

# Forward Looking

2023 ANNUAL REPORT



BROCKTON  
HOUSING  
AUTHORITY



# *The future starts today*

In 2022, the BHA's long-held vision for a more individualized and independent direction for our agency officially became a reality. In 2023, the first full year of implementation as a Moving To Work authority, we saw positive results. Progress on the complete rebuild of the Campello High-rise, and a new policy of providing security deposits for Section 8 renters to smooth the rental process, are just two examples of the improved flexibility in policy making and project implementation we now enjoy. At our 1st year milestone, we can look back over 12 months of moving forward with vigor and effectiveness, in collaboration with HUD, partners and residents, to improve public housing and the lives of our residents.



## Executive Director's message

*Coming together as one to work towards a common vision.* This idea has never been more important to our agency than today, as we endeavor to tackle the extreme housing needs that face our community, our Commonwealth, and our Nation. The staff of the Brockton Housing Authority is on the front line of this housing crisis, assisting those who are most vulnerable and most desperate.

All the creative ideas in the world are ineffective without the persistence, grit, and determination required to put these ideas into action. As you review the following pages you will see the results of our staff's hard work and the persistence of their many creative minds.

The smiles you see on the faces of our residents and staff are further testament to the results of this hard work and gritty determination. Despite the difficult environment and the ever-changing regulatory challenges, we continue to see:

- residents moving out of public housing programs to new homes;
- our residents graduating from high school and going onto college;
- hundreds of families coming off our list and moving into their desperately needed homes;
- playgrounds being built and refurbished;
- thousands and thousands of work orders completed;
- innovative programs implemented to enrich the lives of our residents;
- and millions of dollars invested to better our properties throughout our city.

To an optimist, every problem represents an opportunity. It is with this perspective that I say welcome to the land of endless opportunity!

I have been blessed to witness our staff come together to address challenge after challenge. I have great optimism in our ability to overcome these trials and address the significant housing needs of the citizens of Brockton.

Looking forward with pride and enthusiasm I present to you the 2023 Brockton Housing Authority Annual Report.

Sincerely,

*Thomas Thibeault*

Thomas Thibeault  
Executive Director



BROCKTON  
HOUSING  
AUTHORITY



# It takes a village

## Residents design their own playground

In April, the BHA applied for a KABOOM! Grant to build a state-of-the-art playground in an ideal family location – Washburn Heights.

After being awarded the coveted grant, we hosted a July 17th “Design Day” during which the children of Washburn Heights outlined their dream playground. Planning underway!

“Washburn Heights is home to 50 families,” explained the residence’s Asset Manager Allie Lawlor. “I noticed that not many children play outside, even during the nice weather. Fortunately, KABOOM! and CarMax gave us the opportunity to create a space that will undoubtedly have a significant impact on the children here.”

Envisioning a home base where parents and their kids could congregate and interact socially, residents incorporated soccer nets, wooden benches, a picnic table, a shaded pergola, and a hopscotch court.

More than a playground, BHA leadership saw this as an opportunity to create positive community change. “Brockton Housing staff members rallied together to make this project happen,” said Allie. “From maintenance and administrative staff to property managers, everyone went above and beyond. Our residents are at the center of the work we do.”

“The kids in the community have been at the heart of this playground project since day one,” said Jennifer Monahan, Clerk Typist at Washburn Heights. “This project has helped to shine a light on why we work at Brockton Housing Authority and the difference we can make. I hope that the kids who live at Washburn Heights enjoy having such an amazing space right in their own backyard.”

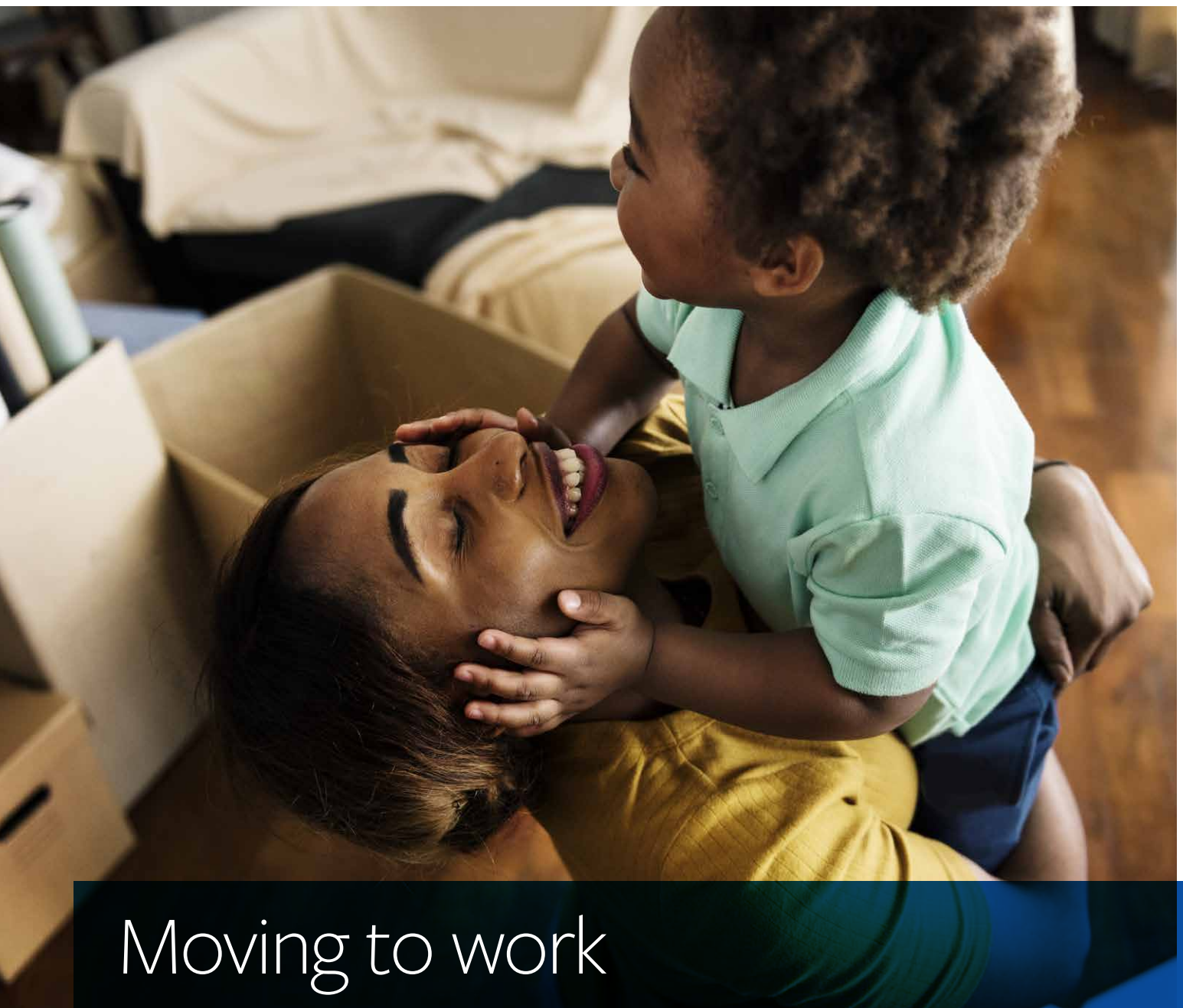


On September 28th, KABOOM!, CarMax, the BHA, and grateful residents came together to execute on the weeks of planning: Approximately 130 volunteers constructed the amazing, kid-designed playground in one day that was capped by a ribbon-cutting ceremony.

On October 2nd, Washburn’s young designers put the real thing to the test. Evelyn Alayon, lead volunteer and resident advocate, said, “This park is monumental! Not only do we have a safe place for our children to play, but also the opportunity for parents to come together and build trust bonds by supporting one another through our conversations, friendships and even accountability by helping each other keep our children safe and the park well taken care of.”

Fostering a sense of belonging, community children now enjoy this beautiful, fun place.

“This is a shining example of what can be achieved when a community comes together as one to work towards a common vision. This will make a difference for generations to come, said Executive Director Thomas G. Thibeault. “The physical structure is not the end of the project. It’s the launch pad for the community to grow closer.”



# Moving to work

Forward-looking flexibility is the way to characterize the BHA's new status as a Moving to Work (MTW) agency. Our participation in this HUD program enables us to be more innovative, flexible and responsive to the needs of our community. We have more freedom to explore new ideas and creative approaches that are particular to the Brockton Housing Authority, which will improve the quality of life for our residents.

A MTW agency as of 2022, we can adjust our operation and apply our team's expertise to craft programs that meet the area's unique needs, create new affordable housing opportunities and provide more effective resident services.

What does this mean in practice? As a participant in the landlord cohort, we, for example:

- Adopted Small Area Fair Market Rents for the Brockton Metropolitan Statistical Area;
- Adopted landlord incentives to attract and retain landlords to the Section 8 program;
- Adopted income exclusions in the Section 8 program for those coming off of welfare.

Our plan is to provide our participants a greater choice in apartments with these initiatives.

In 2024 the BHA plans on implementing two new initiatives to address the needs of our Section 8 participants.

The first initiative addresses security deposits. Once receiving a Section 8 voucher, residents have 120 days to secure an apartment or else lose the voucher. This is a tragic situation, waiting over ten years to get to the top of the list and then losing the voucher, because of not being able to afford a security deposit. We anticipate that this initiative will help more families, which receive a voucher, move into an apartment.

The second focuses on BHA financial flexibility regarding future developments. Instead of money strictly allocated to Public Housing, Modernization and Section 8 silos, under MTW, the BHA can use its financial resources to provide the most efficient and effective solutions to the issues we are dealing with in our community.

We are still taking measured steps and analyzing the effectiveness of our initiatives but we can clearly see a brighter future.



## Ingenuity: Capital from savings

The BHA last year again used its energy-saving programs creatively by taking capital savings from reduced utility costs to improve housing units – along with improving environmental sustainability.

The savings on water, electricity and gas have financed about \$14 million in capital improvements, including one project of approximately \$11 million.



# Purpose, passion, and perseverance



## Family Self-Sufficiency success

In 2023, the BHA's Family Self-Sufficiency (FSS) program continued to help residents reach life-changing goals such as home ownership and educational degrees. While many take advantage of the valuable program, some, like Darlene Diggs, take it to a whole different level.

Despite starting with only a ninth-grade education and later earning her GED, Darlene's story is a remarkable tale of perseverance. Through participation in the FSS Program, she has achieved incredible things: earning a Master's Degree, becoming a Licensed Social Worker, and now working as a full-time therapist, helping others.

"I didn't even know what I'd tapped into when I signed up for the Brockton Housing's FSS Program," Darlene said. "It changed my life."

Realizing that she needed to break out of the poverty mentality, Darlene explained, "I was relying too much on the system, and it was holding me back. But when you have services like food stamps, you're afraid to lose them. For too long, I stayed just under the poverty line. That thinking was imprisoning me."

FSS Coordinator Jaclyn Malloy said, "The FSS team is very proud of what Ms. Diggs has accomplished."

Over her time as a participant, Darlene has worked with three mentors. "If I was going to stand on my own, then I needed to define what independence and success meant for me. My three mentors from the FSS program helped me to do that." As a result of their teamwork, Darlene fixed her credit and educated herself on how to escape poverty.

FSS Coordinator Jaclyn Malloy added, "Miss Diggs just completed the FSS Program and received a sizeable escrow. Her annual salary exceeds \$70,000 per year, from a starting point of \$6,742. As a tenant in good standing, she's educated herself and become a professional Licensed Social Worker - all while enrolled in the program."

"Thanks to FSS, I was able to save money," Darlene confirmed. "I used these funds to pay off all of my credit cards and climb out of debt. I also used the savings to pay for my Social Worker license."

Increasing her own self-worth throughout the process, Darlene's eyes are now on her next goal - eventually buying her own home.

"Brockton Housing is an amazing organization," Darlene concluded. "The FSS Program has really worked for me. I wish more people knew about everything it can do for them. It really is life-changing."





# Modernization 2023

We met perennial goals for more sound, comfortable and energy-efficient building infrastructure through a number of modernization projects, completed and in-progress, last year. Being future-ready is something we put into practice every day.



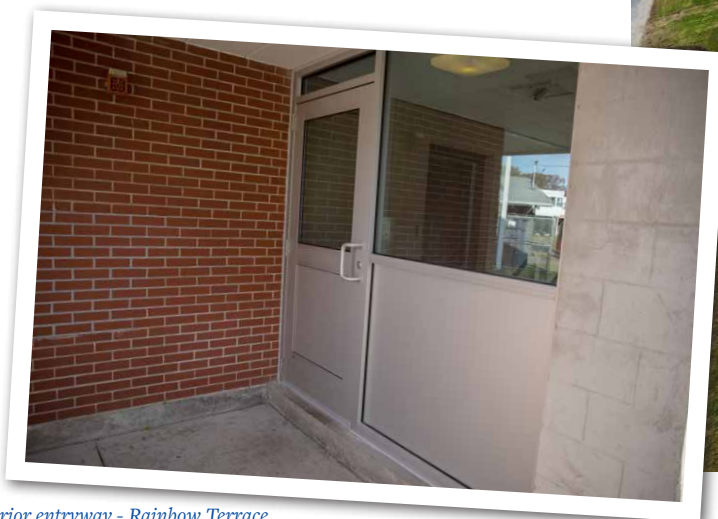
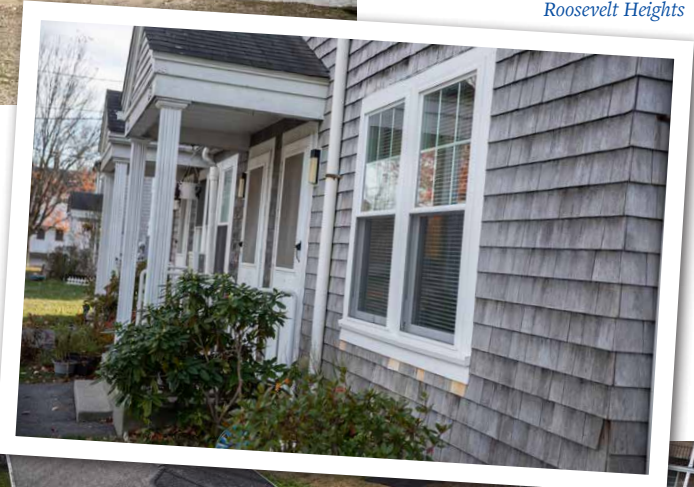
*Community Room – Kennedy Terrace (Currently in process)*



*Window replacement – Roosevelt Heights*



*Improved access doors – Manning Tower*



*Exterior entryway – Rainbow Terrace*



*Roof replacement – Belair Heights (currently in process)*

# A template for our new direction



## Campello and beyond

Campello is the catalyst to the future of Brockton Housing’s physical revitalization.

### ■ THE PROBLEM

Over many years, the BHA has been recognized for its efficiency and competency in operating low-income residential units. Still, the Authority has a large backlog of capital needs. Nationwide, the public housing industry has a \$26 billion dollar backlog of deferred maintenance that is not being addressed, resulting in units being made uninhabitable.



*50-year-old kitchen with failing systems at the Campello Highrise.*



*The granular façade surface and waterproofing coating have failed.*

According to a National Low-income Housing Coalition article published in October of 2019, “Throughout the nation, public housing is in pretty rough shape. The Public Housing Capital Fund, which Congress provides to pay for repairs, has been underfunded for so long that we now lose more than 10,000 public housing apartments each year because they are no longer habitable.”

## ■ THE SOLUTION

The US Department of Housing and Urban Development, (HUD), recognizing decades of deferred capital needs in its portfolio, has created several programs for public housing authorities to raise capital. These programs enable the BHA to address immediate capital needs, and, when used judiciously, enable the BHA to revive the City of Brockton's entire public housing portfolio -- improving the livability of the City as a whole.



Campello's redevelopment is the cornerstone that allows the Authority to revitalize its entire portfolio and assure that its ability to maintain its existing units at a high level of habitability continues, while exploring other affordable housing opportunities.

Due to the extreme capital needs at the Campello complex, HUD has approved its demolition, disposition and redevelopment through its Section 18 program, ultimately assisting the Authority in its long-term strategy by:

- Relieving the Authority of the financial burden of maintaining 398 units in buildings whose useful life has ended
- Converting the 398 units from the Section 9 Public Housing platform to the Section 8 project-based program, allowing the Authority to borrow funds needed to develop new units
- The 398 demolished units allows the Authority to use "Faircloth Authority" to create or redevelop additional affordable housing, which will be used to address our current and future needs

Faircloth Authority is a cap that Congress established in 1998 on the number of public housing units the federal government would support. There is existing federal authority to provide deep rental assistance for nearly 220,000 units, provided PHAs can finance the acquisition or initial construction. The Faircloth-to-RAD (Rental Assistance Demonstration) strategy targets this financing need.

In a Faircloth-to-RAD transaction, PHAs develop public housing units using HUD's public housing mixed-finance program with pre-approval to convert the property to a long-term Section 8 contract following acquisition or rehabilitation/construction. With early-stage RAD conversion approvals, lenders and investors will have the revenue certainty through familiar Section 8 contracts to underwrite these projects.

The Authority currently manages 357 units of state public housing which are in dire need of major capital investments that the State of Massachusetts simply cannot afford to address. By using the Faircloth-to-RAD program, the Authority can leverage public and private debt and equity to reinvest in our public housing stock.

## ■ THE OUTCOME

The bottom line is that the rehabilitation of the Campello complex using HUD's Section 18 program provides the foundation for the Authority to elevate the condition of its entire portfolio, relieving the state of its obligation in the City while elevating its quality of public housing, thus, making Brockton a better place to live, work and play!

## ■ THE RESULT: A win for the State, City and residents



# Professional and empathetic responses to difficult times are part of who we are

On Thursday, August 3, a fire broke out at a single-family residence managed by the Authority in Abington. Jay Loughlin, Maintenance Forman, and Diane Frazier, Regional Asset Manager, were the first employees notified and on scene.

Mr. Loughlin followed his training and appropriate protocols by informing the fire department he was on site and was acting as the liaison between the Authority and the Fire Department. He provided information when requested and waited until the fire department said it was safe to enter the building. He also visited the displaced family who was taken in by a neighbor after they evacuated the home in their bed clothes.

Upon her arrival, Ms. Fraizer informed the family members of her presence and provided information to the family and in general tried to calm the situation for the family as much as the circumstances would allow. Ms. Fraizer also contacted Mr. Sheedy, Director of Asset Management, and apprised him of the issue. Mr. Sheedy immediately initiated the process to arrange for the temporary housing of the family.

Ms. Esposito, Office Administrator, arrived at the scene and worked with Ms. Frazier to address the needs of the family. Once the clothing sizes of the family were determined Ms. Frazier left to obtain clothing. Ms. Esposito posted on several area “mom” pages the details of the family’s situation and the clothing sizes of the family members.



*Jay Loughlin searches the home to recover family members’ valuables while the mother looks on.*

Once cleared by the fire department, Mr. Loughlin began a search for several items important to the family members: The Head of Household’s pocketbook containing her car keys, license and other valuables, the daughter’s tablet and the son’s piggy bank. Mr. Loughlin spent a significant amount of time in the hot, acrid smelling house and was able to find several of the items. The son and daughter were greatly relieved. The pocketbook was half burnt, but the resident’s license and debit card were intact. This search was not the responsibility of Mr. Loughlin, but he initiated the search of his own accord after seeing how upset the family members were and wanted to do what he could to bring some comfort to them.



On Friday, efforts started to find a three-bedroom unit to temporarily house the family. Ms. Esposito had made day care arrangements to come to work on her day off to make calls looking for an appropriate apartment. She was not asked to do this but did it on her own volition because she saw the need and wanted to help the displaced family. Early that morning Mr. Sheedy located a three-bedroom unit that was available. Due to the work done by the staff overnight and that morning an appropriate home had been located and a lease signed by noon on Friday.

While the Authority was making arrangements for the family, the residents of the town began an overwhelming response and a tribute to the town. They passed the hat and had donated \$1400 by the end of the day on Thursday. The neighbor across the street donated a \$400 Walmart gift card. Bags of clothing, board games, books and household items were dropped off at the Authority. The Shaw Ave Tenant Associations immediately made a financial commitment and asked what else they could do. The Jeffery Coombs foundation made a financial commitment. Mr. Loughlin's family made a financial commitment and provided gifts. Ms. Esposito brought in gifts for the family. Commissioner Ellen Delany arranged to get the family mattresses; Leanne Adams, the Town Clerk obtained multiple pieces of furniture for the family. This is only a partial list of the good deeds done by others in response to the fire.

The most wonderful part of all these actions was that no one had to be asked. As soon our staff heard about the fire they responded first as professionals and next as compassionate human beings. As an agency we are grateful for the outpouring of support from the community and proud to be associated with such professional and empathetic staff members.

The more we know,  
the better we serve



In the ever-changing regulatory world, staff training is essential to a well-run BHA.

In 2023, attorney Manette Donovan conducted Reasonable Accommodation Training for our Asset Management and Maintenance office staff. This training provided an overview of the housing authority's obligations with regard to accommodations. Attorney Donovan is well versed in this field and has provided these trainings for many housing authorities, MassNAHRO conferences, and the Section 8 Administrators Association. The training focused on what is an accommodation and the role of each employee with regard to the BHA policies on accommodations.

Various staff members attended the 2-day training conducted by MassNAHRO on a variety of important subjects and other staff members attended a 2-day MTW conference.

In addition departments and employees received the following training:

#### **RENTAL ASSISTANCE**

CVR Fraud Training – 2/2023  
HCV Rent Calculation – 3/2023  
Portability Training – 4/2023  
Homeownership Training – 4/2023  
HOTMA – 9/2023

#### **MAINTENANCE**

OSHA 10  
Lead Safe  
Monthly webinars on various topics with EOHLIC

#### **ASSET MANAGEMENT**

Public Housing Manager Training  
Assistance Animals in Public Housing  
Camera System Training  
Public Contracting Overview  
Public Housing Rent Calculation



# Staff engagement

Last year, the BHA held a number of staff events that promoted team and relationship building. The mission of engendering a cohesive team who know each other and socialize together is one key to good health for any organization.





# See you at the farmers market

## Partner profile

In 2017, the founders of Digger Foods started offering local food to low-income people in Boston. Five years later, Philip Messier and his partners decided to share the abundance from Massachusetts farms with the residents of Brockton. Digger Foods is on a mission to make local, organic, and seasonal food available, while also supporting local farmers.

“The USDA identified Brockton as a ‘food desert’ because its residents lack easy access to fresh, healthy foods,” said Phil Messier of Digger Foods. “We researched this and discovered that the Brockton Farmers Market at City Hall Plaza could be a challenge for people to travel to. On top of that, they didn’t provide services year-round.”

In September of 2022, Digger Foods partnered with Brockton Housing to provide year-round services, noting that “the BHA and its people have thought a lot about food security for their residents.”

Since then, Campello High Rise, The Pines, Belair Tower and Chatham West host weekly markets where residents shop for fresh fruits and vegetables. Digger also provides home delivery of two selections of fruits and veggies for disabled and elderly residents.

“This program provides an amazing benefit to our residents, being able to get fresh fruits and vegetables for free,” said Fred Welsh. “Not to mention, their staff is great!”

Intended to promote healthy eating habits, the produce is free for residents. The Healthy Incentives Program (HIP), a Massachusetts-funded program, allocates \$24M each year to address food insecurity. “Family size dictates the money that can be spent each week,” Phil explained. “Individual residents can spend up to \$40, while larger families are allocated \$60 - \$80. It’s simple. They use their EBT accounts, which are automatically enrolled in HIP. Whatever they charge is immediately put back onto their card.”

In 2023, 3,000 BHA residents, averaging 240 transactions per week, benefitted from this health-conscious service. On top of that, there were also 500 home deliveries for elderly and handicapped residents. “And we plan to grow even more in 2024,” Phil concluded. “We just received a state grant to purchase a mobile farmers market truck, with sides that open up to easy-access shelving.” This will make the process much more efficient, allowing the BHA Farmers Market to expand from three days each week to five.

Helping our residents and local farmers – the very definition of win-win.



*Phil Messier, founder of Digger Foods, helps prepare home deliveries to BHA residents.*

# Board of Commissioners

Our board members provided a constant and steady hand last year as the BHA engaged in its first full year as a Moving To Work housing authority – one of the few in the nation that have achieved this status from HUD. We thank our commissioners for their guidance, experience and passion to make Brockton a better place to live.



**Timothy J. Sullivan**  
*Chairman*



**Ernest Pettiford**  
*Vice Chairman*



**Carol Roberts**  
*Treasurer*



**Janet Trask**  
*Member*



**Taylor P. Harris**  
*Assistant Treasurer*

We would like to welcome Taylor P. Harris to the BHA Team! Mayor Sullivan recommended Ms. Harris for a position on our board, which was unanimously confirmed by the City Council.

“I have 23 years in benefits management,” said Ms. Harris. “My career has been focused on helping people live healthy lives. I have a passion for helping people and wanted to support the people in my community. Housing is essential to living and creating a healthy space and so being a part of the BHA was important for me.”

# 2023 Economic Impact Award

(L-R) BHA’s Executive Director Thomas Thibeault and Chairman of the Board Timothy Sullivan receive the economic impact award from the Metro South Chamber of Commerce. BHA is proud to be recognized for its economic impact and being a vital partner in the City of Brockton’s renaissance.





# Mutual respect is key

## Employee/union collaboration works

In 2023, Brockton Housing successfully negotiated and settled union contracts for administration staff, as well as maintenance personnel.

“The successful results are a validation of the long, productive history of respect between employees and administrators,” Executive Director Thomas G. Thibeault explained. “We’re one team working

toward a common goal. It’s not a painless process, it can look easy when it’s done right, but I assure you that the positive results are the product of years of trust building and mutual respect.”

The amicable negotiations take place every three years. “The collective bargaining agreement has become fairly mature,” Thomas Plouffe, Assistant Executive Director, added. “Fortunately, due to the fact that we address issues with the unions as they arise, there continues to be an atmosphere of trust and mutual respect.”

In the end, BHA values its employees, as evident in the newly-signed contracts.



# Resident Advisory Board



## The voice of residents

The BHA’s Resident Advisory Board provides input that helps BHA administration, commissioners and policy makers in government craft policy. This group, comprised of the presidents of the Tenant Association, connects administrators to the issues, as they unfold, that people really care about. In 2023, as a Moving To Work housing authority, being close to resident issues helped us greatly in shaping resident-centric policies.



# Department reports

## ■ Admissions

The Admissions Department continued to screen thousands of applicants, whether it was to receive assistance from one of our many voucher programs or placement in one of our developments throughout the city.

Due to hard work and a main focus on assisting individuals and families in need of affordable housing, the Department placed 158 families in BHA developments throughout the city. Working with the Rental Assistance Department, and screening applicants, we provided 202 applicants with vouchers.

We continued to assist homeless and disabled persons via the Mainstream Voucher Program and the Emergency Housing Voucher Program. The Mainstream Voucher Program consists of 51 vouchers and the Emergency Housing Voucher Program consists of 31 vouchers.

The Admissions Department accepted 538 applications for Federal Elderly Housing and 831 applications for Federal Family Housing. The number of applicants on the Massachusetts NAHRO Centralized Section 8 program Wait List continues to rise – over 180,000 applicants are on this list.

CHAMP, the centralized wait list for all of the BHA's state programs continued to grow. Currently there are a total of 52,111 applicants who have requested to be placed on this waiting list.

Last year, the Department continued to assist the Rental Assistance Department in determining eligibility for applicants selected for Beacon Properties, Pines and Chatham.

Also, due to ever-changing regulations, we devoted many hours revising the Federal Admissions and Continued Occupancy Policy. Our revisions were approved by the Board.

## ■ Affordable Housing

During 2023, the Affordable Housing Department completed a total of 560 work orders while also completing the following capital improvements:

- Installed new roofs at three locations
- Installed/replaced water heaters and boilers at four locations
- Remodeled tubs/showers at three units
- Paved driveway and installed new parking lot at one location
- Installed 10 new appliances for eight different locations

The Department rehabbed a fire-damaged three-family apartment building, replacing all flooring, the electrical and fire alarm systems, and all appliances.

Affordable Housing also cooperatively provided a unit for the Brockton Police Department to conduct a drone-training program.

## ■ Asset Management

In 2023, the Asset Management Department carried on its primary responsibilities. The Department's six managers and four clerks are tasked with ensuring that health and safety standards are met, resident eligibility requirements are fulfilled and residents are adhering to the terms of their lease. Those may be the essential components of their job but in reality the most important component is the influence they have on the lives and lifestyles of our residents. Both manager and clerk work in tandem to ensure that all residents can take full advantage of the programs available to them. Each day, they answer hundreds of questions from residents, family members and the public that encompass all aspects of living in a BHA property. These questions range in nature from rent and occupancy concerns to more complex

accommodations. Their experience and training combined with professionalism and compassion has a major impact on the quality of life that our residents enjoy. They have their fingers on the pulse of the community and help foster neighborly relations.

## ■ Capital Improvements and Rehabilitation

The Department achieved three main objectives last year by closing out Chapman Waterproofing Company's contract, by hiring and training a department clerk and by completing all Energy & Resource Savings projects:

- Hillside Water Closet Replacement
- Hillside Furnace Replacement
- Kennedy Drive Community Center
- Sullivan Tower Roof Replacement
- BHA Wide Air Make-Up Units

Additionally, the Department completed the installation/replacement of four development-wide surveillance systems at Hillside Village, Crescent Court, Roosevelt Heights and Manning Tower.

Capital Improvements moved forward on the project at Campello High-Rise, assigning the A/E contract to BWA Architecture, and acquiring 1362 Main Street, which will allow the Authority to begin the Campello project as soon as funds are available.

Most, if not all, of the work that Capital Improvements undertakes is directly related to providing a better quality of life for our residents. The vast majority of our projects are done to enhance residents' lives. In particular, the Department oversees third-party rooftop cell towers at the BHA, a revenue-generating arrangement that provides most of the Resident Employment Program funding.

Last year, we also opened discussions with the Director of Procurement regarding a new method for Section 3 Labor Hour reporting that will require all maintenance contract invoices to be pulled and hours extracted from the certified payrolls.



## ■ Family Self-Sufficiency

Family Self Sufficiency Department (FSS) met the challenge of implementing the recently adopted FSS Action Plan. This involved meeting with each resident program participant to sign a new contract of participation and to ensure that their career paths are in line with their stated goals. Throughout this process the Department continued to coach participants to reach personal goals that might include improving credit scores, establishing career paths or advancing educational opportunities. Last year, several successful participants graduated from the program as home owners or became economically self-sufficient. The Department hired a new Program Coordinator in the fourth quarter, setting the stage for a robust and eventful 2024 and beyond.

## ■ Finance

The Finance Department provides support for the Brockton and Abington Housing Authorities and two not-for-profits, through payment to vendors, collections of rent and fees, and financial statement reporting.

In 2023, Finance increased interest income by over 75%, enabling the Authority to earn a greater return on its investment portfolio, increasing financial resources for operations, and proving financial stability and oversight. The Authority maintains quality banking relationships and consistently explores opportunities to increase interest and safeguard all funds. The Department, once again had a finding-free financial audit report. Additionally, Finance:



- Processed 4,713 payments to vendors for a total of \$35,334,401
- Issued 32,460 Section 8 payments totaling \$40,911,663
- Collected \$10,492,452 in rent payments

The Finance Department also implemented a direct deposit system (ACH) for our accounts payable vendors. This improvement enables vendors to receive payments expeditiously while the Authority saves postage costs on weekly check mailings.

For 2024, Marcum Advisors will be conducting a review of Finance Department procedures. What's more, we will be streamlining rent collections for faster payment processing, which will include upgrading check scanners, utilizing Eastern Bank courier services and setting up online bill payment systems for tenants.

We hired an Assistant Director of Finance last year and a Chief Financial Officer who came on board in January of 2024 bringing the department to full staff for the first time in more than two years.

## ■ Human Resources

In 2023, the Human Resources Department working with the Director of Asset Management and the Director of Facilities successfully reached agreement with our two unions. The new collective bargaining agreements reflect a fair cost of living adjustment and some language changes to address outstanding issues, including night call service.

We continued to attempt to hire qualified candidates in a very challenging job market for employers. We took the necessary steps to advertise, interview, and complete background checks for two new Maintenance hires and six new Administrative hires. These new employees were added in the Maintenance Department, Finance Department, Family Self Sufficiency Department, and Rental Assistance Department. We continued to add part-time employees in our Work Force Development program. We also facilitated several transfers of employees between departments.

## ■ Information Technology

In 2023, the IT Department processed and completed over 3,100 work order requests.

IT manages the authority's communications network, which includes the local area networks, the Comcast Fiber Optic networks, firewalls, virtual private networking equipment, email system, website, video cameras, video recorders, data/application storage systems, and doors access control system. IT also manages software installation, software maintenance, applications installation, applications maintenance and cellular devices.

The Department is responsible for the installation, repair, and maintenance of nearly 500 devices including personal computers, slim clients, mini personal computers, laptops, tablets, copiers, printers and scanners on 13 servers, for over 100 full-time and part-time employees.

## ■ Maintenance

The BHA's objectives are to provide decent, safe housing for our families, the elderly and persons with disabilities. In addition, our goals are to ensure that the building systems and equipment perform as intended, and that we turn around vacant units within the time frames required by HUD and EOHLG. The statistics below demonstrate how we achieved these goals in 2023.

- Received 13,980 maintenance calls
- Completed 7932 tenant maintenance requests
- Answered 1,640 after hour emergency maintenance calls
- Completed 2,934 annual inspection calls
- Completed 40 preventive maintenance calls
- Completed 175 routine work orders
- Completed 1072 emergency service calls
- Completed and turned over 187 vacant units
- Added two Maintenance Mechanic Aides to the staff
- Aided in the construction of the new playground area along with Kaboom, Car Max and Asset Management staff and volunteers.

We are preparing to implement HUD's new NSPIRE inspection standards that will take effect in 2024, and will be training all maintenance staff on these inspection protocols.

## ■ Rental Assistance

2023 was a very successful year for the Rental Assistance Department. We continued to accomplish high levels of productivity and proficiency, confirmed by our HUD recognition as a High Performer. We recertified 2540 families, completed 2295 interim rent calculations, 238 unit transfers, and conducted 2118 Annual HQS inspections.

## THE DEPARTMENT LAST YEAR:

- Awarded eight additional MRVP Project Based units at the NHS Lincoln School LLC
- Administered 20 Section 8 vouchers from various housing authorities
- Issued vouchers in these categories – 39 Housing Choice, 16 Designated Housing Program, 2 Non-elderly Disabled, 24 Alternative Housing Voucher Program, 8 Massachusetts Rental Voucher Program, 32 Department of Mental Health, 5 Abington, 3 Mainstream, 3 VASH Mobility, 4 Mobility
- Absorbed 10 Section 8 vouchers from various Housing Authorities

The Department issued Project Based Vouchers (17 Chatham West, 14 Pine Commons, 15 Pine Gardens) plus 10 additional PBVs, and completed 437 rent increases for RAD vouchers at Pine Commons, Pine Gardens, and Chatham West I.

Rental Assistance hired three new Homeownership Leasing Officers: Myriam Divers, Conceicao DosSantos and Patricia Mullin.

## IN ADDITION, OUR STAFF IN 2023:

- Attended numerous trainings and webinars with titles that included CVR Fraud Training, HCV Rent Calculation, Portability Training, Homeownership Training, and HOTMA
- Held 29 informal hearings for termination of subsidy due to lease violations and/or violations of leased housing program rules and regulations
- Contracted fraud re-payments for unreported income and collected a total of \$262,187.95

## ■ Security

The Security Department in 2023 continued former security director Jack Hill's legacy and its theme of work ethic, pride and safer neighborhoods.

Last year, we contracted with private firm Jet Security. Their team of officers, who provide crucial overnight security to many residents, was put to the test during extremely difficult times, often responding to last-minute incidents. The record proves they have served and protected residents well.

The Department also took full advantage of the new security cameras at two of our major complexes housing elderly and disabled individuals and families. These modern camera systems have already helped solve several crimes and disputes. We look forward to their expanded presence as the BHA rolls out coverage in two more family developments.

In 2024, we plan on continuing the close, collaborative relationships we have with residents, staff, neighbors, the Brockton Police Department, BHA community police officers and the Brockton Fire Department. This network is key to ensuring safety and security for our BHA community.

## ■ Service Coordinators

The Resident Service Coordinators (RSCs) continuously strive to meet the growing needs of our residents, particularly in key areas of concern.

RSCs assist residents with food insecurities by distributing approximately 500 brown bags of food a month in conjuncture with the Greater Boston Food Bank. Additionally, a successful pilot program with Digger Foods has become another permanent resource in which Digger Foods brings fresh goods and produce directly to residents. The Charity Guild is our third dedicated source of food assistance and they are also extremely generous with monthly food distributions to several BHA locations.

Also of major importance is the health and wellness of our residents. RSCs work closely with the Mayor's office and Board of Health Nurses to provide our residents with medical services such as Covid vaccination updates, annual flu shots, glucose screenings, blood pressure monitoring, nutrition counseling and Covid test kits.

The Service Coordinators meet with residents on a regular basis to address a variety of issues and help residents with program renewal applications, maintain lease compliance and make referrals that may allow a resident to age in place. The community relationships that our RSCs have established throughout the city are an extremely valuable resource and are essential to the overall success of the Service Coordination program.





# Employees by department

## ■ EXECUTIVE

Thomas G. Thibeault, *Executive Director*  
Thomas Plouffe, Esq., *Assistant Executive Director*  
Bruna Campbell, *Compliance Officer*  
Susan M. Keating, *Part-time Administrative Assistant*

## HUMAN RESOURCES

Donna Undzis, *Administrative Assistant for Human Resources*

## ■ ASSET MANAGEMENT

Dennis Sheedy, *Director of Asset Management*

### ASSET MANAGEMENT

Diane Frazier, *Regional Asset Manager*  
Melissa O'Malley, *Asset Manager I*  
G. Lilian Antenor, *Asset Manager I*  
Linda Dower, *Asset Manager II*  
Alexandra Lawlor, *Asset Manager II*  
Jennifer Monahan, *Clerk Typist*  
Elsa Barros, *Clerk Typist*  
Camille MacArthur, *Clerk Typist*  
Whitney Span, *Clerk Typist*

### RESIDENT SERVICES

Jaclyn Malloy, *Family Self Sufficiency Coordinator*  
Angela Salley, *Family Self Sufficiency Aide*  
Richard Gaucher, *Security Coordinator*  
Steff Philogene, *Security Supervisor*  
Anthony Giardini, *Community Police Officer*

## SERVICE COORDINATORS

Fred Welsh, *Director of Resident Services*  
Ronald DiMarzio, *Service Coordinator*  
John Beals, Jr., *Service Coordinator*  
Shawna Medeiros, *Service Coordinator*  
Patricia Druineaud, *Service Coordinator*

## MAINTENANCE DEPARTMENT

Vincent DeChristopher, *Director of Facilities*  
  
Tonya Fort, *Maintenance Office Manager*  
Burnice Cajigas, *Maintenance Office Aide*  
Joanne Marshall, *Clerk Typist*  
Regina Messina, *Purchasing Agent*  
Thomas Carbonara, *Working Foreman*  
Steven Chetwynd, *Working Foreman*  
Robert DeMulis, *Working Foreman*  
Kevin Gately, *Assistant Working Foreman*  
Jorge Pagan, *Assistant Working Foreman*  
Walter Barris, *Working Supervisor of Housekeeping*  
Rubin Bullock, *Lead Mechanic*  
Joseph Kukla, *Lead Mechanic*  
Mitchell Ballinger, *Maintenance Mechanic*  
Carlos Chicha, *Maintenance Mechanic*  
Daniel Smith, *Maintenance Mechanic*  
Walter Yurkins, *Maintenance Mechanic*  
Michael Zeoli, *Maintenance Mechanic*  
Mark Cataldo, *Maintenance Mechanic Aide*  
Phillip Dickson, *Maintenance Mechanic Aide*  
Jesse Gobin, *Maintenance Mechanic Aide*  
Axell Lizardo, *Maintenance Mechanic Aide*  
Anthony Schmit, *Maintenance Mechanic Aide*

Richard Serrato II, *Maintenance Mechanic Aide*  
 Richard Shanks, *Maintenance Mechanic Aide*  
 Robert Smith, *Maintenance Mechanic Aide*  
 Daniel Spillane, *Maintenance Mechanic Aide*  
 Neda Alston, *Housekeeper*  
 Paula Beebe, *Housekeeper*  
 Thuan Carson, *Housekeeper*

**CAPITAL IMPROVEMENTS**

Chris Barry, *Director of Capital Improvements*  
 Nancy Macedo, *Capital Improvements Project Manager*  
 Kimberly Morse, *Clerk Typist*

**RENTAL ASSISTANCE**

Christlaine Bonny, *Director of Rental Assistance*  
 Carmela Pradieu, *Rental Assistance Fraud Manager*  
 Tamara Collymore, *Rental Assistance State Voucher Coordinator*  
 Crystal Guerra, *Rental Assistance Office Manager*  
 Patricia Desgrosseilliers, *Leased Housing Associate*  
 Karen Pechulis, *Landlord Facilitator*  
 Myriam Divers, *Homeownership Leasing Officer*  
 Conceicao DosSantos, *Homeownership Leasing Officer*  
 Patricia Mullin, *Homeownership Leasing Officer*

**ADMISSIONS**

Tremeta Rose, *Director of Admissions*  
 Dawn Ogden, *Office Manager*  
 Marjorie Morse, *Admissions Voucher Screener*  
 Flora Marchani, *Clerk Typist*  
 Myra Durden, *Receptionist*



**AFFORDABLE HOUSING**

Thomas Howard, *Affordable Housing Facilities Supervisor*  
 Xiomara Calderon-Rivera, *Affordable Housing LIHTC Asset Manager*  
 Edward MacDonald, *Facilities Specialist*  
 James Mattson, *Facilities Specialist*  
 Scott McDuffy, *Facilities Specialist*

■ **FINANCE DEPARTMENT**

Michael Pacious, *Chief Financial Officer*  
 Tanya Holland, *Assistant Director of Finance*  
 Wanda Massiah, *Billings Collection Supervisor*  
 Katrina Lam, *Administrative Assistant for Finance*  
 Owen Ahearn, *IT Manager*  
 Allison Joyce, *Finance Department Aide*  
 Kerene Cassagnol, *Finance Department Clerk*  
 Kellee Ann Reddy, *Accounts Receivable Bookkeeping Clerk*  
 Linda Milne, *Receptionist*  
 Donald Robinson, *Courier*



## ■ WORKFORCE DEVELOPMENT

Evelyn Alayon  
Emmanuel Antoine  
Robert Bates  
Donna Bell  
Don Blanche  
Donna Boutin  
Kimberly Boyd  
Robert Brown  
Madelyn Carde  
Robert Carter  
Gail Defrain  
Theresa Dimond  
Cheryl Duren  
Robert Emery  
Jerome Farria  
Evelyn Fernandez  
Dawnyelle Gathers  
Angel Guterrez  
Donna Green

Kim Hallahan  
Jack Howard  
David Khoury  
Ludymila LoboVieira  
Cheryl Long  
Donald Lord  
Cameron McIntosh  
Aman Moore-Evans  
Rafael Padilla  
Daniela Pina  
Javier Pizarro  
Norma Politano  
Mary Princiotta  
Rosa Rivera-Gonzalez  
Jordan Rodriguez  
Rene Serrato  
Johnnie B. Shannon  
Mario Tavares  
Dorothy Tosetti



## New hires

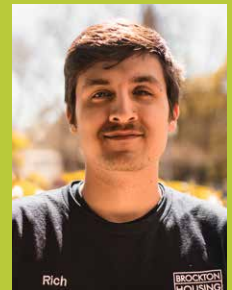
We welcomed 8 great new team members last year.



**Tanya Holland**  
*Assistant Director  
of Finance*



**Daniel Spillane**  
*Maintenance  
Mechanic Aide*



**Richard Serrato II**  
*Maintenance  
Mechanic Aide*



**Kellee Ann Reddy**  
*Accounts Receivable  
Bookkeeping Clerk*



**Conceicao DosSantos**  
*Homeownership  
Leasing Officer*



**Myriam Divers**  
*Homeownership  
Leasing Officer*



**Jaclyn Malloy**  
*Family Self-Sufficiency  
Coordinator*



**Patricia Mullin**  
*Homeownership  
Leasing Officer*



# Service awards

## 15 years

Christlaine Bonny

## 20 years

Elizabeth Riordan  
Rubin Bullock  
Thomas Carbonara



## 25 years

Carmela Pradiou  
Regina Messina



Elizabeth Riordan 20 years



Rubin Bullock 20 years



Thomas Carbonara 20 years



Regina Messina 25 years

# Financials

Statement of Net Position for the Year Ended December 31, 2022

ASSETS AND DEFERRED OUTFLOWS		Prior Year	Change
<b>Current Assets</b>			
Cash & cash equivalents - unrestricted	\$ 18,970,017	18,767,578	202,439
Cash & cash equivalents - restricted	4,248,892	1,481,176	2,767,716
Accounts receivable, net	1,858,810	520,982	1,337,828
Notes receivable	378,001	-	378,001
Prepaid expenses	377,163	133,016	244,147
Inventories	23,500	24,778	(1,278)
	<b>25,856,383</b>	<b>20,927,530</b>	<b>4,928,853</b>
<b>TOTAL CURRENT ASSETS</b>			
<b>Noncurrent Assets</b>			
Notes receivable	390,081	-	390,081
<b>Capital Assets:</b>			
Land	2,649,523	2,649,522	1
Buildings & improvements	164,391,604	163,667,667	723,937
Furniture & equipment	1,520,509	1,327,795	192,714
Construction in progress	11,531,289	5,394,603	6,136,686
	180,092,925	173,039,587	7,053,338
Less: Accumulated depreciation	(125,054,109)	(119,961,899)	(5,092,210)
Total Capital Assets - Net	55,038,816	53,077,688	1,961,128
	<b>55,428,897</b>	<b>53,077,688</b>	<b>2,351,209</b>
<b>TOTAL NONCURRENT ASSETS</b>			
	<b>11,106,163</b>	<b>5,086,199</b>	<b>6,019,964</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
	<b>92,391,443</b>	<b>79,091,417</b>	<b>7,280,062</b>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>			



## 2023 Person of the Year

President and CEO Vincent (Vinny) Marturano has been the driving force behind Old Colony YMCA's steady expansion. Over the course of 50 years, he has grown the Y into a regional agency heavily involved in providing social services such as homeless shelters, counseling, childcare facilities, and treatment and training programs for young people caught up in the correctional system.

Early on, Vinny also established a strong, collaborative relationship with the BHA. Two of our many collaborations stand out.

One helped our residents become first-time homebuyers. The BHA provided building lots and financing. The Y recruited high school drop-outs and those who had run-ins with the law to build homes. Y supervisors taught the young men and women a building trade while they concurrently prepared for their GEDs. The program's stirring success was keenly felt each time one of our FSS participants received their new home's key during the "passing of the keys" ceremony. The tears of joy flowed freely.

A Peabody Foundation grant kick started the other. Grant in hand, Vinny's attention turned to BHA families -- and the Youth Focus Program was born. To this day, the program offers comprehensive education, fitness, leadership and character development programming on-site at our residences. It also provides information and referrals to a broad range of outside services.

As Vinny says, "Our work is to bring out the human potential in young people. It happened to me, and that's why I chose to do that as my life's work."

Y Chairman, Eli Florence, confirms Vinny's enormous contribution: "He changed the definition of what a YMCA could be, and now others across the country are following his lead."

For these and many more reasons, the BHA is proud to honor Vincent Marturano as its 2023 Person of the Year!





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*“Take the first step in faith.  
You don’t have to see the  
whole staircase, just take  
the first step.”*

– Dr. Martin Luther King Jr.

*West Elm Street entrancement,  
former Brockton High School*