

# Northeast Regional Capital Assistance Team 2017 Annual Report



**June 2018**

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## *RCAT NE Director's Executive Summary:*

While our mission remains the same, to create efficiencies in development and operations, based on region-wide economies of scale, in our second year we have fine-tuned our internal processes to improve the delivery of our services to all our PLHA's. We have met with all the Executive Directors at our 58 Authorities, and have completed Portfolio Needs Assessments (PNAs) at all developments. With the information gained in the previous year, we have been able to develop quality Capital Improvement Plans to address some of the Authority's greatest needs. The scope of our projects and our mission to add value will continue to grow as we fine tune processes, all fueled by transparency and communication.

Some of the highlights of 2017:

- Our staff continued trainings with 5 out of 6 becoming MCPPO Certified in Procurement through the Inspector General's office.
- PNAs were completed at the remaining Authorities that had not been completed in 2016. We now have good working knowledge regarding the capital needs of all the developments in our portfolio.
- We continued to complete five-year Capital Improvement Plans through the CIP process with DHCD's consultant Cybersense. In December 2017 we began to complete the CIP process for several Authorities each quarter entirely on our own, with the intent of taking over all CIP work after June 2018. This process is going well.
- We continue developing all capital projects in the DHCD software systems and managing 100% of the project activity in the 10k-50k threshold. As of December 2017 NE RCAT had projects under contract totaling \$663,289.00.
- Our Vacant Land Survey was completed for all Participating Local Housing Authorities.
- A Handbook was developed to assist PLHA's in acquiring additional outside funding. [https://massrcat.com/wp-content/uploads/2018/01/Handbook-for-Securing-Additional-Funding-Revised\\_01122018-1.pdf](https://massrcat.com/wp-content/uploads/2018/01/Handbook-for-Securing-Additional-Funding-Revised_01122018-1.pdf)
- RCAT also developed a template Preventative Maintenance Plan that can be used by Authorities that do not have one. The MP document created will also be used as direct input for the Maintenance component each Authority will be required to submit to DHCD in their upcoming annual plan.

Overall, this has been a fantastic year. We have expanded our services and refined our internal processes to better assist our Participating Local Housing Authorities. We look forward to continuing to provide these services and offering greater assistance to all for years to come.



David J. Hedison, Executive Director, Host Housing Authority RCAT NE

## **RCAT Northeast Division**

Annual Report for March 1, 2017 to February 28, 2018

Submitted by the Chelmsford Housing Authority

10 Wilson St., Chelmsford, MA 01824

### ***About the RCAT:***

The Northeast Regional Capital Assistance Team is responsible for servicing all Participating Local Housing Authorities in Region 2. The region is made up of 3 counties, Middlesex, Essex, and Suffolk that consist of 58 PLHA's, with a total of 7,701 units.

### ***Fiscal Year End (FYE) dates:***

December - 14 LHA's

March - 9 LHA's

June - 23 LHA's

September - 13 LHA's

### ***Our Mission:***

To Increase the technical capacity available for smaller Local Housing Authorities related to the modernization, preservation, and development of state public housing.

To facilitate collaboration across LHAs in order to capture economies of scale through bulk purchasing, bulk procurements, and other innovations.

## *The RCAT NE Team:*

### **RCAT Director: Kirk Fulton: ([kfulton@chelmsfordha.com](mailto:kfulton@chelmsfordha.com))**

Functions: Manage, implement and coordinate the RCAT Guideline services throughout the Northeast region, focusing on the specific needs of each housing authority, in order to gain performance and economic efficiencies. Lead our team and discover new ways of improving the delivery of services to the participating agencies.

### **RCAT Procurement Specialist Sharon Smith: ([ssmith@chelmsfordha.com](mailto:ssmith@chelmsfordha.com))**

Functions: To be a coordinating point of contact between the Housing Authority and the RCAT Director and Project Managers, scheduling the delivery of RCAT services to meet the schedules of the Authorities.

### **RCAT Project Managers**

Functions: To be the field contacts for individual housing authorities. Assigned a specific portfolio of housing authorities, each project manager will work with the Executive Directors and their staff to assess their specific maintenance and modernization needs, and provide services to enhance efficiencies in those areas.

### **Frank Stitham: ([fstitham@chelmsfordha.com](mailto:fstitham@chelmsfordha.com))**

**Housing Authorities served by Frank:** Holliston, Hopkinton, Ipswich, Lynnfield, Marlborough, Milton, Nahant, Newton, Northborough, North Reading, Southborough, Swampscott, Westborough, Wilmington.

### **Jeffrey Baxter: ([jbaxter@chelmsfordha.com](mailto:jbaxter@chelmsfordha.com))**

**Housing Authorities served by Jeffrey:** Belmont, Dedham, Groton, Hudson, Littleton, Malden, Natick, Pepperell, Reading, Tyngsborough, Wenham, Winchester.

### **Vacant**

**Housing Authorities served by \_\_\_\_\_:** Amesbury, Ayer, Essex, Georgetown, Groveland, Haverhill Manchester, Merrimack, Needham, Newbury, Newburyport, Rockport, Salisbury, Topsfield, Wellesley, West Newbury, Rockport.

### **Vacant**

**Housing Authorities served by \_\_\_\_\_:** Acton, Bedford, Billerica, Burlington, Concord, Danvers, Maynard, Mendon, Methuen, Middleton, Milford, North Andover, Rowley, Sudbury, Westford.

## *Support/Contract Statement:*

### *Supporting Chelmsford Housing Authority's Mission:*

The Chelmsford Housing Authority is dedicated to meeting the needs of the elderly, the disabled and families in need of affordable housing. Supportive services tailored to the needs of each group are considered of the utmost importance. Families will be offered support to continuously improve themselves, achieve self-sufficiency and eventually towards homeownership.

The disabled will be directed to the appropriate local services in order to meet their individual needs. The elderly will be offered supportive services in order to maintain their highest level of independence in a community environment and age in place. Each individual that comes in contact with the Chelmsford Housing Authority will be treated with respect, dignity and understanding.

The Chelmsford Housing Authority recognizes the importance of a compassionate and dedicated staff to meeting the needs of diverse populations. Together with the support of the Board of Commissioners, employees, residents and community members, the Chelmsford Housing Authority will strive to assist everyone in securing affordable housing and an environment in which they can continue to be valuable members of the community.

RCAT NE Procurement Specialist, Sharon Smith, is responsible for providing procurement support for the RCAT NE Project Managers and the Chelmsford Housing Authority. Sharon will work with the Chelmsford Housing Authority's Maintenance Department to update service contracts in order to keep our equipment and facilities running efficiently. All in an effort to support the Chelmsford Housing Authority mission to meeting the needs of the elderly, the disabled and families in need of affordable housing.

### *Statement regarding overall contract terms:*

On March 5, 2016 the Chelmsford Housing Authority entered into a 3 year Contract agreement with 2 one year renewal options with the Massachusetts Department of Housing and Community Development (DHCD). Chelmsford Housing Authority was selected as one of the 3 Regional Host Housing Authorities (HHA) to provide technical support to assist LHAS in executing capital and maintenance plans and projects

## *Summary of Core RCAT Services:*

- Needs Assessment – With input from the Executive Director, Maintenance Staff and a Physical Site Assessment, RCAT PMs identify capital and maintenance needs and create projects that will address deficiencies and extend the useful life of development components.
- Capital Plan Creation – Annually assist in formulating the Capital Improvement Plan and maintain/revise that plan over the course of the year in order to keep budgets and schedules on track.
- Capital Project Management – Manage projects with an estimated construction cost in the \$10,000 - \$50,000 threshold.
- Provide New Trainings – Twice annually based on the participating local housing authority's expressed needs.
- Assist with Securing New Outside Funding – Such as CPA, Energy Conservation, CDBG, Historical Preservation and others that may be available.
- Develop a Maintenance Plan- Create a template MP and provide training that will assist LHA's with implementation.
- Create Bulk Purchasing - For goods and services based on the regionally created market entity.
- Create Regional Trade Staff – (“Force Account”) for completion of local unit turnovers and other needs.

**NE RCAT  
PLHA's**

	GROTON HOUSING AUTHORITY	MERRIMAC HOUSING AUTHORITY	ROCKPORT HOUSING AUTHORITY
	GROVELAND HOUSING AUTHORITY	METHUEN HOUSING AUTHORITY	ROWLEY HOUSING AUTHORITY
ACTON HOUSING AUTHORITY	HAMILTON HOUSING AUTHORITY	MIDDLETON HOUSING AUTHORITY	SALISBURY HOUSING AUTHORITY
AMESBURY HOUSING AUTHORITY	HAVERHILL HOUSING AUTHORITY	MILFORD HOUSING AUTHORITY	SOUTHBOROUGH HOUSING AUTHORITY
AYER HOUSING AUTHORITY	HOLLISTON HOUSING AUTHORITY	MILTON HOUSING AUTHORITY	SUDBURY HOUSING AUTHORITY
BEDFORD HOUSING AUTHORITY	HOPKINTON HOUSING AUTHORITY	NAHANT HOUSING AUTHORITY	SWAMPSCOTT HOUSING AUTHORITY
BELMONT HOUSING AUTHORITY	HUDSON HOUSING AUTHORITY	NATICK HOUSING AUTHORITY	TOPSFIELD HOUSING AUTHORITY
BILLERICA HOUSING AUTHORITY	IPSWICH HOUSING AUTHORITY	NEEDHAM HOUSING AUTHORITY	TYNGSBOROUGH HOUSING AUTHORITY
BURLINGTON HOUSING AUTHORITY	LITTLETON HOUSING AUTHORITY	NEWBURYPORT HOUSING AUTHORITY	WELLESLEY HOUSING AUTHORITY
CHELMSFORD HOUSING AUTHORITY	LYNNFIELD HOUSING AUTHORITY	NEWTON HOUSING AUTHORITY	WENHAM HOUSING AUTHORITY
CONCORD HOUSING AUTHORITY	MALDEN HOUSING AUTHORITY	NORTH ANDOVER HOUSING AUTHORITY	WEST NEWBURY HOUSING AUTHORITY
DANVERS HOUSING AUTHORITY	MANCHESTER HOUSING AUTHORITY	NORTH READING HOUSING AUTHORITY	WESTBOROUGH HOUSING AUTHORITY
DEDHAM HOUSING AUTHORITY	MARLBOROUGH CDA HOUSING	NORTHBOROUGH HOUSING AUTHORITY	WESTFORD HOUSING AUTHORITY
ESSEX HOUSING AUTHORITY	MAYNARD HOUSING AUTHORITY	PEPPERELL HOUSING AUTHORITY	WILMINGTON HOUSING AUTHORITY
GEORGETOWN HOUSING AUTHORITY	MENDON HOUSING AUTHORITY	READING HOUSING AUTHORITY	WINCHESTER HOUSING AUTHORITY



## *2017 Program Milestones:*

### *Portfolio Needs Assessment (PNA):*

Each PNA begins with a “kickoff” meeting with PLHA staff. Site visits to each development are then conducted to physically assess the entire site, major building systems, and a sample of units and common areas. The CPS data for each development is then updated based on the actual conditions of components at the time the assessment takes place. PNAs have been completed for all 58 LHAs as of December 2017 FYE

### *Capital Improvement Plans (CIP):*

Based on data pulled from the PNAs, new projects are created in CPS, and a Capital Improvement Plan is developed in CIMS. The RCAT PM works closely with PLHA staff throughout the CIP process to ensure the delivery of a quality plan as well as a timely submittal. In December 2017 RCAT PMs began completing the entire CIP process without assistance from Cybersense staff consultants for 4 PLHA’s each quarter. Beginning in FY19 RCAT will complete all CIPs without any outside assistance from third party consultants.

### *Vacant Land Surveys*

Vacant Land surveys have been completed with 57 Authorities and submitted to DHCD. A land survey will be completed at the newest PLHA, Reading, during the CIP process in the coming months.

### *Project Management (\$10K - \$50K):*

In January 2017, the RCATs became responsible for the implementation of “Small” projects in the \$10,000 to \$50,000 range. RCATs oversee all design and construction activities, and monitor projects for adherence to procurement laws, schedule, specifications, and budget. To date, RCAT NE has 69 completed projects. The number of 10k-50k projects completed by each PM are as follows:

- Frank Stitham 21 Projects
- Jeff Baxter 14 Projects
- Kirk Fulton 28 Projects
- Joe Levine 6 Projects (Prior to his departure)

### *Out Reach and Group Trainings:*

The Proposal for the Two Annual Trainings in FY19 is in the process of being finalized. A questionnaire to get feedback on the most important topics to cover for these trainings has been sent out to all PLHA’s. A Maintenance Plan training was provided at the MassNAHRO Spring Conference in May 2018, and additional training topics will be generated from questionnaire feedback.

## Year Two Budget:

<b>RCAT YEAR TWO BUDGET 3/1/2017-2/28/2018</b>	
<b>EXPENSE DESCRIPTION</b>	<b>EST. COST</b>
Executive Director	\$ 25,000.00
RCAT Director	\$ 127,451.94
RCAT Project Manager (#1)	\$ 86,667.34
RCAT Project Manager (#2)	\$ 86,667.34
RCAT Project Manager (#3)	\$ 83,961.56
RCAT Project Manager (#4)	\$ 83,134.67
RCAT Administrative Coordinator	\$ 54,999.95
Deputy Director	\$ 6,195.83
Director of Operations/Admin	\$ 8,084.40
Director of Finance	\$ 1,224.17
<b>SALARY TOTAL</b>	<b>\$ 563,387.20</b>
Fringe	\$ 211,191.75
<b>STAFFING EXPENSES TOTAL</b>	<b>\$ 774,578.95</b>
<b>Direct Program Expenses</b>	
Admin Fee - 5% max of budget;	\$ 16,027.20
Staff Travel	\$ 8,194.97
Equipment Purchase	\$ 8,481.79
Utilities	\$ -
<b>DIRECT PROGRAM EXPENSES TOTAL</b>	<b>\$ 32,703.96</b>
<b>Other Program Expenses</b>	
Space Rental, if needed, including proportionate share of utilities	\$ -
Office Telephone & Communications	\$ 3,018.54
Office Equipment Rental	
Materials & Supplies	\$ 2,672.24
Postage and Mailing	\$ 500.00
Publication/Print/Copying	
Other Miscs Expenses - Computer Software and technical support	\$ 3,173.99
Other Miscs Expenses -Certifications/Training	\$ 2,524.65
Other Miscs Expenses - Third Party Consultants	\$ 1,635.00
Insurance, if not included in "Fringe"	\$ -
<b>OTHER PROGRAM EXPENSES TOTAL</b>	<b>\$ 13,524.42</b>
<b>GRAND TOTAL - YEAR TWO ACTUAL</b>	<b>\$ 820,807.33</b>

## *2018 Future Goals:*

### *Advisory Board Meetings:*

Meetings held quarterly at the Chelmsford Housing Authority, 10 Wilson St, Chelmsford, MA 01824

2017 Advisory Board meeting schedule:

March 5, 2018, Monday @ 3:00 p.m. Completed

June 4, 2018, Monday @ 3:00 p.m. (Tentative)

September 4, 2018, Monday @ 3:00 p.m. (Tentative)

December 3, 2018, Monday @ 3:00 p.m. (Tentative)

Members will have the option to call in if on site attendance is not an option.

### *Bulk Purchasing Initiatives:*

In anticipation of developing a pilot for creating a method for developing efficiencies in supplying goods and services based on economies of scale. A proposal was created after input from the RCAT NE Authorities.

### *Projects \$50,000 to \$100,000:*

In 2019, RCAT is scheduled to begin assuming responsibility for a greater range of projects. Not only will we take the lead on projects in the \$10,000 to \$50,000 threshold – but we will also begin to assume responsibility for projects up to \$100,000. The timing for this increase in scope has not yet been finalized.

### *Other Initiatives:*

In response to concerns raised by participating local housing authorities, it is clear that our RCAT must consider expanding our level of assistance to agencies with projects estimated at less than \$10,000. Concerns have also been raised that participating agencies need technical assistance in the area of procurement. These two items will be brought to the attention of DHCD for evaluation with the hope that DHCD will commit additional resources to the RCAT Program so we can be of greater service to the participating agencies.

### *Force Account Pilot:*

The Proposal for a Force Account Program in FY18 continues to be led by the Central West RCAT. CW RCAT will develop a pilot force account program to implement special projects. The scope of the pilot will depend on the needs and capacity in the region. RCATs will work in consultation with DHCD procurement specialists during the programs development, so that this effort is coordinated across the state and complies with all laws, regulations, and guidelines. The pilot will only advance if the force account strategy is shown to be more cost-effective than contracting out.

## ***RCAT NE Advisory Board:***

The RCAT Advisory Board makes recommendations and provides important information and feedback to the program administrators from the local level. Advisory board members will act as a liaison and representative for LHA tenants, staff, and boards in the region.

Advisory Board Meetings shall be held in a fully accessible location and conducted in accordance with DHCD regulations. Participating LHAs and their Local Tenant Organizations (LTOs) will be given at least 3 weeks' notice of all meeting times and locations.

### **Region 2-Northeast RCAT Advisory Board (Host Housing Authority: Chelmsford)**

**Scott Brightman**, Needham Housing Authority  
**Richard Eifler**, Concord Housing Authority  
**Carol Ford**, Billerica Housing Authority  
**Bartlett Harvey**, Littleton Housing Authority  
**Richard Howard**, Burlington Housing Authority  
**Karen Hughey**, Needham Housing Authority  
**Nancy Kolb**, Acton Housing Authority  
**Brooks Lyman**, Groton Housing Authority  
**Denise Marcaurelle**, Chelmsford Housing Authority  
**Gail Beaudoin**, Chelmsford Housing HHA Appointee Authority  
**Doreen Donovan**, Peabody Properties, Inc. DHCD Appointee  
**Roberta Strongin**, DHCD Department Designee:

## Contact NE RCAT



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Visit our website

<https://massrcat.com/home/northeast-region/>

Staff:

Kirk Fulton, Director  
Sharon Smith, Procurement Specialist  
Frank Stitham, Project Manager  
Jeffrey Baxter, Project Manager  
Vacant, Project Manager  
Vacant, Project Manager

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