Dedicated to family, work, community.

We have a lot in common.
Together with Americans across the country, Brockton Housing Authority residents share values of family, work, education and community. The jobs held by 76 percent of our non-elderly, non-disabled families help support families and fuel dreams. The opportunity for public housing helps them through a trying time and provides the chance for a better life. We who serve are proud to provide effective housing solutions that assist people in need and ultimately help make our community a better place to live.

Tanetta Williams works days at the New England office of the Department of Housing and Urban Development. During the evening she attends Nicholas College and is set to graduate in 2014 with a BA degree.

Antonia Antunes, a former owner of a driving school, is retired and volunteers as an interpreter with the BHA’s Interpreter Corps. He assists residents who need to communicate with fellow residents.

Miria Miranda works at the Brockton Neighborhood Health Center and attends Stonehill College. A Family Self-Sufficiency participant, she has pre-qualified for a mortgage with an area lender and is on track to become a homeowner.
Executive Director’s message

This past year was one of great transition, loss and accomplishment for our agency. After thirty-seven years of unselfish dedication to the Brockton Housing Authority and the City of Brockton, Richard Sergi stepped down from his position as Executive Director. Richard led the Authority, first as a Board member and then as Executive Director, through periods marked by great challenges, which he met with greater determination and accomplishment.

In May, Board member and resident leader, Rosemary Foster, passed away unexpectedly. Rosemary was a tireless advocate for the residents of the Brockton Housing Authority. She was also a trusted colleague of mine, who I have missed dearly. Shortly after the passing of Rosemary, the Authority was stunned by the news that, our respected Director of Finance, Richard Amicangelo, was taken ill and had passed away hours after leaving work.

Last year was also a year of great accomplishment. We were awarded a National Award of Excellence by the National Association of Housing & Redevelopment Officials for the Crescent Court revitalization project, we completed and tenanted the final Neighborhood Stabilization Program homes and we were named the administrator of one of the first Rental Assistance Demonstration (RAD) projects in the State. The transition in leadership and loss of those so important to us was met with apprehension and shock which quickly evolved into determination and resilience. Mahatma Gandhi noted, “Adversity is the mother of progress” and it is with this spirit that we, employees and residents alike, embraced these difficulties with determined optimism. Character is not determined by how one performs in good times but by how one responds to unexpected challenges and obstacles. I am proud of each and every member of the Agency and I have great enthusiasm and confidence that together we will be able to overcome our future challenges.

Our role is not one of caretaker, for that would turn a blind eye to future opportunities for growth and ignore our fiduciary responsibility to our residents and the citizens of Brockton. An organization is either moving forward or backward; staying in one place is not an option. I am pleased to report the Brockton Housing Authority is moving forward.

The theme of this year’s annual report revolves around the common values which we all cherish; love of family, pride in community and dedication to a better life through hard work. As you read through our stories from this past year, I hope the hard work and accomplishments of our staff and residents becomes evident. I am proud to submit the 2013 Annual Report and of the hard work that has made 2013 a year of transition and accomplishment.

Thomas Thibeault
Thomas Thibeault
Executive Director
This past year saw the retirement of our long-time Executive Director and Board Member Richard J. Sergi. After 37 years of combined service to the Authority, Richard announced he would be leaving on March 15, 2013. He oversaw the BHA during a period of great change and significant accomplishments. Under his soft-spoken yet determined leadership, the Authority flourished during a period of diminishing resources and increasing needs.

Always focused on mission, a partial list of Richard’s accomplishments includes comprehensive renovations of Hillside Village, Roosevelt Heights, Sullivan Tower, Belair Heights and Manning Tower. His work on the Pleasant Prospect neighborhood revitalization and the creative financing initiative used to fund the revitalization of the Crescent Court Family Development earned the BHA national recognition with two Awards of Excellence from the National Association of Housing and Redevelopment Officials. Competing with thousands of housing authority projects across the country, the work of the BHA consistently stood out as superior under his guidance.

Richard’s work was the epitome of the public service ideal, tirelessly advocating for residents, programs and the interests of the City of Brockton. Those who came to know him soon realized his true passion was in helping people -- fiercely and tenaciously advocating for the underdog and those in need. Always ready to subjugate his own interest for the greater good, Richard Sergi was a leader focused on solutions and on the BHA core mission of making Brockton a better place to live for everybody.
The value of Brockton’s public housing

The provision of stable housing enables healthy families to grow, work and become part of a flourishing community. The Brockton Housing Authority’s programs provide a foundation for our residents to raise healthy families, obtain worthwhile employment and to make a meaningful contribution to the community. Many of our families use the opportunities available within the BHA as a bridge to independence.

The BHA manages 1,979 apartments in 18 public housing developments plus 100 rent-assisted apartments/houses and manages rental assistance programs for over 2,000 families in Brockton plus neighboring cities and towns.

44 BHA households have transitioned to homeownership via the Family Self-Sufficiency Program.

Of the BHA’s non-elderly, non-disabled residents, 76% have wage income from jobs.

Together with organizational partners, the BHA has been a key player in housing and neighborhood revitalization successes (such as the Pleasant Prospect neighborhood and the Crescent Court resident community).

The BHA serves approximately 7,000 Brockton residents (about 7% of the population).

A stable home is key to pursuing higher education and a career.

To afford a market rate 2-bedroom apartment in Massachusetts, a minimum wage earner would need to work 120 hours per week.*

Alternatives:
- MOTELS AVERAGE $82/night

State records show MA spent about $1 million in 2008 for motel stays and about $46 million in 2013.

* nlihc.org
** rethinkhousing.org

* nlihc.org
** rethinkhousing.org

2013 Annual Report | 3
Constant improvement at the BHA

Often with change comes the realization that an existing organizational model does not reflect actual conditions. Such was the case last year. We decided to conduct an organizational assessment and brought in Cornerstone Housing LLC, an independent nationally recognized management consulting firm, to evaluate each facet of our organization. Cornerstone’s thorough evaluation included interviewing each member of the Board of Commisioners, many of the staff and surveying every full-time employee.

The assessment was necessitated by HUD’s changing requirements and our own evolving landscape, which includes portfolio realignment due to Federalization, the rapid growth of the Affordable Housing Department and ongoing asset management mandates.

Major areas identified for improvements included:

- Creating three organization divisions – the Division of Housing Administration; the Division of Asset Management; and the Division of Finance
- Increasing program and staff accountability
- Updating automation processes
- Reviewing responsibilities of clerks and office managers
- Strengthening financial management and financial statements

Dental visit again provides reasons to smile

As in previous years, residents of our family developments Crescent Court and Roosevelt Heights benefited from an annual visit from the Protecting All Smiles dental group. In addition to cleanings, x-rays, fillings and sealings, the approximately 80 children who took part received education on nutrition and overall good oral health.
We were proud last year to help provide a new service for our Crescent Court and Roosevelt Heights communities. In partnership with Teen Challenge New England (TCNE), we established our Crescent Court Community Center as the place for monthly meetings of Kidz Club, a TCNE program devoted to making a positive difference in the lives of children, families and communities.

In the big view, the program taught children ages 5 to 12 that they are special and have intrinsic value and that they should stay in school, make good choices and dream big about their futures.

In a fun learning environment, the young people learned that they are valued, loved and have great potential. The many activities included mentoring; homework time; lessons regarding bullying, drugs and alcohol, peer pressure and violence; athletics; plus fun events from cookouts to music education.

Approximately 3,400 initial applications poured into the National Association of Housing and Redevelopment Officials’ 2013 awards competition from housing authorities across the nation.

The BHA’s submission for our Crescent Court Modernization Project in the Community Revitalization category cleared the first hurdle by winning an Award of Merit in May, along with a nomination for the Award of Excellence competition.

In August, we received the great news that the innovative $14.5 million housing modernization and contributor to Brockton’s downtown renaissance had secured NAHRO’s highest award. Across five competitive categories, only 20 projects rose to the top. We were extremely proud to be the agency behind one of them.

Winning the NAHRO National Award of Excellence

Teaching kids enduring life lessons

Receiving the National award of Excellence at the National NAHRO convention in Cleveland Ohio, pictured from left to right NAHRO CEO, Saul Ramirez Jr., Thomas Thibeault, Commissioners Janet Trask and Timothy Sullivan and NAHRO President Preston Prince.
“Helping residents discover their skills and talents and putting them to use to move into the next tax bracket.” That is the essence of her job says Cynthia McDonagh, one half of our Family Self-Sufficiency team that helps residents achieve goals such as home ownership, education and better jobs.

Her team partner Linda Milne adds, “We empower residents and show them what is possible when they achieve more education, more income and more stability in their lives.”

Our two professionals have brought a level of personal caring, coaching abilities, recruiting and effectiveness to the job that helps our residents obtain skills necessary to achieve self-sufficiency.

A day for our FSS team includes contacts and communications with program participants and potential participants through phone, email, BHA website and social media. In particular, the team has proven the effectiveness of the social media channel in recent years. The team also actively recruits BHA residents through social media and the innovative use of direct mail postcards that feature FSS participant progress and success stories. The day can also include coordinating and working with the community partners such as employers, high schools, colleges, banks and service providers that engage with our FSS participants.

“Our use of Internet technology and the fact that we’re constantly evolving is part of why our program is different,” says Cynthia. Linda and Cynthia act as inspirational coaches and recruiters. These roles are key to the success of the FSS program, as many residents simply receive little to no support from their families. “We can have a huge impact because we help break the cycle. We are always asking people to do something they’ve never considered before, like buying a home,” says Linda, “all the while being non-judgmental.”

Ultimately, though, self sufficiency comes down to personal responsibility. The FSS team understands that if it’s not self-directed, it doesn’t stick.
Stephanie Lopes, a mother of three, works at Brockton Neighborhood Health Center and attends Eastern Nazarene College. She is on track to graduate with her BA in Education.

Claudina Varela
is a mother of four children who continues to maintain her professional skills volunteering at non-profit organizations. Understanding the importance of literacy for her children and others, Claudia volunteers as a parent mentor for the BHA Raising Champions literacy campaign.

As for the outcomes regarding the 90 FSS participants in 2013:

- 14 found employment
- 8 completed homeownership classes
- 8 enrolled in post-secondary college classes
- 1 bought a home
- 5 participated in adult basic education
- 12 obtained financial literacy from an accredited source
- 6 have pre-qualified for a mortgage with an area lender
- 26 families increased their income beyond their current job
- 14 children were linked to early childhood programs
- 15 children obtained an associate or higher college degree
- 2 obtained education certificates
- 4 obtained financial literacy from an accredited source

When they first start the FSS program, residents are asked to imagine what their lives would be like if only something were different. Judging from the program’s success, that initial spark of imagination has ignited powerful change for the better.
**Asset Management**

The Asset Management Department follows the federal model and employs a site based team concept in managing public housing. That approach underscored 2013 accomplishments.

As they do each year, Asset Managers recertified the rent of every tenant in federal and state public housing, and inspected the majority of the BHA’s apartments. Staff members along with Maintenance and Service Coordinator staff prepared all federal elderly/disabled residences for Real Estate Assessment Center (REAC) inspections that took place in March and June. Asset Managers also conducted Belair Tower’s baseline inspection after last year’s federalization.

Staff members hosted regular meetings with clerical staff, site maintenance personnel, security, service coordinators and guests to discuss issues and actions regarding BHA residences – and in the same spirit, attended tenant association and Resident Advisory Board (RAB) meetings.

Tackling pest control, the department met with BHA staff, pest control vendors and a service provider every four to six weeks in 2013. The effort was successful in decreasing the number of problem units and sites, and pest-related calls dropped significantly. Asset Managers also planned for a pest control expert to provide training to residents and staff in 2014 and improved information sharing with key BHA managers.

**Maintenance**

For our 20-person maintenance staff, 2013 began with preparations for HUD’s REAC residence inspections. Staffers followed that extensive project by cleaning up after two major blizzards in February and March – each dumped about two feet of heavy wet snow that paralyzed Brockton and much of Massachusetts.

Maintenance teams helped install new windows and doors at the Campello High Rise, resulting in better energy efficiency, building aesthetics and more resident enjoyment of balconies.

The department again last year kept vacant apartment turnover times to a minimum. Our staff also took on a number of additional projects ranging from snow blower tune-ups to painting stairwells to assisting the Authority’s IT consultant on special projects.

Workforce development workers assigned cleaning tasks were a great help to the Maintenance Department last year, as were 10 students who had summer jobs at the BHA. In August, the BHA was recognized as the Employer of the Year by the Brockton Area Workforce Investment Board.

The department was also assisted by the Department of Housing and Community Development, which awarded funds for vacant apartment rehab and asphalt paving projects.

**Purchasing**

Our Purchasing Agent, Regina Messina, manages the purchasing, inventory control and distribution of administrative and maintenance supplies for the Agency and for sponsored events. Last year she efficiently met material needs spanning a wide range of needs for operations and events.

**Tenant Selection**

Adhering to established standards to assess the needs and qualifications

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*Sandra*

is a Family Self-Sufficiency participant who works at the BHA as a receptionist. She is applying skills she developed in business classes at Gibbs College and is focused on finding full-time permanent employment.
Department trainings

We understand the importance that up-to-date knowledge plays in keeping BHA team members on the top of their game.

In 2013, Asset Management, Maintenance, Purchasing and Finance participated in HUD's Energy Performance Contracting Project Implementation and Sustainability training. Staff members also trained collaboratively with other housing authorities on risk management, accident investigation/claim reporting, preventative maintenance and snow removal policies. And relevant personnel took part in courses on snow thrower equipment use and safety.

Modernization

State Developments. The Modernization Department completed the first two projects in the Department of Housing and Community Development's (DHCD) new Capital Improvement Plan by replacing roofs on four houses and replacing stairs and decks on two other buildings at the Walnut Turner family complex.

Federal Developments. The department resumed a comprehensive modernization of Caffrey Towers in 2013, renovating 40 apartments (with eight converted to barrier-free residences) and reconfiguring the main parking lot to barrier-free status. Balcony resurfacing is next, with an expected bid date of spring 2014.

Energy efficiency. Employing a creative financing technique, the Brockton Housing Authority entered into an Energy Performance Contract to make multiple properties more energy efficient and realize energy savings. The improvements included:

- Windows, doors, and AC sleeves at Campello High Rise
- Water conservation (toilets/aerators) at Campello High Rise and Caffrey Towers
- Lighting upgrades to all federal units and common areas
- Gas dryer conversions in all federal high rises
Limiting thermostats at the Crescent Court and Hillside Village developments
Pipe insulation in all buildings at Belair Heights
Refrigerator upgrades in federal units

These improvements will help reduce energy and resource consumption for years to come.

Affordable Housing
In 2013, our Affordable Housing Department completed its 3-year comprehensive Neighborhood Stabilization Program (NSP) that turned foreclosed, abandoned, bank-owned property into affordable rental housing.

The BHA collaborative partnership with the Southeastern Massachusetts Affordable Housing Corp (SMAHC) was awarded Federal and State NSP Grants to assist in the construction process.

Over the past five years the BHA was awarded $1.2M of NSP1 Funds through the Department of Housing and Community Development (DHCD). SMAHC was awarded $800,000 through DHCD and $1.1M through the Brockton Redevelopment Authority.

In 2013 the final three buildings were completed and tenanted.

In total, the program created 35 scattered-site units that will be held as affordable for 20-plus years. The BHA, through NSP Funds, Home Funds, CDBG Funds and private mortgage funds made substantial renovations to these units, assuring long-term viability.

SMAHC and the BHA also purchased two single-family, foreclosed properties for renovation and sale to low/moderate income, first-time home buyers.

Finance
Despite the loss of the department’s director, Richard Amicangelo, in June, the Finance Department pulled together and completed all tasks accurately and on time. The department made significant progress on the goal of switching Rental Assistance payments from paper checks to direct deposit last year. Approximately 81 percent of landlords made the switch by year’s end, and more are making this change, which reduces costs and fraud.

The Finance Department also emphasized rent collection activities in an effort to reduce delinquent rents. The increased vigilance in this area has resulted in a reduction of rents being paid late and an increase in residents working with the Authority to establish reasonable repayment plans.

Human Resources
Human Resources continued to facilitate BHA innovation and growth and support employee needs, including training and benefits. Among 2013’s achievements, the department:

- Assisted employees in understanding benefits spanning health and life insurance, dental/vision, disability, annuities and retirement
- Provided direction regarding the Family Medical Leave Act and leaves of absence
- Hosted informational meetings with numerous companies regarding retirement and insurance plans
- Coordinated the yearly open enrollment with the Group Insurance Commission so that employees could make important benefit decisions
- Completed a very successful Daffodil Days fundraiser for the American Cancer Society
- Coordinated employee discounts with area retailers – this is an ongoing program to expand store and event discounts

The department also cleared the Ann Ward Congregate House basement of all outdated files and brought in Brockton YouthBuild to install new
shelving and individual storage areas for each BHA department – making file maintenance much more organized and efficient.

In terms of hiring, Human Resources hired several new Section 3 workers, hired students for summer jobs and processed two promotions due to retirements.

**Rental Assistance**
The Rental Assistance Department reported another busy year. Highlights for 2013 include:

- Completed the conversion of 465 families to project-based vouchers under the Rental Assistance Demonstration
- Issued 140 enhanced vouchers under the RAD conversion, and absorbed 35 vouchers from other housing authorities due to the conversion
- Issued 43 additional vouchers for Brockton, Abington, Bridgewater and Stoughton
- Leased 31 project-based vouchers under the Affordable Housing Program
- In conjunction with the Finance Department implemented the direct deposit of landlord HAP payments
- Continued training two new Leasing Officers hired early in the year
- Completed the transition of 140-plus vouchers back to the Medford Housing Authority

**Service Coordination**
Service Coordinators continued their primary mission last year of service to elderly and disabled residents. Aided by the Dorn Davies Senior Center as a gathering place, Service Coordinators helped connect residents to a variety of services, improve health and nutrition, socialize, and live active and creative lives. A partial listing of the activities and programs introduced by the Service Coordinator Program include:

- Nutrition and health programs that featured informative speakers, and meal clubs that offered healthy, low-cost meals plus opportunities for socialization
- Food programs, including the Brown Bag Program, which enabled over 1,600 eligible residents to receive food items once a month and the Portable Farmers Market Program that distributed over 16,000 pounds of fresh food with each distribution and helped over 400 families and 450 individuals
- The Social Activities Day Program, which provided social activities for elders requiring daytime supervision and non-medical assistance
- The Alzheimer’s Caregiver Support Group, which met once a month for anyone responsible for the care and supervision of a person with Alzheimer’s disease or dementia
- The Outreach Program, which provided social connections for isolated low-income, disabled, and infirm elders
- The Blood Pressure Clinic, which took the blood pressure of seniors every Thursday
- Volunteers in the Telephone Reassurance Program, which gave cheerful calls every morning to isolated, lonely, and/or vulnerable elders

An example of elder creativity was evident in the two residents who spruced up the Campello High Rise common areas with Christmas decorations and a “perpetual” Christmas tree that was repurposed for a number of holidays from Valentine’s Day to Independence Day.

Together with involved residents, Service Coordinators again helped create a caring community of neighbors – in line with the BHA mission of making Brockton a better place to live.

Shirley Strangis
is a community volunteer who devotes a day each month planning a menu, shopping, cooking and serving dinner to people at a Brockton homeless shelter.
Employees by department

**ASSET MANAGEMENT**
Frank Hinds, Division Director of Asset Management

**Maintenance Department**
Owen Ahearn, Director of Housing Maintenance
Kathleen Klimczyk, Maintenance Office Manager
Lynne DeNapoli, Maintenance Office Aide
Regina Messina, Purchasing Agent
Vincent DeChristopher, Working Foreman
Edward MacDonald, Working Foreman
John Beals, Working Foreman
Steven Chetwynd, Assistant Working Foreman
Michael Leary, Assistant Working Foreman
Walter Barris, Lead Mechanic
David Pagan, Lead Mechanic
Kevin Gately, Lead Mechanic
Rubin Bullock, Mechanic
Robert DeMulis, Mechanic
Jeffrey Mattson, Mechanic Aide
Thomas Carbonara, Mechanic
Gilbert Williams, Mechanic

Thomas Brown, Aide Laborer
Thomas Lange, Mechanic
Timothy Johnson, Mechanic Aide
Walter Yurkins, Mechanic Aide
Neda Alston, Housekeeper
Ewan Christie, Housekeeper

Allyne Pecevich, Director of Housing Management

**Asset Management**
Carol Daley, Asset Manager I
Diane Frazier, Asset Manager II
Dennis Sheedy, Asset Manager II
Linda Dower, Affordable Housing Asset Manager
Elizabeth Riordan, Asset Manager III
Dawn Ogden, Clerk Typist
Angela Salley, Clerk Typist
Tonya Fort, Clerk Typist
Isabell Gomes-Marques, Clerk Typist

**Resident Services**
Cynthia McDonagh, Family Self-Sufficiency Coordinator
Linda Milne, FSS Public Housing Program Aide
Paul Daley, Housing Management and Security Coordinator
Julie DosSantos Rosa, Security Supervisor
Jack Hill, Security Consultant
Thomas Donahue, Community Police Officer
Anthony Giardini, Community Police Officer
Richard Gaucher, Community Police Officer

**Capital Improvements**
Chris Barry, Director of Capital Improvements
Nancy Macedo, Capital Improvements Office Manager/
Section 3 Coordinator

**Service Coordinators**
Fred Welsh, Director of Resident Services
Ronald DiMarzio, Service Coordinator
Ann Whittaker, SCN, Service Coordinator
Anne Marie O’Shea, SCN, Service Coordinator
John Beals, Jr., Service Coordinator
Paul Studenski, Service Coordinator
Michael Ferreira, Jr., Service Coordinator

**Years of service awards**
We recognized four employees at our 2013 annual meeting

**15 years**
Regina Messina
(not pictured)

**25 years**
James Callahan
Kathleen Klimczyk

**35 years**
Beverly Gento
HOUSING ADMINISTRATION
Thomas Plouffe, Esq., Division Director of Housing Administration

Human Resources
Susan Hasomeris, Administrative Assistant for Human Resources

Rental Assistance
Joan Neumeister, Associate Director of Leased Housing
Margaret Pauline, Rental Assistance Office Manager
Carmela Pradieu, Homeownership Leasing Officer
Tamara Collymore, Homeownership Leasing Officer
Cristaline Bonny, Homeownership Leasing Officer
Margaret McCluskey, Homeownership Leasing Officer
Joanne Buttnet, Homeownership Leasing Officer
Crystal Guerra, Homeownership Leasing Officer
Hazel Patterson, Homeownership Leasing Officer
Constance Delahansty, Receptionist

Admissions
Tremeta Rose, Associate Director of Admissions
Linda Mallard, Tenant Selection Office Manager
Kimberly Boyd, Leasing Agent
Gail Lanoue, Clerk Typist

Affordable Housing
Kevin Harriman, Director of Affordable Housing
Richard Olson, Project Manager
Fred Neumeister, Assistant to Project Manager
James Counter, Assistant to Project Manager
Angela Pilling, Affordable Housing Grants Manager

FINANCE DEPARTMENT
Michael J. Pacious, Chief Financial Officer
Cheryl Elliott, Director of Accounting
Wanda Massiah, Billings Collection Supervisor
Jeanne Smith, Accounts Receivable/Bookkeeping Clerk
Katrina Lam, Administrative Assistant for Finance
Hugh Perrault, Information Officer
Carol Lemons, Clerk Typist
Donna Undzis, Part-time Bookkeeper
Sandra Sanborn, Receptionist
Lee Robinson, Courier

EXECUTIVE
Thomas G. Thibeault, Executive Director
Susan M. Keating, Executive Secretary

WORKFORCE DEVELOPMENT
Paula Beebe
Joseph Bethoney
Sandra Bowers
Burnice Cajigas
Tyler Cruz-Kolczewski
Agualnaldo DaLuz
Jerome Farria
Dennis Foley
Fania Francois
Richard Harvey
Jean-Dinel Jerome
David Khoury
Medjie Leconte
Eddie Lewis
Jeffrey Lopes
Harold Milton
Bruna Moniz
Cheryl Moulton
Patrick Perry
Anna Santos
Darlene Otis
Erik Ruiz
Paul Sullivan, Jr.
Loc Tran
Stephanie Wright
Stephen Wright
Geraldine M. Creedon

At our annual meeting last year we named Geraldine Creedon as Outstanding Person of the Year for 2013.

Geraldine represented Brockton and Easton from 1991 to 2012 as a state legislator and served Brockton as a city councilor. Her service was marked by advocacy for neighborhoods, seniors and educational excellence. Working closely with the BHA, she helped drive numerous initiatives, including our plans for designated housing and affordable housing. Her impactful representation and true commitment to the Brockton area made this recognition well deserved.

William Plouffe, a Boy Scout with Troop 2000, led a team to build a relaxation garden behind Belair Tower to satisfy the leadership requirement for the rank of Eagle Scout. Many volunteers worked over 180 hours to plant this garden of perennial flowers for our residents to enjoy for years to come.

We were pleased last year to honor Sandra Bowers as Resident of the Year for her dedicated service to young BHA residents.
The Resident Advisory Board works closely with our staff and Board of Commissioners on the creation and adoption of agency policies. Consisting of elected resident volunteers, this group spends countless hours working to make the Brockton Housing Authority a great place to live.
We lost three colleagues and shining stars last year. We are grateful for their friendship and committed service to the BHA and the Brockton community.

Paul Burns
Paul served on the BHA Board of Commissioners from 1995 to 2007 and was its chairman for seven years. A former teacher, deputy sheriff and devoted family man, Paul’s guidance, leadership and service to the BHA and the City were of immense value.

Rosemary Foster
Rosemary was a Board of Commissioners member who passed away suddenly in the spring of 2013, creating a noticeable void in the agency. She is remembered for her passion for serving others, quick wit, creative problem solving ability and advocacy for resident programs and services.

Richard Amicangelo
BHA Director of Finance Richard Amicangelo also passed away last spring. Richard will forever be remembered for his easy demeanor and his steadfast respect for his fiduciary role in protecting the public’s funds and his love of the Boston Celtics.
### Financials
**Statement of cash flows for the year ended December 31, 2012**

#### CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from customers and users</td>
<td>$8,852,790</td>
</tr>
<tr>
<td>Governmental grants &amp; subsidy - operations</td>
<td>25,277,268</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(5,133,351)</td>
</tr>
<tr>
<td>Payments for housing assistance</td>
<td>(20,938,544)</td>
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<tr>
<td>Payments to employees</td>
<td>(4,037,361)</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED/(USED) FROM OPERATING ACTIVITIES</strong></td>
<td><strong>4,020,802</strong></td>
</tr>
</tbody>
</table>

#### CASH FLOWS FROM INVESTING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest received</td>
<td>37,805</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED/(USED) FROM INVESTING ACTIVITIES</strong></td>
<td><strong>37,805</strong></td>
</tr>
</tbody>
</table>

#### CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant revenue - capital grants</td>
<td>1,434,482</td>
</tr>
<tr>
<td>Acquisition of capital assets - capital grants</td>
<td>(1,434,482)</td>
</tr>
<tr>
<td>Acquisition of capital assets - operations</td>
<td>(46,864)</td>
</tr>
<tr>
<td>Acquisition of capital assets - state programs</td>
<td>(3,035,389)</td>
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<tr>
<td>Proceeds from disposition of assets - net</td>
<td>5,700</td>
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<tr>
<td>Payment of interest</td>
<td>(479,545)</td>
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<tr>
<td>Proceeds from notes payable</td>
<td>6,102,367</td>
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<tr>
<td>Payment on mortgage notes payable</td>
<td>(585,472)</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED/(USED) BY CAPITAL AND RELATED FINANCING ACTIVITIES</strong></td>
<td><strong>1,960,797</strong></td>
</tr>
</tbody>
</table>

**NET INCREASE/(DECREASE) IN CASH**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>CASH AT BEGINNING OF PERIOD</td>
<td>$9,881,117</td>
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<tr>
<td>CASH AT END OF PERIOD</td>
<td><strong>15,900,521</strong></td>
</tr>
</tbody>
</table>

#### Reconciliation of operating income to net cash provided by operating activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income/(Loss) from operations</td>
<td>$1,315,230</td>
</tr>
<tr>
<td>Adjustments to reconcile net loss to net cash provided by operating activities:</td>
<td></td>
</tr>
<tr>
<td>Depreciation &amp; amortization</td>
<td>2,556,047</td>
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<tr>
<td>Decrease (Increase) in accounts receivable</td>
<td>61,583</td>
</tr>
<tr>
<td>Decrease (Increase) in prepaid expenses</td>
<td>(193,672)</td>
</tr>
<tr>
<td>Decrease (Increase) in inventory</td>
<td>1,982</td>
</tr>
<tr>
<td>Increase (Decrease) in accounts payable</td>
<td>247,426</td>
</tr>
<tr>
<td>Increase (Decrease) in accrued liabilities</td>
<td>99,974</td>
</tr>
<tr>
<td>Increase (Decrease) in deferred revenue</td>
<td>62,894</td>
</tr>
<tr>
<td>Increase (Decrease) in security/trust deposits</td>
<td>(130,662)</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED/(USED) FROM OPERATING ACTIVITIES</strong></td>
<td><strong>$4,020,802</strong></td>
</tr>
</tbody>
</table>
Making Brockton a better place to live.

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