



RSM US LLP

## Independent Accountant's Report on Applying Agreed-Upon Procedures

Mr. William McGonagle  
Administrator  
Boston Housing Authority  
Boston, MA 02111

We have performed the procedures enumerated in the attached, which were agreed to by the Department of Housing and Community Development (the "DHCD"), related to Boston Housing Authority's compliance with Chapter 235 "An Act Relative to Local Housing Authorities" (the "Act") during the period April 1, 2016 through March 31, 2017. Boston Housing Authority's management is responsible for its compliance with the Act. The sufficiency of these procedures is solely the responsibility of those parties specified in this report. Consequently, we make no representations regarding the sufficiency of the procedures enumerated in the attached either for the purpose for which this report has been requested or for any other purpose.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on compliance with the Act. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the DHCD and the Boston Housing Authority and is not intended to be, and should not be, used by anyone other than the specified parties.

*RSM US LLP*

Boston, MA  
February 9, 2018

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AUDIT | TAX | CONSULTING

Housing Authority: Boston Housing Authority

Fiscal Year End (FYE): 31-Mar-17  
 Date AUP Conducted: Nov-17  
 Executive Director: William McGonagle  
 CPA: RSM US LLP - Dan Bonnette, Partner and Troy Merkel, Partner  
 CPA Phone: Dan Bonnette - 617-241-2781; Troy Merkel - 617-241-4653

**A. Rent Collection / Tenant Accounts Receivable / Account Write-Offs**  
 Number of Category Exceptions: 2      Category Rating: Operational Guidance

A. Rent Collection – Walk-through of sample (Small - 3, Med - 5, Large - 7, Very Large - 9) of individual rent receipts to ensure all the following steps are being executed.	Exception Found
1. Log of rent collected is complete, accurate and includes all necessary information. 2. Post-dated checks for current amount due is not accepted payment by LHA. 3. Trace amounts from receipt log to deposit slip for bank. Cash is deposited daily per DHCD guidelines (per Accounting Manual Sec. 8, p. 3). Except IF: LHA has only one administrative employee who deposits cash at least weekly. 4. Reconcile tenant ledger with receipt log, bank deposit and General Ledger. 5. What is on General Ledger matches bank statement (bank reconciliation) and Operating Statement and Balance Sheet (51-1 and 51-2 respectively).	NE NE NE NE E
<b>B. Rent Collection – Segregation of Duties</b> 1. Document and evaluate internal controls and segregation of duties for steps 1 to 5 above. For LHAs with only one administrative employee: if sufficient internal controls and segregation of duties are not in place, there are mitigating controls in place, such as reporting the frequency/amount of credit adjustments to the board or fee accountant.	<b>No Exception Found</b> NE
<b>C. Rent Collection – Tenant Accounts Receivables (TAR)</b> 1. Aging of Tenant Accounts Receivable is matched to the General Ledger and to the Balance Sheet TAR (51-2). 2. Draw a sample of uncollected TAR accounts (Small - 3, Med - 5, Large - 7, Very Large - 9). Rent Collection is in compliance with LHA rent collection policy (per Contract for Financial Assistance (CFA) and Management Plan IIIC). 3. Allowance for Doubtful Accounts is determined in accordance with GAAP and LHA has evaluated estimate on annual basis. Reasonable allowance based on historical data. Repayment Agreements reconcile to the Balance Sheet/Operating Statements and are in accordance with DHCD policy.	<b>Exception Found</b> E NE NE
<b>D. Account Write-Offs – Walk-through uncollected rent that was written-off.</b> If no write-offs can be found, please select N/A option from drop down for both steps 1 and 2. 1. Obtain detail of write-offs and verify that write-offs are in accordance with DHCD policy. 2. Documentation of Board approval to write-off account (board approval of write-off required per budget guidelines for Acct #4570 - Collection Loss).	<b>No Exception Found</b> NE NE

**Exceptions Noted:**  
 A.A.5 - There is a variance of \$21,750.18 between the Operating Statement (51-1 Form) and the General Ledger. The operating statement is reporting a higher amount of revenue than the general ledger.  
 A.C.1 - The Tenant Accounts Receivable Reconciliation is \$22,988 greater than the General Ledger and \$5,127 less than the Aging of Tenant Accounts Receivable, which is \$28,115 greater than the General Ledger.

**Internal Control Recommendation:**  
 It is recommended that quarterly reconciliations are performed between the Operating Statements/Balance Sheets submitted to the State and the GL detail; and that all differences identified are reviewed/approved by management. Additionally, subsequent to the annual audit, it is recommended that a reconciliation is prepared between the Operating Statements/Balance Sheets submitted to the State to the GL detail to account for any audit adjustments that may have occurred. Reconciliation should be signed off as reviewed/approved by management.

**Authority's Response:**  
 After completion of the audit and annual report a reconciliation of the ANUEL report to the G/L will be completed and reviewed / approved by management. Immaterial differences and differences related to audit adjustments will be noted.

Housing Authority: Boston Housing Authority	
B. Payroll/Fringe Benefits	
Number of Category Exceptions: 2	Category Rating: Operational Guidance
<b>A. Wage Reconciliation</b> 1. Verify analytically (not to exact amount) that FYE-end wages gross payroll reported on the LHA's General Ledger for all programs and all employees matches actual wage amounts reported on Forms 941 and WR-1 (state and federal filings). 2. Look at DHCD-approved budget <i>Schedule of All Salaries and Positions "Report"</i> in HAFIS and identify five highest paid salaries from all funding sources. Verify analytically (within % ANUEL increase for that year - exclude overtime in calculation for maintenance employees) that it matches the amount reported at FYE on the LHA's Top 5 Compensation Form (LHA should have a copy on file). Verify the amount reported on the Top 5 Compensation Form matches <u>exactly</u> the amount reported on reconciled Form 941 and the corresponding state online submission (mass.gov/lwd/unemployment-insur/employers/). 3. LHA is in possession of DHCD-approved executive contract signed by the LHA, Executive Director and DHCD. If LHA can show that currently being processed by DHCD and was not returned to the LHA for failing to meet DCHD's requirements, LHA can produce the last DHCD-approved executive contract signed by the LHA, Executive Director and DHCD.	<b>Exception Found</b>  NE  E  NE
<b>B. Select a Single Pay Period:</b> 1. Trace timesheets/timecards to the payroll register. 2. Test for completeness and accuracy. 3. Proper controls and approvals are in place, i.e. employees sign timesheets, the Executive Director signs off on employee timesheets, and the Executive Director maintains a timesheet.	<b>No Exception Found</b>  NE NE NE
<b>C. Obtain a compensated absences liability schedule:</b> 1. Test for consistency with personnel policy (personnel policy required per Contract for Financial Assistance (CFA) and Management Plan IIa2) and reconcile to Balance Sheet (51-2) and General Ledger. If AUP conducted after 9/30/17, personnel policy includes (1) the limits on the amount of vacation and sick leave that will be accrued each year, and when and how such leave will be accrued; (2) a limit on the amount of accrued vacation that may be carried over from year to year, and; (3) a cap on the payout for accrued and unused sick leave at the end of employment per PHN 2017-14. Verify analytically future liabilities for employee benefits (particularly GASB 45 and GASB 68) are properly reflected on Operating Statement (51-1) and Balance Sheet (51-2). If GASB 68 actuarial reports were not received by the LHA in time for year-end financial statements, it is OK for LHA to report last year's GASB 68 numbers. 2. Proper controls and approvals are in place, i.e. Executive Director approves employee compensated absences. 3. Compensated absences should be tracked apart from the timesheets, and verification with timesheets should be performed. 4. Accrued and Accumulated leave time matches. Time is accruing as it should.	<b>Exception Found</b>          NE  NE NE E
<b>Exceptions Noted:</b>	<i>B.A.1 - RSM performed tie out between 941 reports and GL to exact amounts.            B.A.2 - The budgeted salaries reported on the Schedule of All Salaries and Positions doesn't match the Forms 941 and WR-1 as two part-time employees were annualized. RSM notes that the top 5 employees do agree.            B.B.2- RSM obtained the payroll register for the last week ending in FY2017 and agreed all time cards to the register. RSM traced and agreed hours per time cards to the payroll register.            B.C.1 - Analytic part of this step is n/a as analytic procedures cannot be perform for an AUP as the step requires judgement and no thresholds were given.            B.C.4 - A \$10,819 difference was noted between the compensated absences amount reported on the 51-1 Form and the amount per the General Ledger detail.</i>
<b>Internal Control Recommendation:</b>	<i>RSM recommends performing quarterly and annual reconciliations (to account for any audit adjustments) of the compensated absence schedule between the 51-1Form, the GL and the CSS software which is then reviewed/approved by management.</i>
<b>Authority's Response:</b>	<i>After completion of the audit and annual report a reconciliation of the ANUEL report to the G/L will be completed and reviewed / approved by management. Immaterial differences and differences related to audit adjustments will be noted.</i>

Housing Authority: Boston Housing Authority

C. Accounts Payable/Disbursements

Number of Category Exceptions: 0 Category Rating: No Findings

<b>A. Select a sample (Small - 3, Med - 5, Large - 7, Very Large - 9) of operating and capital expenditures (at least 1 of each type if have).</b>		<b>No Exception Found</b>
1. Approval and Segregation of Duties		NE
2. Accuracy		NE
3. Supporting Documentation		NE
4. Allowability		NE
5. Allocation		NE
6. Classification		NE
<b>C. Select a sample (Small - 6, Med - 10, Large - 14, Very Large - 18) of credit card/debit card statements.                  If no credit/debit expenditures can be found, please select N/A option from drop down for <u>all</u> steps 1 to 8.</b>		<b>No Exception Found</b>
1. Approval and Segregation of Duties		NE
2. Accuracy		NE
3. Supporting Documentation (CPAs: include date, description of charge and amount of transaction for each purchase missing documentation below)		NE
4. Allowability		NE
5. Allocation		NE
6. Classification		NE
7. No Sales Tax Paid		NE
8. Card is in Housing Authority name; not Executive Director (or any other staff member) name.		NE
<b>D. Select a sample (Small - 3, Med - 5, Large - 7, Very Large - 9) of employee reimbursements (include at least one travel reimbursement).</b>		<b>No Exception Found</b>
1. Approval and Segregation of Duties		NE
2. Accuracy		NE
3. Supporting Documentation		NE
4. Allowability		NE
5. Allocation		NE
6. Classification		NE
<b>Exceptions Noted:</b>	N/A	
<b>Internal Control Recommendation:</b>	N/A	
<b>Authority's Response:</b>	N/A	

D. Inventory (Fixed Assets)	
Number of Category Exceptions: 1	Category Rating: Operational Guidance
<b>A. Obtain a copy of the depreciation schedules/fixed asset listing:</b>	<b>Exception Found</b>
1. Inventory listing includes both capitalized and non-capitalized items (such as refrigerators, stoves, community room equipment, office equipment, etc.) of \$1,000 or more. It also includes all necessary information, including a tag with an LHA-assigned number for all assets of \$1,000 or more (and all refrigerators and stoves of any value).	E
2. Depreciation schedule/fixed asset listing includes all relevant assets of \$5,000 or more. It also includes all necessary information to sufficiently identify an asset. For vehicles, that includes the make/model/year and for modernization jobs the Fish number.	NE
3. Items on depreciation schedule/fixed asset listing are being accurately depreciated.	NE
4. Reconcile depreciation schedule/fixed asset listing to Form 51-1 (Operating Statement) and General Ledger and evaluate for completeness and sufficiency of detail.	NE
5. Verify analytically that items listed still exist and are in possession of LHA.	E
6. Assets are appropriately allocated between Federal and State on General Ledger, Operating Statement (51-1), and depreciated according to which funds were used for purchase.	NE
<b>B. Capitalization Policy</b>	<b>No Exception Found</b>
1. Verify capitalization policy is within state established limits (per Accounting Manual, Sec. 16, p.3).	NE
<b>C. Vehicles</b>	<b>No Exception Found</b>
1. Confirm vehicles are listed on fixed asset listing, and trace vehicles listing to insurance policies.	NE
<b>Exceptions Noted:</b>	<p>D.A.1 - The BHA does not have an inventory listing by LHA-assigned number.</p> <p>D.A.5 - RSM notes that per inquiry with Dan Casals, Deputy Administrator the BHA does not maintain an inventory listing , including an assigned tag number for all capitalized and non-capitalized items as such this step was not able to be performed.</p>
<b>Internal Control Recommendation:</b>	N/A
<b>Authority's Response:</b>	N/A

Housing Authority: Boston Housing Authority	
E. Procurement/Public Bidding for Goods and Services	
Number of Category Exceptions: 0	Category Rating: No Findings
<p>For A to C below, examine the cash disbursements journal (or check register) as well as the contract register and identify purchases of goods and services during the year that should have been competitively procured. From these purchases that should have been competitively procured, select a sample (Small - 3, Med - 5, Large - 7, Very Large - 9) of known or possible procurements valuing \$10,000 or more; if possible when selecting the sample, include at least one procurement valuing \$10,000 to \$35,000 and one procurement valuing \$35,000 or more (for goods and services for MGL c. 30B only). If any in the sample were not competitively procured, enter as an exception in A. For sampled purchases that went through procurement, follow procedures under B or C below depending on the size of the procurement.</p>	
<b>A. Competitive Procurement When Required</b>	<b>No Exception Found</b>
1. Verify that sampled purchases for goods and services that should have been competitively procured as defined per MGL c. 30B were competitively procured.	NE
<b>B. Known procurements valuing (pre 11/7/16 - \$10,000 up to \$35,000 OR post 11/7/16 \$10,000 up to and including \$50,000) (for goods and services for MGL c. 30B only). If no procurement can be found valuing \$10,000 up to \$35,000, please select N/A option from drop down for each step 1 - 7 below.</b>	<b>No Exception Found</b>
1. (pre 11/7/16) Proper selection based on MGL c.30B s.5 IFB requirements/(post 11/7/16) Proper selection based on MGL c.30B s.5 solicitation of quotes requirements.	NE
2. (pre 11/7/16) Documentation of solicitation of at least three oral or written quotes/(post 11/7/16) Documentation of a written purchase description with solicitation of <u>written</u> quotes from at least three persons.	NE
3. Contract is DHCD-approved template or developed by LHA (not a vendor contract).	NE
4. Contract was for not more than 3 years unless majority board vote allowed it to be longer.	NE
5. Board vote is documented approving individual contract, or a board vote to delegate authority over certain contracts (by dollar threshold or other criteria) to an LHA staff member, usually Executive Director.	NE
6. Contract did not go through automatic renewals unless renewals were part of the original procurement.	NE
7. LHA Procurement Policy exists (per Accounting Manual Sec. 16, p.2) and is compliant with MGL c. 30B elements mentioned in 1 to 6 above.	NE
<b>C. Known procurements valuing (pre 11/7/16 - \$35,000 or more OR post 11/7/16 more than \$50,000) (for goods and services for MGL c. 30B only). If no procurement can be found in this value range, please select N/A option from drop down for each step 1 - 8 below.</b>	<b>No Exception Found</b>
1. Proper selection based on MGL c.30B s.5 IFB requirements or MGL c.30B s.6 RFP requirements. (post 11/7/16 only: If using MGL C.30B s.6 RFP requirements, LHA must have a Chief Procurement Officer (CPO) conduct the procurement under c.30B s.6.)	NE
2. (pre 11/7/16) Documentation of Newspaper advertisement two week prior to bidding process/(post 11/7/16) Documentation of Newspaper advertisement, LHA's Office and COMMBUYS two weeks prior to bidding process.	NE
3. If contract was for over \$100K, it was advertised in the Goods & Services Bulletin.	NE
4. If IFB, contract award went to lowest bidder. If RFP, contract went to lowest bidder or letter explaining why went with another bidder.	NE
5. Contract is DHCD-approved template or developed by LHA (not a vendor contract).	NE
6. Board vote is documented approving individual contract, or a board vote to delegate authority over certain contracts (by dollar threshold or other criteria) to an LHA staff member, usually Executive Director.	NE
7. Contract did not go through automatic renewals unless renewals were part of the original procurement.	NE
8. LHA Procurement Policy exists (Accounting Manual Sec. 16, p.2) and is compliant with MGL c. 30B elements mentioned in 1 to 7 above.	NE
<b>D. Obtain a copy of the contract register and verify:</b>	<b>No Exception Found</b>
1. Contract register exists and includes all modernization as well as goods and services contracts (per Accounting Manual, Sec. 6, p.12)/PHN 2017-14.	NE
2. For each contract, it includes the following information: contractor, description, active/inactive, start date, end date, extensions available, contract award amount, change orders amount, contract expenditures to date and remaining value.	NE
3. Evaluate for completeness by analyzing the cash disbursements journal against the contract register.	NE
<b>Exceptions Noted:</b>	N/A
<b>Internal Control Recommendation:</b>	N/A
<b>Authority's Response:</b>	N/A

Housing Authority: Boston Housing Authority	
F. Cash Management and Investment Practices	
Number of Category Exceptions: 1	Category Rating: Operational Guidance
<b>A. Pull a mid-year and year-end bank statements:</b>	<b>Exception Found</b>
1. Test the monthly bank reconciliation to ensure that the following two match: General Ledger and bank statements (exclude deposits of rent collected as this was covered earlier).	E
2. Checks that have been issued and marked on General Ledger but have not been cashed (not on bank statement), known as checks in transit are identified as a part of the reconciliation process.	NE
<b>B. Bank and Investment Accounts</b>	<b>No Exception Found</b>
1. Verify that banking and investment accounts are properly insured or collateralized (per Accounting Manual Sec. 16, p.7)	NE
<b>Exceptions Noted:</b>	<i>F.A.1 - The cash balance per the bank reconciliations/bank statements had a variance of \$73,046 compared to the General Ledger detail.</i>
<b>Internal Control Recommendation:</b>	<i>RSM notes that bank reconciliations are being completed on a monthly basis, reconciliations are prepared by staff accountants and are reviewed by either Charlie Creeden, Senior Assistant Director of Financial Accounting and/or Fred Tomaino, Director of Financial Operations. RSM would recommend all reconciliations are completed and reviewed by the 20th day of the following month in order to stream line the process and identify reconciling items early on.</i>
<b>Authority's Response:</b>	<i>This difference is not considered material, it is the intention of management to comply with the audit recommendation.</i>

Housing Authority: Boston Housing Authority	
<b>G. Operating Subsidy</b>	
Number of Category Exceptions: <b>1</b>	Category Rating: <b>Operational Guidance</b>
<b>A. Obtain copy of DHCD-approved budget exemptions.</b> If no DHCD-approved exemptions, please select N/A option from drop down for step 1 below. 1. Compare DHCD-approved budget exemptions for direct reimbursement (as found in the ANUEL & Subsidy Worksheet - Section 8) to LHA record of actual expenses to the General Ledger.	<b>No Exception Found</b>  NE
<b>B. Revenue Reconciliation</b> 1. Reconcile revenue to the General Ledger. Compare revenue reported in Accounts #3110, #3190, #3610 and #3690 in the Operating Statement (51-1) to the General Ledger to the amounts reported in the ANUEL & Subsidy Worksheet.	<b>Exception Found</b>  E
<b>C. Utility Reconciliation</b> 1. Reconcile utilities to the General Ledger. Compare utilities reported in Account #4300 on the Operating Statement (51-1) to the General Ledger to the amounts reported in the ANUEL & Subsidy Worksheet.	<b>No Exception Found</b>  NE
<b>Exceptions Noted:</b>	<i>G.B.1 and G.C.1 - It was noted that total revenue per the ANUEL compared to the General Ledger had a variance of \$3,265.</i>
<b>Internal Control Recommendation:</b>	<i>Reconcile ANUEL report to the GL and investigate any differences, reconciliation should be reviewed/approved by management.</i>
<b>Authority's Response:</b>	<i>After completion of audit and annual report a reconciliation of the ANUEL report to the G/L will be completed and reviewed / approved by management. Immaterial differences and differences related to audit adjustments will be noted.</i>



Housing Authority: Boston Housing Authority	
H. Annual Rent Calculation and Compliance	
Number of Category Exceptions: 2	Category Rating: Operational Guidance
To conduct A through D below, select a sample (Small LHA - 5, Medium LHA - 10, Large or Very Large LHA - 15) of tenant files (from programs 200, 667, 705); if the LHA has multiple property managers, at least one file should be selected per manager. Conduct A to C and E, if have MRVP, sample 10% (min:1 max:15) of leased MRVP units.	
<b>A. Obtain the rent roll and HAP roll:</b>	<b>Exception Found</b>
1. Verify analytically the completeness of the resident population. (Rent roll and HAP roll support what is reported on Operating Statement Form 51-1).	E
<b>B. Timeliness of Annual Rent Calculation</b>	<b>No Exception Found</b>
1. Verify timeliness of annual rent redetermination (occurs one year from move-in date or last annual recertification). Except IF: LHA can produce DHCD waiver for Chapter 667 annual rent redetermination requirement and has done rent redetermination once within 2 years of move-in date or last annual recertification).	NE
<b>C. Accuracy of Rent Calculation</b>	<b>No Exception Found</b>
1. Test rent calculation for proper verification of income, expenses and deductions.	NE
2. Verify family composition for allowance purposes.	NE
3. Documentation of income, exclusions from income, and deductions.	NE
<b>D. Timeliness of Notifications Regarding Rent Changes</b>	<b>No Exception Found</b>
1. Verify notification of rent redetermination sent at least 60 days prior to effective date (see 760 CMR 6.04 (4)(b)).	NE
2. Verify Notice of Rent Change sent no less than 14 days prior to effective date (see 760 CMR 6.04 (4)(e)).	NE
3. Verify timeliness and proper execution of Lease Addendum (see 760 CMR 6.06 (5)(q)).	NE
<b>E. MRVP Documentation (starting with AUPs conducted after 7/31/17)</b>	<b>Exception Found</b>
1. MRVP file has Certificate of Fitness (COF).	E
2. MRVP file has Letter of Compliance for Lead Paint if child <6 years old and building built prior to 1978 with no new construction permit.	NE
3. MRVP file has Proof of Ownership which is either 1. Deed/Online Printout from Registry of Deeds or 2. Proof of Insurance or 3. Tax Documents.	NE
4. MRVP file has W9.	NE
<b>Exceptions Noted:</b>	<i>H.A.1 - RSM obtained the rent rolls and HAP rolls for each month of the fiscal year, RSM footed the rolls and totaled the 12 months to arrive at the total fiscal year amount. RSM noted that the total rent rolls did not agree to the 51-1 Form by \$46,011 (it appears that this is due to adjustments that were made subsequent to the submission of the 51-1 Forms). RSM noted that the HAP rolls did not agree to the 51-1 Form by \$456. H.E.1- RSM notes that of the 15 tenant files tested, one tenant file was missing the Certificate of Fitness, as it was destroyed in a flood in the Boston Housing Authority's basement, where files are maintained.</i>
<b>Internal Control Recommendation:</b>	N/A
<b>Authority's Response:</b>	N/A