



John A. Boris, Chairman  
Kimberley Driscoll, Vice Chairman  
Charity Lezama, Treasurer  
Benjamin Shallop, Assistant Treasurer  
Sue Kirby

Cathy Hoog, Executive Director

**MINUTES OF THE  
SPECIAL MEETING  
WEDNESDAY, AUGUST 12, 2020  
2:00 p.m.**

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**I. Called Meeting to Order at 2:00 p.m.**

**II. Roll Call**

Present

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Absent

Also, Present: Cathy Hoog, Executive Director, Debra Tucker, Assistant Executive Director Gary Dean, Director of Maintenance, Anne Cameron, Executive Assistant, Jacqueline Guzman, Director of Federal Housing and Maureen Thomas, Director of Public Housing

**III. Minutes of Previous Meeting(s)**

Kimberley Driscoll moved to accept the Minutes of the Special Meeting with Public Hearing held on Wednesday, July 15, 2020. Sue Kirby seconded the motion and the **roll call** vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

**IV. Tenant Engagement**

Cathy Hoog – I sent a package to the Board Members that Gene Collins, President of Pioneer Terrace Association dropped off at the SHA.

Gene Collins – Pioneer Terrace – I welcome the opportunity to speak. Please excuse the non-formal look of the submission. I had to pay for copies. I have no access to cable. The process goes back to November 16, 2020. The February Submission issues are still



in some form of being addressed. Most of the issues have not been addressed. I am receiving notes from tenants that they are somewhat unhappy. Local Authorities are planning activities and the residents are not being informed. There is a lack of ability to communicate. There is nothing being done about the rodent problem and the approach being used is mystifying. Gary was supposed to look at the 2 benches at Building 6 and 13.

One of the benches is 10 inches off the ground. A tree was cut down and there is no shaded area for the residents who wait for the bus. Tenants said that there is no ventilation. The tenants are complaining about the rodent problem. There needs to be an exterminator that goes into each apartment and into the ventilation areas. The tenants need the SHA's support. Please consider what we have submitted and communicate the direction in which you will be moving in. The Pioneer Tenants Association needs an office. Please help.

John Boris - Cathy, please take the issue's raised by Gene Collins under consideration and inform the Board of your direction.

Sue Kirby – Can this get discussed on a monthly basis?

Kimberley Driscoll – It would be helpful for you to report back to us. Please encourage the tenants/residents to call maintenance and report any issues they are having. If they don't call, then we don't know about the issue. We have to separate maintenance items from capital items and then we need to prioritize them.

Cathy Hoog – Gene Collins is passionate about improving the housing authority property down at Pioneer Terrace. We have talked with Gene about all of those things and have taken care of a few of the things he mentioned.

John Boris – Cathy, can you report back to us at the next meeting?

Sue Kirby – In terms of Gene Collins – More and more tenants are paying attention; I can totally appreciate where Gene is coming from. We had an issue with mice at Morency and now we do not. The more calls that come into the maintenance department the better.

Gene Collins – These issues have been brought to the Housing Authority's attention over and over again. There needs to be a major plan.

Gene Collins – Maintenance is doing outside perimeter of buildings. They are not doing pest control and I have brought this to Gary's attention. What is your approach?

Gary Dean – Building 1 and Building 8 was treated 3 weeks ago and Peter went back and there are no issues. Building 4, I am not aware of. If people don't call the maintenance department to report an issue, then we do not know about it.

Gene Collins – We are willing to work with you.

John Boris – Any other questions?

Calvin Young – 27 Charter Street - two weeks ago we contacted the Board of Health Agent relative to whether the CSTA can hold its coffee hour. We have not heard back from him. Another request is if there could be Covid Testing at this site as there are 110 apartments and some tenants are unable to go to another site to be tested.

Cathy Hoog – We have a plan for that. The City has drafted correspondence. The Plan is to have testing as Charter, Pioneer Terrace, Morency/Dalton. The housing authority will advise you of the details.

John Boris – any other questions?

Calvin Young – What is the progress on apartments 201 and 203 relative to water damage?

Debbie Tucker – Thompson & Lichtner have submitted their report. It is currently being reviewed so that we can develop a plan of action.

Calvin Young – May we have a copy of the report?

Debbie Tucker – We would be happy to send that along to you.

## V. Communications

- Updated Waitlist

Sue Kirby – Are we receiving more applications?

Cathy Hoog – Because of the environment, there is an interesting trend and there has not been a good response.

Sue Kirby – Family vs. Seniors

Maureen Thomas – I am leasing up more elderly and we do not hear from families. We have not had more applications.

- SHA Department Reports (Move In, Move Out, State and Federal, Modernization Report, Voucher Report and Completed Work Orders for Month of July 2020)
- Correspondence from the Department of Housing and Community Development to John A. Boris, Chairperson dated July 29, 2020 re: Planning Grant Award in the amount of \$225,000.00 in response to SHA's Application for Partnership to Expand Housing Opportunities II Program

Sue Kirby – How are we going to deal with all of the work as these projects commence with reference to Leefort and Pioneer Terrace? It will be overwhelming as different stages of the projects begin.

Cathy Hoog – We have a development team. We have partnered with Beacon Communities. I will be the main contact person. We will have the support of DHCD. Debbie and Gary will play an important role. We also have a consultant. We have a good support team.

- Massachusetts Public Housing Commissioner Certification Program (MPHC) - Personnel Practices for LHA Board Members

## **VI. Reports of the Committees**

There were no reports of the committees.

## **VII. Report of the Executive Director**

- See attached report of the Executive Director

Cathy Hoog – any questions or comments of my Executive Director Report?

Sue Kirby – Trial Services of New Maintenance Answering Service – Tested for Accuracy and it was a huge success – what does that mean?

Cathy Hoog- Language accuracy in which calls are submitted – all work orders processed in a timely manner and consistency – all trial point service areas

Sue Kirby – What are changes in old service and new service?

Cathy Hoog – No complaints and wait time has improved.

Carol Lemieux – Could we get a copy of that report?

Cathy Hoog – It is not a report. We can give you that data. We have also revised our magnets and key chains to be in English, Spanish and Albanian.

Carol Lemieux – I would like to communicate and report back to Francia who is the Hispanic Woman I have been working with on the program Committee about the translation services and report back to her what changes have taken place and how many calls there have been and all of the information of how they were processed.

Debra Tucker – The lack of complaints is the best result and the hiring of a new, bilingual maintenance employee has helped communicate with the tenants.

Kimberly Driscoll – I think it is really remarkable some of the work we are going to tackle at Pioneer Terrace and Leefort Terrace as a result of these Grant Programs. I think at some point we want to let the tenants know. I know there may be issues based on Gene’s comments and things, we are responding to the rodents and that we and issues that are super important and that we need to tackle. There is a lot of work collectively going into these projects and I also think about the vision for the future to really improve the quality of life in their spaces and some of those are partnered with the City with the work in the parks. The small details we are working on and the big picture items we are working on and I think that is really impressive. I am grateful for all of the efforts.

John Boris – Thank you. Any other questions or comments?

**VIII. Unfinished Business**

There was no unfinished business.

**IX. Recommendations of the Chairman**

There were no recommendations of the Chairman.

**X. Report of the Treasurer**

Bills and Transfers

Sue Kirby: What does the \$60,000.00 to Rustic Fire Protection, Inc. represent? I don’t remember that big of a charge before.

Debra Tucker: It is a capital job. It is the Sprinkler, Pump and Cradle system is being replaced at Charter Street. This is a capital job. It is the contractor’s fee.

Kimberley Driscoll moved to approve the bills and transfers for the period July 1, 2020 through July 31, 2020 as presented. Charity Lezama seconded the motion and the **roll call** vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

Balance Sheet and Statements of Revenues and Expenses

Charity Lezama moved to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Rick Fenton of Fenton, Ewald & Associates, P.C. for eight (8)

months ending June 30, 2020. Sue Kirby seconded the motion and the **roll call** vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

**XI. New Business**

Section 8 Administrative Plan – Revision of Chapter 17

Cathy Hoog presented to the Board the Section 8 Administrative Plan with revisions for approval. We have the need to update some language. Once a year, we receive a lot of updates to be in compliance but this time we are looking to update some language in Chapter 17 in an effort to fully utilize our authority to issue project-based vouchers. The Housing Authority has the authority to do so and there is a percentage amount that we are allowed to project base, but the language has to be clear in our administrative plan in order to do so. We had to tweak the language a little bit and add some new language to be able to have the authority to project base some of our vouchers.

Sue Kirby – Are we increasing the number of vouchers or lessening them or is it just a category?

Cathy Hoog – It is a category. It give us the opportunity, for example, if there is ever a project that is looking to serve low income folks of a particular category, we have the opportunity to issue Project Based Vouchers to a program like that if they apply for it and it is feasible, realistic and qualifies.

John Boris – Any questions or comments?

Sue Kirby – How many pages does the administrative plan consist of?

Jacqueline Guzman – It contains approximately 500 pages. We know a lot about the plan; however, we refer to the plan any time we have a question.

Sue Kirby moved to approve the Section 8 Administrative Plan as revised. Charity Lezama seconded the motion and the vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

State Annual Plan//Capital Improvement Plan

Cathy Hoog presented to the Board the State Annual Plan/Capital Improvement Plan including comments and feedback from the Public Hearing at the Special Board Meeting on July 15, 2020 for approval.

Cathy Hoog – As you all know last month, we had our public hearing to talk at length with participants, residents, the LTO submitted a tremendous amount of helpful feedback. I summarized all of that and included that in your Board Packet. A lot of the information shared with us was incredibly helpful. There is a lot of work the Housing Authority needs to do with regard to our Language Access Plan and improving our Language Access Plan to folks that don't speak English as a first language. We are taking all of that into account and we have actually begun implementing some of those suggestions. That has been greatly appreciated to get all of that feedback. I also summarized specific feedback from each of the LTOs and some of the things they were looking for in the way of capital improvements and operational/maintenance issues around the developments. A lot of these things we have been able to address either in prior conversations or plans or currently. Some of the things we took into consideration with regard to the capital improvement plan we had already spoke at length about our concerns for Pioneer Terrace, the conditions with the walkways and the stairs at Pioneer Terrace are extremely concerning and hazardous. That is a project that we had planned to put in the Capital Improvement Plan already before receiving this feedback from the tenants that supports the need for that project. That is definitely something we incorporated into our Capital Improvement Plan. I don't know if the Board has any questions or comment with regard to this summary. We received some comments from one member of the public and another one too. These are included in the summary. This document will be attached to our annual plan when it is submitted to DHCD. We are also required to obtain letters from the LTOs summarizing that they have had the opportunity to participate in the process and include any other comments. We need to have these letters before the plan can be submitted to DHCD. I am still waiting for letters from Charter Street and Pioneer Terrace Tenant Associations. Morency Manor submitted one. Thank you. I don't now if any else has any questions or comments. It has been a really great experience and I am proud of the participation level. I am grateful for the LTOs and all the work that they did to survey folks and get feedback from folks in the buildings. It was very helpful to us to get that feedback. There are a lot of capital needs, but we only have so much money but

as you know, I am really ambitious in going after grant opportunities and that will not change. We will address each project as we can and as we have the money to do so and for those, we don't we will try to go after monies to try and make it happen. We have been really successful in less than a year with capturing some funding and grant opportunities and we have been able to address a number of items that people have raised. I am really proud of that. We still have a lot of work ahead of us for sure.

Sue Kirby - The Language Access Plan is not actually in the plan. It is being submitted as a form of comments and feedback. I thought the process was you would get feedback and there would be a second draft incorporated or inserted into the Annual Plan. Is that part of the process? Are we going to see that?

Cathy Hoog – The comments are inserted into the plan. This whole document will be part of the plan. If there are things that are raised through the process that require or would suggest an amendment or an addition that would be something that the Board would vote on to add or amend or delete. At this point in terms of a majority of the comments and feedback that we have received are operational items that we can manage that don't need to be incorporated into a policy or Capital Improvement Plan. They are items that the Housing Authority can manage via day to day. Some of the Capital Improvement Plan suggestions that have been made are actually in the Capital Improvement Plan but not all of them could be included in the CIP because there is not enough money to do so We have to prioritize the most important projects in the way of health and safety and carry it down from there.

Sue Kirby – One example, as I have read the Preventative Maintenance Plan is that we should include things that need to be done on monthly basis. For example, trash chute cleaning.

Cathy Hoog that is an operational item and it does not necessarily need to be included into a policy. The large majority of things raised are very important and helpful but not all of them require a change in our annual plan because they are operational things.

John Boris – Any other questions or comments?

Benjamin Shallop moved to approve the State Annual Plan/Capital Improvement Plan as presented. Charity Lezama seconded the motion and the vote was as follows:

Ayes

Nays

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris



New Hire – Receptionist

There were three (3) candidates selected to be interviewed for the open position for part-time receptionist. Only one of the 3 candidates were available for an interview. Cathy Hoog and Maureen Thomas interviewed one candidate. Cathy presented Sherry Myslinski.

Cathy Hoog – As you know, we split up the receptionist position into 2 part-time positions in an effort to try and generate some more interest. We thought it might help. We did end p hiring Julio Mota who works Tuesdays and Thursdays. We recently advertised for Mondays, Wednesdays and Friday’s portion of the position. We have a candidate that we would like to put before you for hire. Her name is Sherry Myslinski. She has 20 plus years of customer service experience with a software company. She has worked at Shaw’s. She has a tremendous reputation amongst here references, and we are really excited to give her an opportunity to work at the main office.

John Boris – Any questions or comments?

Sue Kirby – Do part-time positions get any benefits?

Cathy Hoog – They are non-benefited positions.

Kimberley Driscoll – It is a part-time position because you split it up into 2 positions?

Cathy Hoog – We already hired someone for the other 2 days.

Kimberley Driscoll – Do we have folks that are Spanish speaking or bi-lingual in any of these roles?

Cathy Hoog – Yes, we do. The past 5 hires are all Spanish speaking,

Kimberley Driscoll – Thank you. I just think that the receptionist is at the front door. You know.

Cathy Hoog – Our new Housing Specialist position is playing a key role in dealing with public inquiries and applications and she will be sitting up front with the receptionist.

Kimberley Driscoll – Thank you. I appreciate it.

Charity Lezama moved to make a conditional offer of employment to Sherry Myslinski with a six (6) month probationary period for a part-time position as Receptionist at an hourly wage of \$16.48 with a start date of August 17, 2020. Employment is also conditioned upon receipt of a passed SHA paid physical examination including drug test and a favorable Criminal Offense Record Information (CORI) check. Benjamin Shallop seconds the motion and the **roll call** vote was as follows:

Ayes

Nays

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

### Employee Performance Evaluation – Samples

Cathy presented 3 sample Employee Evaluations to the Board for their review. The Board may decide which Employee Performance Evaluation they would like to use for the Executive Director's performance review at the September 2020 Board Meeting.

Cathy Hoog – We had a brief discussion at the last meeting about Employee Performance Evaluations. On an annual basis at the Housing Authority myself and the Department Heads will evaluate the employees. I also have to be evaluated by the Board and last month that this wasn't something the Board had traditionally done, and they would be looking for some feedback on an evaluation tool. I submitted 3 sample to you all for review. If you would like to take a look at those, we do have a little time. The way I like to work the evaluation process is to have it coincide with the fiscal year. It just keeps it streamlined and easy to remember. What I have traditionally done is given the Board the Evaluation tool that they choose to use at the August Board Meeting and ask the Board Members to come together in September and if we need more time we have another month to formalize that evaluation. I have included 3 in your Board Packet. I don't know if you have had a chance to review them and if there one in particular that you would like to use. Let us know.

Sue Kirby – I think we brought up last time and Kim was agreeing it would be great if we could do this in the context of the goals we set, and we set some goals last fall.

Cathy Hoog - We can resend the minutes from that meeting. We did put together minutes from that October meeting. If you want to choose an evaluation tool, we can send the minutes to you after this meeting so that you can review them and complete the evaluation tool. Each Board does it differently. You can each submit a tool of your own. You can submit your tool to the Chair and have the Chair average out the evaluations and compile them into one. It is really up to the Board as to how you want to do it.

Sue Kirby – I am looking at these and they are all qualities or skills. I don't quite understand how we merge those 2 things together.

Cathy Hoog – there is one Evaluation that I have used for 5 years that has a “goal section” That one could be utilized to list out goals.

Sue Kirby – Which one is that?

Kimberley Driscoll – It is the last one in pile. It is titled “Salem Housing Authority (SHA) Annual Employee Performance Evaluation Form”. It has a goal section and some of the basic important tasks. There would be 5 goals that we could agree upon and then in one meeting put together 4 goals that are at the top of all our lists. The other one seems to me to fit the standards in this position from an administrative standpoint. If we are just approving the tool tonight, I think from my perspective this one would work for me. Form a next step, we would want to get Cathy to give us some idea of what goals she would be looking at. Board Member should be doing the same thing. What goals do you have for the Executive Director? Then in one meeting, we can agree on those 4 goals that are on the top of our lists and get some agreement that that is what we want to put on Part 5 of the Evaluation. I appreciate you putting a tool together like this. It has some objective and some subjective components which I think is a good way to look at an evaluation.

Cathy Hoog – This is the one that I have used for the past 5 years. I like it. I think it covers a lot of ground and at the end you have the opportunity to talk about ay goals that the Employee has set. In this case, the goals that the Board has set.

Kimberley Driscoll moved to approve the Employee Performance Evaluation Form to be used to evaluate Cathy Hoog, Executive Director, titled “Salem Housing Authority (SHA) Annual Employee Performance Evaluation Form”. Charity Lezama seconded the motion and the **roll call** vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

## **XII. Other Business/Late Communications**

Benjamin Shallop – It is going to be the norm scheduling Housing Authority Board Meetings at 2:00 p.m.? When Covid started, I don’t think any of us anticipated that this would be our new reality. If we are going to be meeting at 2:00 p.m. we should talk about it. I don’t want to keep having a once a month email: “hey is everybody okay with the meeting at 2:00 p.m. It just seems like that is not an appropriate way to do that.

I know a lot of this is about staff convenience and I am very sympathetic to everything you have to do to keep everyone isolated and things like that. If we move it back to 6:00 p.m., what is the impact going to be on staff?

Cathy Hoog – It is not about staff convenience. It will be manageable that is not a problem at all.

Sue Kirby – The staff doesn’t need to be at the office to call in to the meeting.

Cathy Hoog – It depends on what is on the agenda and what kind of things we have to deal with. We have definitely learned over the past few months of what we are capable of and how much we are capable of serving folks in these unprecedented time and what all of our participants and residents are capable of in the way of getting to us what we need and sharing feedback and reporting things to us We have learned a lot. We can make anything work at this point. We have learned a lot and experienced a lot. If the Board feels that that would be valuable to move back to 6:00 p.m. then by all means let's do it. We can make it happen.

Kimberly Driscoll - I don't think we need a motion. I am hearing collectively we should move the meeting back to 6:00 p.m. If we hit a surge, we may need to go back to another time. We want to leave ourselves some flexibility. All of our meetings are recorded so they can watch after the fact. They don't have immediate access, so I don't want to equate that it is the same. I don't want to put any motion in place that precludes flexibility for the Board or Staff.

The Board Members agreed with Kimberley Driscoll.

### **XIII. Adjournment**

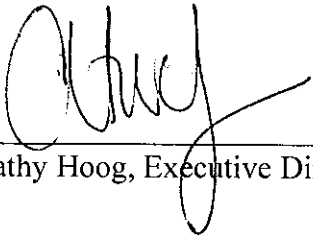
Kimberley Driscoll moved that the Board adjourn the Special Meeting of August 12, 2020 at 3:28 p.m. Charity Lezama seconds the motion and the vote was as follows:

Ayes

Sue Kirby  
Benjamin Shallop  
Charity Lezama  
Kimberley Driscoll  
John A. Boris

Nays

Respectfully Submitted,



Cathy Hoog, Executive Director



Anne M. Cameron, Executive Secretary