



Commonwealth of Massachusetts  
**DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor    Karyn E. Polito, Lt. Governor    Janelle L. Chan, Undersecretary

10/23/2019

**RE: Performance Management Review (PMR) Results**

Dear Executive Director and Board Chair,

The PMR desk audit and facilities review for your housing authority has been completed. The goal of the PMR is to review key elements of your housing authority operations, and to identify areas of strength, and areas to improve.

Two reports are attached. One includes ratings for the desk audit criteria including Occupancy Rate, Tenant Account Receivables, Operating Reserves, Board Training completion, CIP Submission, CAP Spending, and Reporting Submission. The second report shows the PMR ratings for the fourteen maintenance criteria of the PMR focusing on annual inspections, and work order systems. The reports contain your rating on each criterion, as well as DHCD recommendations for improvement (if applicable).

Additionally, if during the on-site evaluation, the facilities management specialist identified health and safety violations, including those that may be tenant generated, you received notice the day of the review. These violations were to be addressed within 24-48 hours.

Once you review your results and recommendations, you may choose to submit a response letter within 30 calendar days of receiving this letter; a response is not mandatory. Please submit your response on housing authority letterhead in **PDF** format to Joyce Taylor via e-mail at [joyce.m.taylor@mass.gov](mailto:joyce.m.taylor@mass.gov).

Once received, these letters will be reviewed for appropriate language and then published along with the PMR ratings at the web page link below. Please be advised that it could take up to 3 months from the date of your site visit for the documents to be published online.

<https://www.mass.gov/service-details/lha-performance-reviews-and-annual-plans>

All PMR documents are subject to Public Records Request (PRR).

Your participation in this review is appreciated. Please take this opportunity to recognize your achievements and know that in those areas that need improvement, your Housing Management Specialist (HMS), Facilities Management Specialist (FMS) and Project Manager (PM) will continue to work with you and provide assistance. If you have any questions, please contact your HMS or FMS, at (617) 573-1100.

Sincerely,

Kim M. Gomez, HMS

Robert Garrett, FMS



**LHA** Fill in name **DIGHTON HOUSING AUTHORITY**

**Occupancy**

Rating All: No Findings

Rating 667:

Rating 200:

Rating 705:

- Enter vacancies into system at least monthly and ensure that there are no duplicates. Reach out to HMS if accidental duplicates occur.
- Use online vacancy system, see user guide if need help. All vacancies must be reported; and quarterly certifications must be completed certifying all data is in system. Request waivers when applicable.
- Follow tenant selection best practices to improve vacancy turnover (pulling lists in CHAMP as soon as vacancy occurs and previewing list to prescreen in advance of vacancies as needed).
- Include unit turnovers in capital improvement plan.
- Engage in a management agreement or contract with private firms to help with heavy unit turnover.
- Review turnovers with staff weekly or biweekly to monitor status of vacant units.
- Develop plan for updating units with long term occupancy to limit turn over time at vacancy; family units may need consistent attentions o when lease up, condition is not affecting vacancy turnover time.
- Ensure that yearly inspection findings are addressed and address tenant damage/lease violations.
- Other:

**Tenant Accounts Receivable (TAR)**

Rating All: No Findings

Rating 667:

Rating 200:

Rating 705:

- Create or update rent collection policy and procedures and submit to DHCD for review, with supporting Board vote.
- Adhere to your rent collection policy and lease, i.e. sending notices, reminder letters, 14 day notice to quit, 30 day notice etc. Send notices to tenants early and frequently.
- Increase ways to accept rent payment, i.e. check scanners, lock boxes, electronic debit, autopay, etc.
- Report to credit bureau when resident has vacated unit with past due rent balance.
- Consider using small claims court (<https://www.mass.gov/info-details/massachusetts-law-about-small-claims>)
- Create written repayment agreements, either in house or court ordered, and ensure they are adhered to.
- Evaluate vacated balances to better understand what is collectible and what is unlikely to be collected. Don't allow tenant balances to build-up before doing lease enforcement. Review aged receivables report regularly.
- Set reasonable thresholds for commencing legal action.
- Ensure proper documentation of past due balances and collection efforts with tenants.
- Other:

## Certifications and Reporting Submissions

Rating: Operational Guidance

- Submit all four quarterly vacancy certifications by the end of the month following the quarter end.
- Submit all four quarters of Tenants Accounts Receivables (TAR) application within 60 days of quarter end.
- Submit all four quarterly operating statements within 60 days of the quarter end.
- Schedule board meetings well in advance. Consider scheduling a backup date to ensure you are able to have your board vote/approval in time to meet reporting deadlines.
- Set a recurring appointment in your email calendar for help remembering reporting dates and deadlines.
- Other: The Dighton Housing Authority will set a recurring appointment in the calendar to submit Tenants Accounts Receivables with in 60 days of the year end.**

## Adjusted Net Income/Revenue

Rating: Corrective Action

Revenue:

- Update and adhere to rent collection policy
- Update marketing plan
- Update internal policies related to vacant unit turnover
- Review rent roll to identify outstanding rents and/or patterns of rent delinquency.
- Review operating statements to identify trends in revenue collection such as LHA-wide or development-centered rent issues.
- Follow tenant selection best practices to improve vacancy turnover (pulling lists in CHAMP as soon as vacancy occurs and previewing list to prescreen in advance of vacancies as needed)
- Set up repayment agreements with tenants as soon as tenant becomes in arrears; do not let large balances accrue.
- Make it easier for tenants to pay rent. For example, consider online payments, lockboxes for night time drop-off or extended office hours
- Review budget reports with both fee accountant/financial staff and your board to stay on top of revenue trends.
- Ensure rent determinations are completed regularly and are in adherence with DHCD policy

**Expense:**

*Salaries*

- Monitor expenses throughout the year; over or underspending in certain budget lines, can be fixed by reducing or increasing other lines to ensure you stay within your ANUEL.
- Consider a reorganization of staff time/roles and improve processes.
- Hire temporary workers or offer overtime to current employees to pick up the workload of staff out on leave.
- Ensure your budget is in compliance with state and federal requirements regarding allocations.

*Legal*

- Review and if needed revise tenant selection process, rent collection process and notice to quit process to reduce evictions/legal costs.
- Start tracking or better estimate eviction costs based on historical averages throughout the year. If legal costs for evictions are running higher than expected, reduce other budget lines to ensure you stay within your ANUEL.
- If you qualify, use DHCD's regional attorney program.

*Utilities*

- Use online resources such as WegoWise, MassEnergyInsight or software provided by your utility company to track and monitor utility usage. Review the usage monthly to look for unusual expenditures.
- Weatherize units to improve insulation. Reach out to maintenance director or DHCD staff for more information.
- Request a referral from your HMS to DHCD's sustainability coordinator if you are interested in saving money through the installation of low-flow toilets, showerheads, LED lights or other cost-savings, energy-efficient measures. DHCD frequently has incentive programs that pay for the procurement and installation of energy and water saving appliances and tools at your LHA.
- Ensure that you have an air conditioner policy that precludes a/c being in windows out of season/enforce policy if already in place.

*Maintenance*

- Develop or update your preventive maintenance, deferred maintenance and routine maintenance plans and review monthly with maintenance staff.
- Develop or update your procurement and purchasing policies and review with staff.
- Develop a system to schedule and track preventive maintenance, reach out to your facilities management specialist for assistance.
- If contractor costs are high, see if your current maintenance team can complete the work or if it is possible to contract with a tradesman.
- Consider bulk purchasing for supplies and shop around for the best deals.
- Consider investing (through purchase or maintenance) in equipment that may reduce hours spent on maintenance (such as a snow blower to reduce time shoveling).
- Other: Per my conversation with the DHA the correction to the budget was made by the Fee Accountant after the PMR Deadline 8/30/2019. GASB information was entered incorrectly which resulted in corrective action for the Adjusted Net Income.**

## Operating Reserve

Rating: No Findings

- 
- Please refer to PHN 2018-04 and current budget guidelines for information on operating reserve
- An LHA may spend down to 35% of maximum reserve level without consulting DHCD, but the LHA must budget these expenses in the correct line items of their annual operating budget. If the expense occurred after DHCD approval of the annual operating budget, the LHA should submit a budget revision with these expenditures.
- Any expenditures from the operating reserve that will result in a projected operating reserve of less than 35% of maximum reserve level, requires *prior written approval* from DHCD, *unless the expenses are to resolve health and safety issues*.
- Each LHA must maintain a projected operating reserve of 20% of maximum reserve level, which *remains the minimum operating reserve level for all LHAs*.
- Other:

## Board Member Training

Rating: No Findings

- Ensure you update the board attendance application with the most recent board members, and their term dates.
- Ensure each board member has a unique email for the board member training.
- Provide computer guidance as needed to help board members complete the training.
- Other:

# Performance Management Review

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Desk Audit Ratings Summary			
Housing Authority		Dighton Housing Authority	
Fiscal Year Ending		06/30/2019	
Housing Management Specialist		Kim Gomez	
Facilities Management Specialist		Robert Garrett	
Criteria		Score/Rating	
		<b>Management</b>	<b>Cumulative</b>
Occupancy Rate	c.667	c.705	c.200
	No Findings	Not Applicable	No Findings
Tenant Accounts Receivable (TAR)	c.667	c.705	c.200
	No Findings	Not Applicable	No Findings
Board Member Training		No Findings	
Certifications and Reporting Submissions		Operational Guidance	
		<b>Financial</b>	
Adjusted Net Income		Corrective Action	
Operating Reserves		No Findings	

# Performance Management Review

Dighton Housing Authority	
<b>FYE:</b>	06/30/2019
<b>After Hours or Weekend Emergency Contact :</b>	Robbie A. DeSouza
<b>Phone # :</b>	508-823-8361
<b>After Hours or Weekend Emergency # :</b>	508-562-0555
<b>Fax # :</b>	508-824-8148
<b>Current LHA Staff</b>	<b>Phone Number</b>
<b>Executive Director</b>	<b>Email</b>
Robbie DeSouza	robbieadesouza@gmail.com
<b>Chief Procurement Officer</b>	robbieadesouza@gmail.com
Robbie A. DeSouza	robbieadesouza@gmail.com
<b>Maintenance Foreman</b>	robbieadesouza@gmail.com
Timothy Lynch	robbieadesouza@gmail.com
<b>Fee Accountant</b>	<b>Accounting/Legal</b>
Thomas J. Joy	<b>Regional Attorney</b>
	Pat Grace
<b>Legal Counsel</b>	<b>Firm Name</b>
<b>Legal Counsel</b>	
<b>DHCD Contacts</b>	<b>Phone Number</b>
<b>Housing Management Specialists</b>	<b>Name</b>
	Kim Gomez
<b>Project Managers</b>	617-573-1221
	617-573-1240
<b>Facilities Management Specialists</b>	617-573-1230
	617-573-1173
<b>Construction Advisors</b>	
	Kim.Gomez@massmail.state.ma.us
	Linda.Katsudas@massmail.state.ma.us
	Robert.Garrett@mass.gov
	Sean.Keating@massmail.state.ma.us

Report Date: 9/16/2019



# Department of Housing and Community Development PMR Board Member Training Report

**LHA: Dighton**

**Fiscal Year: 2019**

**Report Date: 9/16/2019**

Total Number of Board Members:	5
Number of Board Members less than 90 days since election or appointment *	0
Number of Board Members with statutory requirement to complete training *	5
Number of Board Members who have completed training	5
Percentage	100%
Certifications Submissions Rating:	No Findings

\* Calculated as of 15 days after Fiscal Year End

PMR Capital Benchmarks for LHA Fiscal Year 2019

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT (DHCD) PMR Fiscal Year 2019 (Planning Year)	
Criteria	Score/Rating
	Capital
Capital Improvement Plan (CIP) Submitted	No Findings
Capital Spending	Operational Guidance

## PMR Occupancy Rate Report

LHA: Dighton Housing Authority

Report Date: 9/16/2019

1st Quarter (9/30/2018)      2nd Quarter (12/31/2018)      3rd Quarter (3/31/2019)      4th Quarter (06/30/2019)

Month of Quarter	Occ. Units	Units Available for Occ.	Occ. Rate	Occ. Units	Units Available for Occ.	Occ. Rate	Occ. Units	Units Available for Occ.	Occ. Rate	Occ. Units	Units Available for Occ.	Occ. Rate	Annual Average	Rating
<b>Program Number: 200, Total Units in Program: 0</b>														
1st	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
2nd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
3rd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
<b>Quarter Total:</b>			<b>100.0%</b>			<b>100.0%</b>			<b>100.0%</b>			<b>100.0%</b>	<b>100.0%</b>	<b>Not Applicable</b>

<b>Program Number: 667, Total Units in Program: 64</b>														
1st	63	63	100.0%	63	63	100.0%	64	64	100.0%	62	62	100.0%		
2st	64	64	100.0%	64	64	100.0%	63	63	100.0%	63	63	100.0%		
3rd	64	64	100.0%	64	64	100.0%	63	64	98.4%	64	64	100.0%		
<b>Quarter Total:</b>			<b>100.0%</b>			<b>100.0%</b>			<b>99.5%</b>			<b>100.0%</b>	<b>99.9%</b>	<b>No Findings</b>

<b>Program Number: 705, Total Units in Program: 0</b>														
1st	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
2nd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
3rd	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%		
<b>Quarter Total:</b>			<b>100.0%</b>			<b>100.0%</b>			<b>100.0%</b>			<b>100.0%</b>	<b>100.0%</b>	<b>Not Applicable</b>

<b>Program Number: All, Total Units in Program: 64</b>														
1st	63	63	100.0%	63	63	100.0%	64	64	100.0%	62	62	100.0%		
2nd	64	64	100.0%	64	64	100.0%	63	63	100.0%	63	63	100.0%		
3rd	64	64	100.0%	64	64	100.0%	63	64	98.4%	64	64	100.0%		
<b>Quarter Total:</b>			<b>100.0%</b>			<b>100.0%</b>			<b>99.5%</b>			<b>100.0%</b>	<b>99.9%</b>	<b>No Findings</b>

Note: Units Available for Occupancy are units that do not have a vacancy waiver and vacant more than 30 days.

# Department of Housing and Community Development

## PMR Budget Variance Analysis Report

LHA: **Dighton**

Fiscal Year: **2019**

Report Date: **9/16/2019**

ACCT NO	Acct Class	1 st Quarter YTD 09/30/2018	% of Budget Spent 1Q YTD	2 nd Quarter YTD 12/31/2018	% of Budget Spent 2Q YTD	3 rd Quarter YTD 03/31/2019	% of Budget Spent 3Q YTD	FY END YTD 06/30/2019	06/30/2019 Variance %
3000	TOTAL REVENUE	\$85,182	25%	\$179,417	52%	\$263,591	76%	\$340,416	-1.3%
4100	TOTAL ADMINISTRATION	\$14,913	23%	\$26,544	41%	\$44,973	70%	\$56,919	-11.6%
4300	TOTAL UTILITIES	\$15,234	14%	\$39,559	36%	\$79,690	73%	\$108,553	-1.1%
4400	TOTAL MAINTENANCE	\$21,247	20%	\$43,453	41%	\$76,561	73%	\$113,234	8.1%
4500	TOTAL GENERAL EXPENSES	\$7,058	19%	\$19,897	54%	\$29,161	79%	-\$29,281	-179.0%
4600	TOTAL OTHER EXPENSES	\$5,775	10%	\$18,908	33%	\$38,021	67%	\$54,600	-3.7%
4000	TOTAL EXPENSES	\$64,227	17%	\$148,361	40%	\$268,406	72%	\$304,025	-18.4%

Note: The seven accounts LHAs cannot budget for are backed out of the table above.  
 (Acct #3920-Gain/Loss From Sale/Disp. of Prop., Acct #4120-Compensated Absences, Acct #4180-Penalties & Interest, Acct #4541-Employee Benefits - GASB 45, Acct # 4542-Pension Expense - GASB 68, Acct #4612-Restricted Reserve Expenditures, Acct #4801-Depreciation Expense)

Operating Reserve Maximum (at 100%)(Full Reserve)

Your Current Operating Reserve

Percent of your Maximum Operating reserve at Fiscal Year End

**\$152,992**

**\$224,038**

**146%**

# Department of Housing and Community Development HAFIS - PMR Tenants Accounts Receivables (TAR) Report

LHA: **Dighton**

Fiscal Year: **2019**

Report Date: 9/16/2019

Cumulative TAR - 200	1 st Quarter 09/30/2018	2 nd Quarter 12/31/2018	3 rd Quarter 03/31/2019	4 th Quarter / FY END 06/30/2019
TAR Balance (Account 1122 from the Balance Sheet)	\$0	\$0	\$0	\$0
Normal Repayment Agreement Balances (from TAR application)	\$0	\$0	\$0	\$0
TAR Balance Minus Normal Repayment Agreements	\$0	\$0	\$0	\$0
Shelter Rent (Account 3110 from the Operating Statement)	\$0	\$0	\$0	\$0
TAR Metric for TAR Overall				
<b>Cumulative TAR Rating 200</b>	<b>Not Applicable</b>			

Cumulative TAR - 667	1 st Quarter 09/30/2018	2 nd Quarter 12/31/2018	3 rd Quarter 03/31/2019	4 th Quarter / FY END 06/30/2019
TAR Balance (Account 1122 from the Balance Sheet)	\$0	\$0	\$0	\$273
Normal Repayment Agreement Balances (from TAR application)	\$0	\$0	\$0	\$242
TAR Balance Minus Normal Repayment Agreements	\$0	\$0	\$0	\$31
Shelter Rent (Account 3110 from the Operating Statement)	\$0	\$167,516	\$250,720	\$335,350
TAR Metric for TAR Overall		0.0 %	0.0 %	0.0 %
<b>Cumulative TAR Rating 667</b>	<b>No Findings</b>			

Cumulative TAR - 705	1 st Quarter 09/30/2018	2 nd Quarter 12/31/2018	3 rd Quarter 03/31/2019	4 th Quarter / FY END 06/30/2019
TAR Balance (Account 1122 from the Balance Sheet)	\$0	\$0	\$0	\$0
Normal Repayment Agreement Balances (from TAR application)	\$0	\$0	\$0	\$0
TAR Balance Minus Normal Repayment Agreements	\$0	\$0	\$0	\$0
Shelter Rent (Account 3110 from the Operating Statement)	\$0	\$0	\$0	\$0
TAR Metric for TAR Overall				
<b>Cumulative TAR Rating 705</b>	<b>Not Applicable</b>			

## Department of Housing and Community Development HAFIS - PMR Tenants Accounts Receivables (TAR) Report

Cumulative TAR - ALL	1 st Quarter 09/30/2018	2 nd Quarter 12/31/2018	3 rd Quarter 03/31/2019	4 th Quarter / FY END 06/30/2019
TAR Balance (Account 1122 from the Balance Sheet)	\$0	\$0	\$0	\$273
Normal Repayment Agreement Balances (from TAR application)	\$0	\$0	\$0	\$242
TAR Balance Minus Normal Repayment Agreements	\$0	\$0	\$0	\$31
Shelter Rent (Account 3110 from the Operating Statement)	\$0	\$167,516	\$250,720	\$335,350
TAR Metric for TAR Overall		0.0 %	0.0 %	0.0 %
<b>Cumulative TAR Rating ALL</b>				<b>No Findings</b>

# Department of Housing and Community Development PMR Certification/Submissions Report

**LHA:** *Dighton*

**Fiscal Year:** 2019

**Report Date:** 9/16/2019

Operating Statements		Submitted	Days Late
Quarter Ending 9/30/2018		Yes	0
Quarter Ending 12/31/2018		Yes	0
Quarter Ending 3/31/2019		Yes	0
Quarter Ending 6/30/2019		Yes	0

TAR Submissions		Submitted	Days Late
Quarter Ending 9/30/2018		No	281
Quarter Ending 12/31/2018		Yes	0
Quarter Ending 3/31/2019		Yes	0
Quarter Ending 6/30/2019		Yes	0

Vacancy Submissions		Submitted	Days Late
Quarter Ending 9/30/2018		Yes	0
Quarter Ending 12/31/2018		Yes	0
Quarter Ending 3/31/2019		Yes	0
Quarter Ending 6/30/2019		Yes	0

Certifications/Submissions Rating:

Operational Guidance

# Department of Housing and Community Development

## PMR Adjusted Net Income Report

LHA: **Dighton**

Fiscal Year: **2019**

Report Date: **9/16/2019**

ACCT NO	Acct Class	1 st Quarter YTD 09/30/2018	2 nd Quarter YTD 12/31/2018	3 rd Quarter YTD 03/31/2019	FY END YTD 06/30/2019
2700	NET INCOME (DEFICIT)	\$20,955	\$31,056	-\$4,815	-\$22,006
4801	Depreciation Expense	\$0	\$0	\$0	\$56,439
4541	Employee Benefits - GASB 45	\$0	\$0	\$0	\$0
4542	Pension Expense - GASB 68	\$0	\$0	\$0	\$0
4610	Extraordinary Maintenance	\$5,775	\$18,472	\$30,923	\$49,180
4611	Equipment Purchases - Non Capitalized	\$0	\$436	\$7,098	\$5,420
4000	TOTAL EXPENSES	\$64,227	\$148,361	\$268,406	\$362,422
	Adjusted Net Income as a % of Total Expenses	41.6%	33.7%	12.4%	24.6%

Note: The calculation is as follows:  
 (Net Income (2700) + Depreciation Expense (4801) + GASB Employee Benefits (4541) + GASB Pension Expense (4542) + Extraordinary Maintenance (4610) +  
 Equipment Purchases Non Capitalized (4611)) / (Total Expenses (4000))

For more details refer to the User guide.

Adjusted Net Income as a Percentage of Total Expenses:

**24.6%**

Adjusted Net Income Rating:

**Corrective Action**

Operating Reserve Rating:

**No Findings**



**PMR Capital Benchmarks for LHA Fiscal Year 2019**

1. During the 3-Year reporting period, the housing authority's Formula Funding usage was as shown in the following table. (Note that benchmark spending only includes Formula Funding, not any special awards such as Compliance Reserve or Sustainability).

Capital Spending For DHCD fy 2017 Through DHCD fy 2019		
Category	Amount per DHCD Records	Definitions
Formula Funding Balance at beginning of 3-Year reporting period	\$190,870	Sum of all Formula Funding awarded for fiscal years from 2011 through 2019 minus funds spent prior to fiscal year 2017.
Net Formula Funding Available (after taking out LHA Emergency Reserve)	\$171,783	Amount above (Formula Funding Balance) minus LHA Emergency Reserve.
Formula Funding Disbursed during the 3-Year reporting period.	\$135,490	Formula Funding Disbursed during the 3-Year reporting period.
% of Net Formula Funding Available disbursed during the 3-Year period	79%	Formula Funding Disbursed during the 3-Year period as a % of Net Formula Funding Available.
Capital Spending Rating	Operational Guidance	Less than 50% - "Corrective Action"; 50% to 80% - "Operational Guidance"; otherwise "No Findings".

Table updated 9/6/2019 4:25:35 PM

2. According to DHCD records, your most recently required Capital Improvement Plan was submitted as noted below.

Capital Improvement Plan CIP-2020		
Capital Plan Due Date	3/15/2019	Performance Criteria Submitted on or before the due date --> "No Findings"
Capital Plan Submitted	2/14/2019	Submitted up to 45 days late --> "Operational Guidance"
Days Late	On Time	Submitted more than 45 days late --> "Corrective Action"
Performance	No Findings	

Table updated 9/6/2019 4:30:30 PM

3. Projects which had disbursements during the 3-year reporting period:

Project Detail for Benchmark Spending fy2017 Through fy2019									
FISH Number	FISH Project Description	FISH TDC	Special Award	Special Spent	FF Spent Prior Period	FF Spent This Period	Special Contracted	FF Contracted	
076015	2008 FF Master CFA	\$2,607	\$2,607	\$2,607	\$0	\$0	\$0	\$0	
076029	FF: Parking lot resurfacing – Phase 2	\$85,939	\$0	\$0	\$9,819	\$76,120	\$0	\$0	
076032	FF: Water Heater Replacement	\$3,232	\$0	\$0	\$0	\$3,232	\$0	\$0	
076033	FF: Vinyl Side Duplex	\$26,280	\$0	\$0	\$0	\$26,280	\$0	\$0	
076035	FF: 17 Extraordinary Maintenance	\$70,200	\$70,200	\$70,200	\$0	\$0	\$0	\$0	
076036	FF: Window and Siding Replacement- BLDG A	\$103,158	\$0	\$0	\$0	\$21,183	\$0	\$81,976	
076037	FF: ADA Automatic Door Opener and Door	\$56,596	\$0	\$0	\$0	\$8,675	\$0	\$0	
<b>Totals</b>		\$348,013	\$72,807	\$72,807	\$9,819	\$135,490	\$0	\$81,976	

Table updated 9/6/2019 4:27:03 PM