

AMHERST HOUSING AUTHORITY
AGENDA REGULAR MEETING/ MINUTES
MONDAY FEBRUARY 26, 2018
JEAN ELDER COMMUNITY ROOM, AMHERST, MA

Members of the Amherst Housing Authority met on MONDAY FEBRUARY 26, 2018 Community Room of JEAN ELDER Apartments, 9 CHESTNUT STREET, Amherst, MA. Board Chair, M. Burkart called the meeting to order at 4:43 p.m.

PRESENT: Commissioners: M. Burkart, D. Williams, T. Boutilier

ABSENT: None

ALSO, PRESENT: D. Turgeon, Executive Director; P. Parmakian, Director of Programs

1. AGENDA ADOPTION/CHANGES: Adopt

Upon motion by T. Boutilier, seconded by D. Williams, the agenda was presented.

It was voted to adopt the agenda as presented.

Unanimous

2. APPROVAL OF MINUTES: JANUARY 23, 2018

Upon motion by D. Williams, seconded by T. Boutilier, it was voted to approve the minutes as presented.

As presented. Unanimous

3. ACCOUNTS PAYABLE WARRANT: JANUARY 2018

Upon motion by M. Burkart, seconded by T. Boutilier, it was voted to approve the Accounts Payable Warrant as presented.

Discussion and questions.

As presented. Unanimous

4. APPROVAL OF CHESTNUT COURT BOILER FINAL COMPLETION

Approve Certificate of Final Completion – Jean Elder Unit #5 Renovation Project and to release Retainage in the amount of \$10,553.31

Upon motion by D. Williams, seconded by M. Burkart, it was voted to approve the final completion.

As presented. Unanimous

5. APPROVE BOARD REPRESENTATIVE TO FILL AHA VACANCY ON COMMUNITY PRESERVATION ACT COMMITTEE

Upon motion by M. Burkart, seconded by T. Boutilier, it was voted to appoint D. Williams, as the representative for the Amherst Housing Authority on the Amherst Community Preservation Committee.

As presented. Unanimous

6. TENANT CONCERNS

The Board discussed DHCD's policies regarding the length of time a tenant can be absent from their unit and what the policy is.

None presented

7. PROGRAM PARTICIPANT CONCERNS

None presented

8. AUDIT REVIEW DISCUSSION

Discussion regarding the Audit was had. No findings were noted.

9. DISCUSSION OF EXECUTIVE DIRECTOR PERFORMANCE EVALUATION PROCESS (SEE ATTACHED)

M. Burkhart presented some ideas to review the Executive Director's performance. It was discussed to send a random number of questionnaires to tenants and participants. M. Burkhart will send a draft of questions and procedures.

10. REVIEW OF UNIT VACANCIES- SEE ATTACHED

11. EXECUTIVE DIRECTOR'S REPORT- SEE ATTACHED

D. Turgeon presented her Executive Director report

12. CHAIR'S REPORT- SEE ATTACHED

A strategic planning meeting for April 11 1 to 4:30.

13. OTHER BUSINESS NOT ANTICIPATED WITHIN 48 HOUR NOTICE

T. Boutilier moved, seconded by D. Williams that a letter be sent to DHCD encouraging a decision be made regarding #5 Jean Elder to be changed back to 667 designation and to take all actions therein.
Unanimous

14. NEXT MEETING DATE: MARCH 26, 2018 AT 3PM

Upon motion by T. Boutilier, seconded by M. Burkart, it was voted to adjourn at 6:53.
As presented. Unanimous

* Materials Included-

Executive Director Report

Chair Report

Review of Vacancies- Unit Vacancy Report

Motions

February 26, 2018

Fr: Michael Burkart, Chair

To: AHA Commissioners

Re: Structuring the Performance Appraisal Process for Debbie

I put these thoughts in writing in order to jump-start our discussion about how to structure the performance appraisal process. I welcome your thoughts.

We already have some key measurable goals which have been approved by the Board. It will be easy to determine if all of these have been achieved.

What is missing is an assessment of some leadership behaviors. I propose that we seek feedback from both staff and tenants about specific leadership actions. This process would be similar to the 360 degree performance reviews that are widely used across the country. In those cases feedback is sought from superiors, peers and subordinates. In this case, I think it would be sufficient to get feedback from customers (tenants) and subordinates.

Some potential questions we could ask staff are:

From Staff:

- What does Debbie do that helps you get your job done?
- What does Debbie do, or not do, that makes it more difficult to get your job done?
- What does Debbie do to knit the staff together so they operate smoothly across all departments?

From Tenants:

- How would you describe your interactions with Debbie?
- How do you feel about the way Debbie responded to your questions?
- How do you feel about the way Debbie responded to your concerns?

We could use a table of random numbers to select tenants, so there would be no skewing in the selection process.

All responses would go only to the Chair and they would be compiled in a way that protects the identify of the respondents.

I am thinking that we could discuss the feedback with Debbie in Executive Session and then go into Open Meeting to deliberate and come to a decision on her evaluation.

Address	Last Move Out	Leased Date	Bdrms	Program	Project
33 Kellogg Avenue, #24, Amherst, MA 01002	9/20/2014	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #29, Amherst, MA 01002	10/31/2014	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #53, Amherst, MA 01002	1/31/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #61, Amherst, MA 01002	1/31/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #34, Amherst, MA 01002	1/31/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #50, Amherst, MA 01002	6/30/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #45, Amherst, MA 01002	7/25/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #58, Amherst, MA 01002	10/14/2015	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #8, Amherst, MA 01002	4/19/2016	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #77, Amherst, MA 01002	3/1/2016	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #44, Amherst, MA 01002	10/10/2016	Being held for Renovation	1		Ann Whalen
33 Kellogg Avenue, #16, Amherst, MA	8/31/2017	Relocation for WF bathroom renovation			Ann Whalen
34 Pomeroy Lane #19	8/14/2017	Applicant presented to Pomeroy Bd	2		Pomeroy Lane
33 Kellogg Ave, #31 Amherst		Unexpected vacancy			Ann Whalen
33 Kellogg Ave, #43 Amherst		Unexpected vacancy			Ann Whalen
99 Bridge St. 4	11/30/2017	vetting applicants	2		Project Based
14 Chestnut Court		Unexpected vacancy			Chestnut Court
14 Market Hill	1/4/2018	Abandoned	3	Showing until next week	705

AMHERST HOUSING AUTHORITY
Executive Director Report- Debbie Turgeon
February 26, 2018

Presidential Apartment Update

AHA has signed the Supplemental Marketing Agreement with Presidential; we are waiting on their signature and have notified DHCD. DHCD has confirmed that until the Settlement Agreement is executed, AHA is not authorized to move forward with resuming the marketing of the units for Presidential.

Board of Commissioner Vacancies

Upon the resignation of State-Appointee Commissioner Connie Kruger, DHCD was notified of the vacant seat. DHCD has forwarded her resignation on to the Governor's office for appointment. The process to fill the vacant seat could take longer than normal as we do not have a candidate to put forth to the Governor's office.

The Town Clerk has formally notified the AHA of the passing of Stephen Jefferson (Dr. Sabeur Bey). As with the retirement of Peter Jessop, per Chapter 41, §11, the vacancy will be filled by a joint committee of the remaining members of the AHA Board of Commissioners and the Board of Selectmen.

This is a good time for us to discuss monthly meeting day and time. I have 2 questions I'd like you all to think about.

1. Does the 4th Monday of each month work for everyone?
2. What time is best, 3:00 pm or 4:00 pm?

MassNAHRO Conducting Survey of HAs in Towns

A few months ago, I sent the Board a survey regarding the email below from MassNAHRO with a request to respond by February 9th. MassNAHRO has extended the survey deadline to March 8, 2018 due to a low response from Housing Authorities. Please complete the attached form and I will collect them at the meeting on Monday and submit the survey to MassNAHRO.

*The reform law, Local Housing Authority Act of 2014, amended section 5 of MGL Ch. 121B reducing the number of town-elected board members from 4 to 3. Newly-added section 5A **required one member to be a tenant** and directed DHCD to promulgate regulations establishing the procedures by which tenants elect the tenant member and providing for waiver if tenant has been elected in town election. The delay in promulgating regulations and lack of a process for the election of tenants has led to formation of a **working group of stakeholders** including MassNAHRO, Mass. Union of Public Housing Tenants, Mass. Law Reform, DHCD and CHAPA. The goal, with **thoughtful input from each group's constituency**, is to develop regulations, and legislation if needed, to implement this well-intended provision in the reform law.*

*MassNAHRO is requesting member agencies in towns to complete the survey below that contains a list of options on how to designate the tenant seat on the board. The intent is for the **board members and Executive Director to discuss these and, as a group, rank your top choices.** The input of the MassNAHRO membership is invaluable to resolving this issue.*

Capital Projects Report

With the recent changes to the Board of Commissioners, Chad Howard, Modernization Coordinator put together a list of the Capital Improvement and Modernization projects for all AHA developments. Some of the projects on the list have already been completed however, I felt that having more information would give everyone a clearer understanding of projects that have been completed, what projects are in process or will be done soon and the financial resources that are funding these projects. Great job Chad...thank you!

February 22, 2018

To: Debbie Turgeon
From: Chad Howard
Cc: Michael Burkart; TracyLee Boutilier; David Williams

Re : **Modernization, Capital Improvements, Asset Management Report**

Debbie

Please find contained within this document a development-by-development status & progress report for activities relating to Modernization, Capital Improvements & Asset Management, for the Amherst Housing Authority, during the period of September 1, 2017 through March 1, 2018, as well as a look ahead to anticipated activities over the next six months.

State Housing Developments

Chestnut Court, 667-1.

Chestnut Court is a 30-unit apartment complex for elderly & disabled individuals, located at 1-31 Chestnut Ct., Amherst, MA 01002. There are a variety of construction project which have occurred over the past six months, or will be occurring in the near future, at this development, including:

CCT Boiler Replacement Project (Berkshire Gas, DHCD FISH #008056)

- This project, funded by a Berkshire Gas Utility Credit and DHCD, involved the replacement of gas-fired boilers and indirect domestic hot water heaters development-wide, (five apartment buildings).

- Status: This project is completed and closed out.
- Total Construction Costs: \$119,500.00
- Substantial Completion: 10/26/17
- Final Completion: 1/31/18

CCT Bathroom Windows Replacement (CDBG, DHCD FISH #008065)

- This project, funded 100% by CDBG, involved replacing casement windows in the bathrooms of each apartment unit and common area stairwells, (34 total windows).
- Status: This project is completed and closed out.
- Total Construction Cost: \$21,800.00
- Substantial Completion: 11/24/17
- Final Completion: 1/11/18

CCT Lighting Upgrade (MassSave/LEAN)

- This project, funded 100% by the MassSave-LEAN Program, an energy efficiency initiative program, involved replacement of interior and exterior lighting fixtures and/or bulbs in order to reduce the total energy consumption development-wide. The MassSave-LEAN program handled all aspects of procurement and financial management of the project, AHA oversaw the construction management only.
- Status: This project is completed and closed out.
- Total Construction Costs: Undetermined
- Substantial Completion: 12/28/17
- Final Completion: 2/20/18

CCT Fire Detection System Upgrade (DHCD FISH #008053)

- This project involves the replacement of the fire alarm annunciator panel which controls the detection and alarm components development-wide. Also, as a part of this project, AHA will be replacing the in-unit heat detectors to a more modern-style detector.
- Status: This project is currently in the planning phase. AHA intends to bid this project during Spring-2018, and complete construction during the calendar year-2018.
- Estimated Construction Costs: \$25,000

CCT Exterior Painting (DHCD FISH #008071)

- This project involves repainting all exterior trim, soffits, fascia, etc. development-wide.

- Status: This project is currently in the planning phase. AHA intends to bid this project during Spring-2018, and complete construction during Summer-2018.
- Estimated Construction Cost: \$64,000

Ann Whalen, 667-2

Ann Whalen is an 80-unit apartment building for elderly & disabled individuals, located at 33 Kellogg Ave., Amherst, MA 01002. There are several construction projects which have occurred over the past six months, or will be occurring in the near future, at this development, including:

AW Kitchen, Bathroom & Electrical Modernization (CDBG, CPA, DHCD FISH #008050)

- This project, funded by CDBG, CPA and DHCD, involves the modernization of kitchens, bathrooms and electrical systems in apartment units and common areas, including but not limited to: replacement of countertops, cabinet doors, plumbing fixtures, supplemental heating and electrical panels and outlets, development-wide. As a part of this project, residents are required to be temporarily relocated, to an apartment unit within the building, while construction takes place in their home unit.
- Status: This project is currently under construction; 55 out of 79 apartment units have been completed to date. Construction is expected to be 100% completed by July-2018.
- Total Construction Cost: \$1,141,371.00, (including \$284,000 in CDBG & CPA funds)

AW Low-Flow Toilets (DHCD FISH #008057)

- This project involves the replacement of approximately 20 toilets in various apartment units with low-flow toilets in order to reduce the overall water consumption of the development.
- Status: This project is currently in the planning phase. AHA intends to bid this project during Spring-2018, and construction is anticipated to occur during Summer-2018.
- Estimated Construction Costs: <\$20,000

AW Rear Walkway Replacement (DHCD FISH #008067)

- This project involves the replacement of the brick walkway on the south-side of the building, in-kind.
- Status: This project is currently in the planning phase. AHA intends to bid this project during Spring-Summer-2018, Construction is anticipated during Summer-2018.
- Estimated Construction Costs: \$35,730

AW Stairwell Building Study (DHCD FISH #008072)

- This project involves an architectural & engineering study of the building, specifically the west and south-east stairwells, where cracks on the inside block-walls have occurred. The study will include identification of the causes of said cracks in the block-walls and development of a construction plan to address the issue, as well as a complete construction costs estimation.
- Status: AHA is in the process of Contracting with an architect for these services. AHA anticipates this building study to be completed during Spring-2018. Funds for construction will be applied for, through DHCD, upon completion of the building study and construction cost estimation.
- Estimated Construction Costs: Undetermined

AW Hallways Carpet Replacement (DHCD FISH #008074)

- This project involves the replacement of broadloom carpet flooring in the second, third and fourth floor common hallways.
- Status: This project is currently in the bidding phase. AHA will be receiving bids from Contractors until 2/28/18. Construction is anticipated during March-2018.
- Estimated Construction Costs: <\$30,000

Jean Elder, 667-3

Jean Elder is a 6-unit apartment building for elderly & disabled individuals, located at 9 Chestnut St., Amherst, MA 01002. There are three construction project which have occurred over the past six months, or will be occurring in the near future, at this development, including:

JE Kitchen, Bathroom & Flooring Renovation (CDBG, DHCD FISH #008061)

- This project involved modernization of kitchens, bathrooms and flooring in 4 apartment units, as well as carpet floor finishes in the common hallways throughout the development, including but not limited to: kitchen cabinets and countertops, shower-stall enclosures, plumbing fixtures, vinyl composite tile and carpet flooring.
- Status: This project was completed Fall-2017, administrative close out is currently in process.
- Total Construction Costs: \$211,512.93
- Substantial Completion: 9/1/17

- Final Completion: In process

JE Lighting Upgrade (MassSave/LEAN)

This project, funded 100% by the MassSave-LEAN Program, an energy efficiency initiative program, involved replacement of interior and exterior lighting fixtures and/or bulbs in order to reduce the total energy consumption development-wide. The MassSave-

- LEAN program handled all aspects of procurement and financial management of the project, AHA oversaw the construction management only.
- Status: This project is completed and closed out.
- Total Construction Costs: Undetermined
- Substantial Completion: 12/28/17
- Final Completion: 2/20/18

JE Oil & Propane Tanks Removal & Rebuilding of Retaining Wall (DHCD FISH #008062)

- This project involves the removal of two decommissioned fuel tanks (oil and propane) that exist sub-grade on the north-side of the building, as well as the rebuilding of a retaining wall along the front-side of the building, and regrading of soils at the affected areas.
- Status: This project is currently in the planning phase. AHA is working with DHCD and Berkshire Design Group (Northampton, MA) to develop Construction Documents. AHA anticipates this project will be bid during Spring-2018. Construction is anticipated Summer-2018.
- Estimated Construction Costs: \$35,000

John C. Nutting, 689-1

John Nutting is a 5-unit apartment complex for disabled individuals, located at 32-36 Chestnut Ct., Amherst, MA 01002. There are two construction project which have occurred over the past six months, or will be occurring in the near future, at this development, including:

JCN Unit Modernization (DHCD FISH #008051)

- This project involved development-wide interior and exterior modernization, including but not limited to: replacement of kitchen cabinets and countertop, shower stall enclosures, lighting, furnaces, domestic hot water heaters, appliances, vinyl composite tile flooring and siding.
- Status: This project was completed Summer-2016. Administrative close out is in process.
- Total Construction Costs: \$832,212
- Substantial Completion: 7/15/16
- Final Completion: In process

JCN Lighting Upgrade (MassSave/LEAN)

- This project, funded 100% by the MassSave-LEAN Program, an energy efficiency initiative program, involved replacement of exterior lighting fixtures and/or bulbs in order to reduce the total energy consumption development-wide. The MassSave-LEAN program handled all aspects of procurement and financial management of the project, AHA oversaw the construction management only.
- Status: This project is completed and closed out.
- Total Construction Costs: Undetermined
- Substantial Completion: 12/28/17
- Final Completion: 2/20/18

MHP Developments, (99 Bridge St. & 36-42 Tamarack Dr.)

AHA owns two, non-DHCD, State Housing Developments through Mass Housing Partners. These properties include a 4-unit apartment building, located at 99 Bridge St., Amherst, MA 01002, and two duplex buildings, located at 36-42 Tamarack Dr., Amherst, MA 01002. There is one construction project which has occurred over the past six months, or will be occurring in the near future, at this development:

MHP 99 Bridge St. – Porch Fire Repairs

- This project, which is being funded with an insurance claim, involves repair of the front porch decking, joist, handrails, support columns, siding, sheathing, window and doors which was damaged during a fire.
- Status: This project is currently under construction. The work is approximately 90% completed.
- Total Construction Costs: \$22,995
- Substantial Completion: The General Contractor (G.C.) was Contractually obligated to achieve Substantial Completion by 10/23/17; to date the G.C. has not achieved Substantial Completion. AHA is reserving the right to deduct \$50 per day, in liquidated damages, from the final construction invoice, for each day of Contract overrun. As of 3/1/18 the Contract will be 129 days overrun, amounting to \$6,450 in liquidated damages.
- Final Completion: Undetermined

Federal Housing Development

Watson Farms, 085

WF Accessible Bathroom Renovation (Apt. #1) (CDBG)

- This project, funded 100% by CDBG, involves the conversion of a standard-layout bathroom into an accessible (ADA compliant) bathroom, complete with widened doorways, 5'-6' turn radius', shower enclosure, new plumbing fixtures and ceramic tile floor replacement.

- Status: This project is currently under construction.
- Total Construction Costs: \$30,041
- Substantial Completion: The General Contractor is Contractually obligated to achieve Substantial Completion on or before 5/2/18.
- Final Completion: Undetermined

WF Accessible Kitchen Modernization (Apt. #10) (CDBG)

- This project, funded 100% by CDBG, involves replacement of cabinets and countertops, plumbing fixtures, appliances and rolled vinyl floor finish in the kitchen of an accessible unit, as well as the installation of an automatic door opener at the front unit egress.
- Status: This project is currently under construction.
- Total Construction Costs: \$34,799
- Substantial Completion: The General Contractor is Contractually obligated to achieve Substantial Completion on or before 5/15/18.
- Final Completion: Undetermined

A Possible Strategic Planning Process

Process:

- 1) Conduct a SWOT Analysis (strengths, weaknesses, opportunities and threats).
- 2) Identify all stakeholders (competitors for resources are also stakeholders).
- 3) Review the mission and core values of the AHA.
- 4) Develop a vision of where we want the AHA to be in 5 years.
- 5) Develop a plan for closing the gap between where we are now, and where we want to be in 5 years.

I. Beginning Conversation: Assessing the Authority and the Environment in which it Exists

I envision an initial three or four-hour session whose purpose is to assess where the AHA is now. This includes discussion about various trends (demographic, economic, political, technological and cultural) that may pose challenges or limitations on the Authority. In preparation for such a discussion, we will need staff to gather some information for us. One piece of information which I think staff needs to provide is the SWOT analysis (strengths, weaknesses, opportunities and threats). We can review that, and examine the implications in light of any trends that staff think may impact the Authority.

I expect that this discussion will generate questions that may require getting additional information.

II. Revisiting the Mission, and Values of the Authority

This step is devoted to examining the extent to which the Authority is implementing its mission and adhering to its stated values. It would typically include a discussion about the current viability of the Authority's values - do these values still serve our mission?

One piece of information we would need for this session is input from tenants and various stakeholders in the community about the degree to which the Authority is implementing its mission and living its values.

III. Exploring Options for the Future

In this step, we would generate a number of possible futures that we want to consider. This step concludes with fashioning a vision of where we want the Authority to be in 5 years. Visions are

tools that help everyone see where we want to be, and they enroll those stakeholders who resonate with that vision.

IV. Creating a Strategy that Will Enable Us to Achieve our Vision

Strategies are plans that specify in broad terms where we want to go, and what we will do or not do, in order to get to our destination. Examples include:

- Taking pains to minimize risks because the anticipated economic environment is likely to be very poor.
- Fashioning alliances with stakeholders with whom we have not worked heretofore
- Reaching out to for-profit firms that may be willing to partner with the Authority.

V. Hand off Strategy to Staff; Charge Staff with Implementing the Strategy and Developing Measurable Milestones for Progress

At this point, the Strategic Plan is given to the Executive Director and the staff. It not only provides a direction for their work, but it helps them know which opportunities not to pursue because those opportunities do not accord with our vision.

Michael Burkart, 2-26-18