter. Very easy for 3-way conversations: Call them up and having it on speaker. Chair said if at least 5% of population speaks X languages, those are the ones that you need to meet for interpretative. If not 5%, you don't need to translate docs but you do have to do the interpreter. You're probably talking about \$ 120.00 a month or less. Definitely worth looking into.

JoAnna asks and suggests scanning in the policies into PDF and get them loaded onto the site that way.

JoAnna and Chair suggest to start with one policy and one document and go from there: for example the Lease, Addenda, Pet Policy, Reasonable Accommodation etc. Just send a folder monthly and we can get it all on.

Judy said it will require being managed on a regular basis. JoAnna recommends getting the state regulations link and have that put right on to our site and the Chair urges the No Smoking Policy be on there, too.

VII. New Business.

Chair states we've asked about and talked about the Vendor List

JoAnna asks about the Generator contractor on page 1 and the director points out that the beginning pages are the Contract Register (Electric, Plumbing, HVAC, Fire Alarm, etc.) contractors and these people we have a contract with. Director stated that Contract Register is for regular and contracted work throughout the year. And the List goes on to include contractors and/or vendors we have recently used, say in the last year or are presently contracted with. Chair stated that we will list all by name in an excel spreadsheet format.

JoAnna asked i.e., Elliot Tree...do we have 3 bids. Director states that under \$ 10,000 it's sound business practices that it does not necessarily need to be bid out, but we do solicit quotes for as little as \$ 1,500.00 at times.

Chair stated what's needed is list of principals and owners. We need to continue this and get owners and principals listed out and every contractor should be on it. Publicly traded cos will be noted and all owners will be, too.

As contracts expire, they will come off. Chair states if a contractor continues to bid our work they should all be on there. JoAnna adds that if we are using a contractor, then they will be on the list. Director asks if we should go back and list every contractor? Judy says we should define what "now" means. All recurring contractors, vendors we use all the time should be on it and stay on it. We should finalize this list and on an annual basis certify the list for all staff, etc. Once a year we should all sign these documents: staff and commissioners included.

PHA Organization Chart was discussed next. JoAnna asks why is this split into 2 people, and not hire 1? As of this minute we have 2 people doing the two roles. We continue to advertise. Chair asks if temporary, and Director says yes. The Program Coordinator was one person doing the federal program management and the bookkeeping roles. This could be one person, but at the moment the two people have distinctly separate and defined responsibilities: One is a bookkeeper and one is the federal program coordinator.

If it was one person, it doesn't necessarily mean they would be able or willing to do more work.

The chair states that is why we have always had an assistant director in the organization chart and the goal is we want to have an assistant E.D. here, so we can funnel a lot of these other duties to the assistant.

JoAnna said this was a shock to me when I saw it. Our old Section 8 Coordinator was an assistant E.D. in name only; and feels that the Section 8 position should have been a part time job, that if and when she retired, the section 8 work and that of an assistant E.D. should be with one person and not two. JoAnna mentioned that Jaime Berryman once stated that the portfolio size wouldn't warrant a fulltime position for the number of vouchers. Director is asked how many vouchers do we have and he stated: in total just over 100...83 in Pembroke, 14 in Halifax and MRVP.

Let's open up the discussion on how or what the organization of the chart should be with comments from the board and input and recommendations from the executive director.

Director states the Section 8 coordinator was there full time for many years, and the assistant E.D. has always been in the organizational chart as full time too and everyone and everything has always reflected that. While you are correct that the Section 8 coordinator could do a greater volume of work, and I do not

disagree with that, the same can be said for Program Coordinators too. The Chair stated, my concern is planning for the future. And if we do more management like we do in Halifax, etc., that if John is on vacation, out sick, or has to go to Halifax or elsewhere for inspections etc., that we have coverage. Perhaps the senior program coordinator should be part time, and JoAnna corrected her and said the section 8 coordinator

If we had an Assistant E.D. they could help on other things: meetings, inspections, growing the non-profit and this is the discussion we need to have. This isn't going to happen this month but we need to do something about it. The Director stated that for more to think about: The section 8 and the Assistant E.D. have always been in the organization chart. Sure, the coordinator should be able to do more, and will. But the same could be said of a program coordinator being able to handle up to 300 units, too. But that too, would be a ton of work. On the federal Public Housing side, I would imagine that it's the case too, and the Chair interjected that at Quincy each coordinator handles 500 each. The point being is that everyone is working with a full load now and an assistant E.D. is key to growing. When our new section 8 coordinator was hired, she was hired to manage up to 200 vouchers or more and it is in the job description.

JoAnna asks, why don't we utilize the new coordinator right now to do more? John stated that the person has a full load on her plate getting up to speed and a handle on things for 2 authorities.

What can't happen, the Chair said: is when we keep farming out work, there is no ownership. We want someone to be able to do that job if any one person is doing some of it. We need someone to be able to do all of what you do. Like tomorrow they should be typing up your minutes.

John added, there are two approaches to this situation. In business you build the apparatus first and then go and get the business and then grow. Or, you can generate the work first, pull the belt tight and develop the organization afterwards. We did that! For 3 years I did everything at Halifax and I still did the work here and I didn't ask anyone else, and I couldn't because I felt they were working at a full capacity. The idea was grow the coffers and then we would build the apparatus. That's what we did. Rick Shaw would say you need to build the machine now and then go get all the work we can. Chair asks what would you recommend?

The section 8 coordinator is fulltime now and it should be, and we can get the size up, volume wise. On the assistant E.D. position, it is a role we need to fill and we need to fill it now. It doesn't necessarily have to be just an assistant E.D., because there are spectacular people out there that are Program Coordinators, etc. too.

JoAnna said, lets pay for it before we grow it. Director stated, we already did that. We've had the money and have the money now to pay for it. Chair asked what is the section 8 coordinator getting paid now? Director stated \$47,500. Previously it was \$55-56,000 and is fulltime.

Judy said we need someone here to do the job when John's not able to be here. If something happens to him, you need to have someone in charge, etc. Chair asked John to think about the budget, paying for it and Judy asks if it can be fungible. Can duties be reallocated and cross-over roles be a part of this? John said it is possible.

JoAnna added one more thing: As we grow the machine we should think about maintenance and Halifax and does any other staff, particularly office staff go to Halifax? John stated no, only he does and that Halifax does have one part-time administrative person of its own. Could other staff go there, she asked? They could if fully staffed and I wouldn't have to.

JoAnna asked if there any others housing authorities with assistant E.D.'s? Yes. Hingham has one and they're much smaller than us. Scituate does, too – I believe.

Adjournment.

On a motion made by Ms. Letourneau and seconded by Ms. Parks, **all were in favor 3 -0**. The meeting adjourned at 6:35 PM.

Respectfully Submitted,

John P. McKeown, Executive Director