



Charity Lezama, Chairman  
Benjamin Shallop, Vice Chair  
John A. Boris, Treasurer  
Kimberley Driscoll, Assistant Treasurer  
Veronica Faustino, Tenant Representative  
Cathy Hoog, Executive Director

**MINUTES OF THE  
REGULAR MEETING  
WEDNESDAY, DECEMBER 14, 2022  
6:00 p.m.**

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**I. Called Meeting to Order at 6:00 p.m.**

**II. Roll Call**

Present

Charity Lezama  
John A. Boris  
Veronica Faustino

Absent

Benjamin Shallop (arrived a few  
minutes late)  
Kimberley Driscoll (arrived a few  
minutes late)

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

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

John A. Boris moved to accept the Minutes of the Regular Meeting held on Wednesday, November 9, 2022. Veronica Faustino seconded the motion and the roll call vote was as follows:

Ayes

Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

**IV. Tenant/Public Engagement**



Charity Lezama – I just want to take a moment after our last meeting in November and just clarify the intention of this time. Public comment time is intended to give our community members the opportunity to express their feelings or opinions related to the Salem Housing Authority Board. We ask that all comments be addressed to the Chair or the Board as a whole. As I have stated in the past, please identify yourself by stating your name and address for the record. We are asking the speakers to present the material in a timely manner which is 3 to 5 minutes with the extension of time being at the discretion of the Chair. All speakers, Board and Staff and Community are asked to present their material in a respectful manner. In general, the Board Chair and Board Members will not typically respond to questions proposed during this public comment period. However, the Chair may answer or request an answer if he or she deems it expeditious.

Shannon Bailey, Leefort Terrace, Salem, MA - I would like to make a few comments about the Marblehead Management Agreement that may be able to be clarified at some point in the future if not tonight. I am still feeling uncomfortable about the contracts not even being at their full term yet and we are already jumping into the consideration of adding 5 more years and I keep hearing about all these benefits. I will not go into specifics but especially what happened after last week's meeting. I feel like there is still a huge disconnect between the tenants, the LTO Presidents and the staff members of Salem Housing Authority all the way from the Executive Director all the way down. I have noticed it and last week showed it a bit. I really feel like we have a lot to do here in terms of that. I think we have time to do this before we consider the Marblehead Agreement. According to the surveys that were brought out, only 17 were returns out of 100 people and that is not a very good turnout. With today's technology, we should be able to do anonymous surveys regarding the Marblehead Agreement. Not just through mail but online or when people come in to recertify. I don't think it is beyond reasonable and I think it can be done so that more people can be involved in this. It is my job as an elected official by the tenants here at Leefort Terrace to speak for them. That is my job to do so. I hear a lot about people not understanding or not being able to go to the Board. A lot of people are upset because they cannot go to the Board because of age, money or just ignorance of technology. We need to at least start considering going hybrid in the very near future. If I can go to a City Council Meeting that was hybrid. I don't understand why we can't. Most of the people were not wearing masks. Even if we make it mask mandate. If we want the tenants to start contributing to these meetings, we need to open the floor and give them the space to do so. I was also hoping to get more clarification on how this Agreement with Marblehead benefits the Salem Housing Authority and the tenants here. One of the main problems I am having with that is that you (Cathy) made a reference to the money that we are getting from Marblehead that we can do whatever we want with the funds. I am really confused as to what can be done with the money that benefits the

tenants. I understand how it can benefit the management in both towns but how does it help the Salem tenants in the long run? Yes, there is that concern that it is going to line some pockets that I am uncomfortable with. We need some clarification on how this is going to be beneficial. It is important for the residents to understand why this whole agreement extending it before it is even up. We are not even a year into it and all of the sudden we want to do another five years without even giving it time. I really do believe that we need to wait on the whole Marblehead Agreement Extension until we bring a lot of things into consideration and one of which happened last month at the Board Meeting and the tension that is forming between the LTO Presidents and the tenants. It isn't one person's fault. I think a lot had to do with COVID. We are in a good position. Everyone is back at work and there is no reason not to have in-person meetings now where more of the community can contribute.

I am hoping to reach out to you again Charity to discuss things at further length about that. Whenever you are available for that. That is all I have to say. Thank you so much.

Charity Lezama – Thank you Shannon.

Cathy Hoog – Thanks Shannon.

Judith Reilly, 20 West Avenue, Salem – I want to commend everybody for the work that has been done at Leefort Terrace. I know it has been a long road and it is not at the end yet but I wish everyone the very, very, best for the tenants and the new development. I have been trying to do my part and I encourage SHA to do whatever is appropriate to rally support for the development. I would also like to voice some concerns about the Marblehead Management Services Agreement. I feel that the tenants need to come first and it is very important to have the data on tenants' satisfaction. I believe that staff is super important as human beings but also as the people who need to be there for the tenants, who is their primary responsibility. As Shannon pointed out going from a 2-year agreement to a 5-year agreement is a big step. I am concerned about the way the funds are being used. I don't understand why the Marblehead Housing Authority would have entered into this agreement. There is a \$50,000.00 surplus in the management agreement. Marblehead agreed to the maximum amount they were allowed to pay for the first year, which is not best practice according to the state. A best practice would be to negotiate a fee that was lower than the maximum fee and then raise it year by year if good service were provided but they started at the maximum and it allowed Salem Housing Authority to have a \$50,000.00 surplus so Salem didn't pay out that maximum. Now in the renewal, Marblehead has signed up to pay the maximum for year two. That is about \$11,000.00 more than last year, hopefully knowing that Salem got that \$50,000.00 in surplus. This doesn't seem to make a lot of sense for Marblehead. I am really concerned whether they went into this with their eyes open. Although you are the Board of Salem, I think we need

to make sure that this is an appropriate agreement for both agencies and the state. It is the tenants who come first so whether the agreement is still agreeable to Marblehead, the State and Salem we really need to know if the services are being provided to both sets of tenants and whether the staff is satisfied with the arrangement. Thank you for your time.

Charity Lezama – Thank you Judith. Would you mind stating your name and address for the record?

Cathy Hoog – thanks Judith.

Gene Collins – Leefort Terrace – President of the Pioneer Terrace Tenants Association, 4 Pioneer Terrace Gene was very muffled and hard to hear. He commented as follows:

Gene echoed the comments that Shannon Bailey made. They have a multitude of maintenance issues that have not been addressed. We have also been forgiving. We have had two feet of leaves around the building that were never picked up. I think the men were trying to communicate that to Gary.

Gary Dean – there isn't any work orders on that.

Gene Collins – If you know there is an issue, you could general a work order.

Gary Dean – I didn't know that was an issue, you just brought it up at this meeting now Gene. Did you call in a work order?

Gene Collins – We also have concerns about the Marblehead Services Agreement. We have also spoken to the tenants and they have questions about it. You mentioned surveys. We have a pretty good turn back on our surveys. We have a pretty good community and we are getting stronger and stronger. There is a CDBG Grant Program. I am not familiar with what that is. It says housekeeping and cleaning services and emergency groceries. We are not even aware of this. These are pertinent issues and I am reading them in a report. The other thing is that SHA was selected for a Health and Safety Initiative Award for \$84,000.00. I don't have any clue as to what generated that. A lot of these things are generated without any concern for the residents because the residents are not even asked about it or know about it and their names are being used as being cooperative with the grants. The other thing is that we have Wi-Fi at Pioneer Terrace. It is weak and it goes in and out. We would like to be included in the Wi-Fi upgrade. We would like to get some tenants in the building involved. We have 13 individual buildings plus a community room. The issue we are having and not being able to speak to the Executive Director since January of 2022, we have not been able to resolve any of these issues. At the last meeting we stated that there has been no communication with the Executive Director for

months and months and months. We don't need a part-time executive director. If that is that case, the salary should only be for part-time work in Salem and part-time in Marblehead. We need to know and I am hopeful that this new attitude from the Board which hopefully be consistent. The last five years have been so inconsistent and non-considerate that it is shameful to the point where the Board refused to hear maintenance issues. We do need the Board's support.

Charity Lezama – Thank you for your comments, Gene.

Debbie Tucker – I don't normally speak. These are a couple of months of these attacks are not true. We have 24-hour maintenance, all calls are recorded and there are records of when we respond. It is tough to hear this, I think that the staff works hard, works long hours and I would hate the public to believe this. I just felt I had to speak up on that. Thank you.

Charity Lezama – thank you Debbie.

Cathy Hoog – thanks Debbie.

Ellen Simpson – 42 Mason Street, Salem -- I am also calling about the Marblehead Service Agreement and how the money was spent for the initial use of the contract. I don't understand how when we are taking on additional maintenance how the money was received for that maintenance was not spent on maintenance staff or maintenance contractors or snow shovelers. It sounds like some of that money went to increases in salary and other uses. Those are things that need to be increased then that is a separate issue. I think that when you take on new responsibilities the money that goes along with that is to be used for those purposes and not for anything else. For example, increases in salary should come from a different bucket of money and I don't fully understand it and it would be great to have an explanation of that if I am not understanding that how we took on additional maintenance without hiring additional maintenance personnel or contractors. Thank you.

Charity Lezama – Thank you Ellen.

Cathy Hoog – thanks Ellen.

Richard Greaves – Morency Manor, Salem – I just want to take a moment to introduce myself as one of the officers of the new Dalton Association. We are going to have our elections in a few weeks and hopefully we will be the new kids on the block. Thank you. Have a good night.

Cathy Hoog – that is great! I am glad to hear it, Richie.

Sue Kirby - Morency Manor, 45 St. Peter Street, Salem -- I would like to say something about the Marblehead Management Agreement. I saw the end of the year statements and read them over a PHN on the Guidelines and I have some questions that those things raise. At the end of the year, besides only spending half the money, when the Board voted on the contract it was quite different to how it ended up. I am wondering in the year what changed and why wasn't that original budget implemented or if it was how did it end up being \$50,000 less? One of the reasons it was \$50,000.00 less is that there was \$25,000.00 in the original budget that was going towards benefits. I remember the presentation by the accountant who said that the benefits were 40% of payroll of an individual employee and that \$30,000.00 that was allocated was based on that from what I understand. It ended up being only a tenth of that. It was \$3,700.00 instead of \$30,000.00. Who is paying for the benefits before the increase in salary? Is that coming out of Salem's pocket? They must come out of somewhere. The work is being done and money is given as part of payroll through Marblehead then that added income should be charged to Marblehead. That is something I want to raise.

Charity Lezama – thank you Sue.

Cathy Hoog – thanks Sue.

## V. **Communications**

- Updated Waitlist
- SHA Department Reports ( Move In, Move Out, State and Federal, CHAMP Report Modernization Report, Voucher Report, Resident Service Coordinator Reports and Completed Work Orders for Month of November 2022)
- Performance Evaluation for Cathy Hoog for 10/12021 to 9/30/2022. (Last Year's is attached for your convenience.)

Cathy Hoog – One additional item that I might add is that the Board submits a performance evaluation of the Executive Director. Thank blank evaluation and last year's evaluation was in your packet if you want to take that into consideration. The way we have done it in the past is that Board Members submit their scorings to Anne Cameron and then she compiles an average and then we will reissue to the Board for presentation at the next Board Meeting if we have it ready in January 2023 and if not, we can do it in February 2023 so that there is a public performance evaluation.

Charity Lezama – over the next month we will all work on our individual evaluation for Cathy and submit it to Anne Cameron for presentation in January 2023.

Cathy Hoog – thank you Board Members. Any other questions on the data reports included in your packet?

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

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

See Report of Executive Director for December 2022 attached hereto.

Charity Lezama – Any questions or comments on the Executive Director Report?

Cathy Hoog – We have applied for some additional funding if I may hi-light that. I have applied for some ARPA money for Leefort Terrae. We will be applying for some HILAP monies as well. We have an application out for the Home Consortium. There are quite a few applications out and we are hopeful about all these grant opportunities to help us contribute to the redevelopment of Leefort Terrace.

Veronica Faustino – In terms of the reports, is there a way that we can decrease the size of the packets by providing the information in reports month to month. Some of these reports go back to 2021 in terms of grants and awards and things like that. Is there a way that we can decrease the size of the packet for readability?

Cathy Hoog -- which packet? The Executive Director Report or the monthly reports?

Veronica Faustino - If there is repeat information.

Cathy Hoog – the monthly reports are a compilation of the monthly reports since the last Board Meeting. It would be impossible to shorten those reports. My report changes month to month . I do have a running summary of the awards we have received. If you are talking about not wanting to receive a running summary. Is that what you mean?

Veronica Faustino -- From Fiscal Year 2020-2021.

Cathy Hoog – It doesn't add that much to the packet. It is about five sentences. I can take that out if you want.

Veronica Faustino – It would be helpful if the packet were condensed as possible. Even throughout the Board Packet if there are certain things that are repeated and we don't have to receive each month that would be helpful.

Charity Lezama – Thank you Veronica.

Cathy Hoog – The majority of the data that we provide the Board is necessary. All of it is required so that you can maintain your oversight role and maintain the ability to be well informed about the budget, maintenance, CHAMP Data, filling units, vacancies, and section 8 statistics. It would be very difficult for us to cut any of this out without it adversely affecting the Board Members and their ability to be well informed.

Veronica Faustino – I am not talking about the data that we need month to month but more so the data that repeats from previous years.

Charity Lezama – it sounds like it is specific to your executive director’s report.

Cathy Hoog – Thank you.

## **VIII. Unfinished Business**

### Proposed Management Services Agreement Amendment between Marblehead Housing Authority and Salem Housing Authority

Kimberley Driscoll – Cathy, I heard some of the comments earlier and I would love for you to give a brief overview of the resources from the current contract and how they are being utilized. I am surprised at some of the commentary. This feels like a real opportunity for me to leverage the expertise of our staff to help and assist an adjacent housing authority, frankly something that cities do all the time when you talk about regionalization. Speaking to the questions about “what is in it for us” beyond additional resources and investment in staff. Could you cover the additional resources under the current contract so that folks have a better understanding?

Cathy Hoog – We reviewed this extensively last month. Management Agreements is something that takes place across the state of Massachusetts. It is highly encouraged by DHCD to provide support and pool resources for smaller agencies that have limited resources and because of the management agreement coming together. It often opens additional opportunities for both agencies to pool resources in terms of procurement and grant opportunities. There are lots of ways that people benefit by joining forces. There is power in numbers so a lot of smaller agencies are also having a really difficult time finding folks to run them. DHCD is really encouraging Board’s of small housing authorities consider management agreements as well. In terms of Marblehead, DHCD had approached us earlier last year and asked if we would consider it. Their Board was very interested and felt that Salem was an agency whose record and history spoke for itself. They approached us directly and I presented this opportunity to the Board and we decided to enter into a contract. The process is highly regulated. There are specific regulations and agreements that agencies must follow to the letter to enter into a contract



like this and that also includes the management services fees for the management that is the management agent which would be us. The host agency would be Marblehead. Including and up to what the management agent can accept, we are strongly encouraged to go with the max budget because that helps DHC D set guidelines for the next year and the following years' budgets. If the money is available and the Housing Authority has the max budget to pay the management fee they are strongly encouraged to do so. Marblehead was in full agreement and since we did that first Management Services Agreement have gone up about \$11,000.00. They approached us wanting reassurance that we would continue to work with them. They are very pleased about what we have been able to accomplish thus far. The Staff have written letters of support. The feedback from Residents was very strong. For planning purposes and for security the Board was very much interested in extending the Agreement. For us as the management agent it makes a lot of sense for planning purposes, Capital Improvements and just planning out how we are going to structure things and having that time in a five-year stretch is what we are used to doing and that is how we operate in terms of capital improvements, our budget and staffing structure, etc. etc. Marblehead has its own staff and its own budget and its own Board. In terms of how the staff gets paid they get paid through their own budget and Salem Housing Authority gets paid through their own budget. The benefits for the Marblehead Employees are charged to the Marblehead Budget. The benefits for Salem Employees are charged to the Salem Budget. When we initially presented the budget after signing our management agreement, it was at the very beginning it was at the very beginning of our budget cycle so we did not have any history to go on about how we would be utilizing the management services fees so the accountant made a gross estimate which is very common anyway. We made estimates based on prior years and what we expect to have. Not having this contract, it was a gross estimate. As the fee accountant had explained in the budget presentation, he initially thought he may charge some of our Housing Authority benefits to that line item. It is an accountant thing. He thought he would be charging more to those management fees but ended up not charging them. The fee that a Housing Authority receives as a Management Agent Fee are unrestricted. Most of our budget is restricted in terms of how we can spend money. If we have other income that is unrestricted. There are certain guidelines that go along with that but in terms of Management Services Fees that is considered unrestricted reserves for the Housing Authority. For many agencies, it is a welcome opportunity to bank some money for future projects, adding additional staff, resident services programming. We could use it to purchase property. The sky is the limit. A lot of agencies appreciate that flexibility and that opportunity to save some money and determine how they would like to spend it.

Kimberley Driscoll – Can you provide an overview of the expectation of the Management fee to Salem? These are dollars that we would not be having that we will now have if we were to enter into the agreement.

Cathy Hoog - It is considered "other income." The Management Agent would receive \$124,351.25 payable to the Housing Authority. Those fees are payable to the Housing Authority for management services. If an agency is overseeing an agency, that requires us to be planful and thoughtful about how we are going to provide them with support, supervision, oversight, and that involves compensating staff for that. There really wouldn't be a way to take on something like this without compensating staff for that. Again, we have our own budget and our own staff, people are not working overtime. They are doing their work in the same period that they have always done their work whether it is 35 hours or 40 hours. I have described it like this before, if we were like a large company or a Fortune 500 Company, a Bank whether you have 500 properties or 23 properties you must be structured properly. You must have a management plan in place to run the agency, run the day-to-day operation including maintenance and finance. We are good at that and we have proven that through our performance reviews, the monies that we have brought in in 3 years' time are phenomenal. We are on the brink of creating a \$90 million-dollar affordable housing project for the residents of the City of Salem. I think that given our reviews, our audits and agreed upon procedures so our scoring is good, our outcomes are good, our results are good, the monies we are bringing in are exceptional. For me as Executive Director of this agency, it wouldn't make sense for me to consider doing this that wasn't advantageous for our agency and our staff. It does set us up to be able to show that we can regionalize when that takes place. It is a reality. To agree to something to so that we are capable of it, not only that to do a really good job at it sets us up for success as well. In terms of what we want from an agency, when I first started, I recall the Board having conversations about growth and opportunity and growing essentially and becoming more that we are. We are heading in that direction.

Kimberley Driscoll – After we pay the staff, what is left in terms of the flexible dollars that SHA would have available to it.

Cathy Hoog – That would vary year to year depending upon how we allocate the money we are receiving. For our first year in, we had approximately \$62,000.00 profit. That could change next year if we decide that we need to allocate some of that money a little bit differently depending on our budget, what we spent and what we need, if we are looking to add additional maintenance staff, if we are looking to do a different program. That could change next year but the bottom line is we are aiming to save money on an annual basis. It could fluctuate a little bit but I think that we can count on having reserves on an annual basis anywhere from \$25,000.00 to \$50,000.00 which adds up over time.

Kimberley Driscoll – thank you. Yes, great.

Charity Lezama – Thank you Cathy. I would like to give my feedback on this. I appreciate all the people that have come to our meetings and expressed concerns and

given us their feedback. I took a month to review the data and put it in 3 buckets. 1. Potential diluted services to Salem Residents. It is a heavily audited business that the Salem Housing Authority runs. There was lots of data that we could look at before the management agreement and current data. In reviewing that data, I do not see anything where we have fallen behind or our staff hasn't been able to continue to serve the residents at the same level. 2. There is the resources bucket and I believe Cathy spoke on that. When you regionalize, you can partner with other communities. There are resources that come to the table that are above and beyond in dollars. Those are the shared practices and the shared expertise that Gary and all the team have access to. 3. Tenant Engagement. This has been a theme that has come to this board since prior to this management agreement. It is a consistent theme. I believe that this is a separate issue and conversation that as a Board we can tackle and support. I do not believe that it is tied in to our current decision where it is tied into deciding on the management agreement. The tenant engagement is part of the conversation that we had when we hired Cathy. It has been ongoing through our Board Meetings and it is something that I am committed to as I step into this Chair role. I value it and I think it is important but I think it is separate from the Management Agreement. I am supportive of a management agreement. I think it is the right thing for us to do. Cathy talks about that that is the direction that DHCD is going and the direction that most businesses and organizations are going towards because of the shared resources which leads to better service and outcomes. I will open it up to my other Board Members.

Benjamin Shallop – I echo a lot of what you just said Charity. I am in favor of regionalization. This is something that we have gone over ad nauseum in housing discussions around Salem for as long as I can remember. Salem's crisis issues are not confined to Salem. It is a regional issue and we need regional tools to address it. We need a regional approach. I do think that continuing the Management Services Agreement with Marblehead is a step in that direction and opens more resources and if continue to do well it opens us up to opportunities down the line to do even more. I am in favor of it as well. I am in favor of finding other opportunities to partner with other housing authorities and anybody else in our region. We are fixing a large issue here especially when we look at a decline in rental properties over all in our region. We need all the cooperation we can get. I absolutely support this. I have heard what everyone has had to say about it and the concerns that were presented. As the Chair said, I do not see a lot of tenant engagement issues being connected to this issue but it was an issue prior to myself coming on the Board and something that we have been trying to work with over the past several years. It has been difficult, pandemics and lagging feelings of intimidation from the previous administration and general apathy. Doing tenant engagements is difficult. I am very

encouraged by all the LTOs. That has been a great sign of people willing to step up and play a role here. I am hoping that when get back into a semi hybrid/In Person meeting that we can start looking at having the meeting at different locations to make it easier for tenants to attend. I am always looking at developing ways that we as a Board can engage with the tenants and with Cathy engaging with the LTOs. A lot of what I heard come up goes into that camp. Also, discussing with the LTOs about what we can do with the money that we are going to be getting from these services agreements down the road in a very meaningful way. I want to make sure that people have a seat at the table as these decisions are coming down and get the best. Again, I don't see any downside to this. I will be voting in favor of this.

Veronica Faustino – A couple of things that I have heard is that there are no downsides to this agreement and I think there are some positives that will come from this. I am concerned as the tenant representative and as a tenant about tenant engagement and the way I see it connecting to the Marblehead Services Agreement is if tenants are coming to the Board Meetings and speaking up about the issues that they are having and we are instead of seeking to understand where they are coming from stating that it is not true and that it is completely false. I think that is a mini red flag and I think that it is gaslighting. As far as the LTOs are concerned, something that Ben mentioned is a great thing and I love to see it. In terms of the Marblehead Agreement, if we have people coming to the Board Meeting and stating that their maintenance needs are not being heard. When I went to the Pioneer Terrace Meeting last week, there were tenants there that said that they did not have hot water for 3 weeks and that it was luke warm (multiple people). There were 16 tenants at that meeting that I do not see here at this meeting. There are pressure issues with water and that is just one development. When you move on to other developments tenants are not engaged and disconnected and do not have the power to speak up. A part of that is not having the meetings in person. There are barriers especially for certain populations of people having the meetings fully remote. I did hear (not sure who it was from) that the feedback from the Marblehead residents was strong. I would like to ask where that proof is because I have not seen anything from the informal tenant organization over in Marblehead and I did not receive that in the Board Packet last month. In terms of this agreement, services are being provided to the tenants and there are countless tenants in terms of their quality of life and not being heard or respected. I think that we really need to think about that before we enter into an agreement that takes personnel, energy, and time away from the tenants here. Thank you.

Charity Lezama – Thank you Veronica.

Kimberley Driscoll – I really appreciate your comments Veronica and the comments from the folks who were at the meeting earlier. I am also trying to separate out issues whether we are in this Agreement with Marblehead. I think that this Agreement brings

resources to us and it invests in our staff. Overall, we have strong staff who have done really good work, brought new programs in, brought new dollars in that have benefited our housing authority, our organization, and our community. Investing in people enables us to pay them more, which I think is a good thing in terms of keeping quality staff here in Salem. We will have this cushion now in the budget and if there are dollars that we can be using to support upgrades of facilities, plan, and design work for some of the improvements that we want to make and hiring of additional personnel. These are all resources that will bring to bear. There is a tradeoff and there is time that staff will have to devote to another organization another community about this but there is a trade off that we are getting additional dollars as well. I would like to believe that we can work through these issues in a way that is beneficial. We have staff and we can offer them more resources which I think is a good thing, we are able to have some more resources for the organization and then it is up to the Board Members coming together to understand how we spend those dollars so our tenants are feeling as though this is a good value for them. I do think this is the wave of the future. There is lots of regionalization happening. There are housing authorities that are the size of Salem and Marblehead put together. This is not a foreign concept. The benefits outweigh any of the drawbacks. We really do need to engage in this work. There is a wedge between the work of the organization, the board of directors and a disconnect with the tenants has been stated and we need to figure that out. I never want anyone to feel that they are not heard or disrespected. I also think that is a two-way street. How do we figure out ways to engage that are constructive. I was not at the last meeting and heard a lot of feedback that it wasn't constructive. Let's make sure we have those structures in place and it can't be informal anymore. It must be regular. This Agreement with Marblehead is a good agreement and it makes a lot of sense. I will be supporting it as well.

Veronica Faustino – In terms of going forward with this agreement, is there a way that we can commit to working on these issues and not just saying that we will work on these issues and then time goes on. Is there a way that we can look for metrics around tenant engagement and satisfaction and maintenance and all of that before we make this agreement for an additional 4 years?

Kimberly Driscoll -- I do value that. I think that we should do that but I do not think it is conditional on this. We vote on this and then we have another motion to bring some tools

to us that can be constructive metrics. Since I have been on this Board, we have talked about it and had some rich conversations about that. You are a new tenant representative and we can put together a sub-committee. We have talked about Board Members being a part of those LTO meetings with the Executive Director. What is the right methodology is a very worthwhile conversation to have and produce structures and protocols that we can follow. I think it is a separate motion so that we can hold ourselves accountable.

Benjamin Shallop – I agree that it would be a separate motion. I would love to see a formalized tenant engagement subcommittee. We should make a motion to form the subcommittee and just make that a regular thing.

Cathy Hoog – It certainly would be supported and appropriate to have a subcommittee item on the agenda Chair if we so choose to develop a subcommittee and report back and have health discussion with where we are at and the tools that we are using to measure tenant engagement. I am also in favor of that.

Charity Lezama – I have had a few conversations with a few of the LTO Presidents and other Board Members around some actionable items regarding this over the last month. I am supportive of this as well. I would entertain a motion that we come back before next January 2023 if we can all find time to discuss specifics relative to tenant engagement. I think what is valuable to me is clarifying what it means and then making sure we have a way to measure success.

Cathy Hoog – We have two Service Coordinators who are working hard to engage with tenants in the community and they provide monthly data around the type of engagement that they have and the type of services they provide, the resources that they coordinate. Getting them involved would make great sense. I envision them being part of the committee for sure.

Cathy Hoog – It is important to note that when we record this vote and submit the agreement to DHCD for approval, we must note the total management services fee in the vote. To reiterate, what you received in your packet \$124,351.25. If anyone has any questions about that, please let me know. The second number that must be included in this is because of the way this is regulated the Executive Director can only receive a certain percentage of the management services fee from any owner/authority so that is capped off at 20%. The last time we entered into an agreement, we agreed that I would be at 15% of the management services fee agreement. I am not suggesting that we change that.

Charity Lezama – thanks Cathy.

Cathy Hoog – That would be 15% of \$124,351.25. I just want to make sure that everyone is on the same page.

Kimberley Driscoll moved to approve the Management Services Agreement Amendment between Salem Housing Authority and Marblehead Housing Authority as presented.

John A. Boris seconded the motion and the roll call vote was as follows:

Ayes

Benjamin Shallop  
Kimberley Driscoll

Nays

Veronica Faustino

Charity Lezama  
John A. Boris

**IX. Recommendations of the Chairman**

There were no recommendations of the Chair.

**X. Report of the Treasurer**

Bills and Transfers

The Executive Director presented the Bills and Transfers to the Board of Directors.

Kimberley Driscoll moved to approve the bills and transfers for the period November 1, 2022 through November 30, 2022 as presented. John A. Boris seconds the motion and the **roll call** vote was as follows:

Ayes

Benjamin Shallop  
Kimberley Driscoll  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Balance Sheet and Statements of Revenues and Expenses

The Executive Director presented the Balance Sheet and Statements of Revenue and Expenses to the Board of Directors.

Kimberley Driscoll moved to accept the Balance Sheet and Statements of Revenues and Expenses prepared by Fenton, Ewald & Associates, P.C. for one (1) month ending October 31, 2022. John A. Boris seconded the motion, and the **roll call** vote was as follows:

Ayes

Benjamin Shallop  
Kimberley Driscoll  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Kimberley Driscoll left the meeting at 7:15 p.m.

## XI. New Business

### New Hire – Groundskeeper/Custodian/Mechanic II

There were three (3) candidates selected to be interviewed for the open position of Groundskeeper/Custodian/Mechanic II. Cathy Hoog, Executive Director and Gary Dean, Director of Maintenance interviewed 2 of the candidates as one could not make it. Cathy presented Joshua Chez to the Board of Directors.

Gary Dean – We had about 18 resumes come in. We had about 12 applicants that we contacted. I conducted 6 phone interviews and then we had 3 in person interviews. I don't know if we had any tenants' representatives sit in on the interviews but there was a Zoom that all the LTOs were invited to interview Joshua Chez. He came in today and we are excited. He is going to be a great addition to our maintenance staff.

Cathy Hoog – I believe a copy of his resume is in your Board Packets.

Benjamin Shallop – Before we second the motion, I want to make sure that we are not testing for marijuana.

Cathy Hoog – We just made the change with the company we are currently using for physicals that we are not testing for marijuana. We have not told any candidates but we should.

Gary Dean – today in his orientation we did speak to him about that.

Benjamin Shallop – great. Some type of notification should be given to him as to what we are testing for.

Benjamin Shallop moved to make a conditional offer of employment to with a six (6) month probationary period for a full-time position Groundskeeper/Custodian/Mechanic II at an hourly rate of \$23.67 per hour with a start date TBD. 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. John A. Boris

seconded the motion, and the **roll call** vote was as follows:

#### Ayes

Benjamin Shallop  
Kimberley Driscoll  
Charity Lezama  
John A. Boris  
Veronica Faustino

#### Nays



Approval of Type 1 Supporting Organization Named Housing Opportunities of Salem, Inc.

Cathy Hoog will present and discuss the approval of Type 1 Supporting Organization Named Housing Opportunities of Salem, Inc. with the Board of Directors.

Cathy Hoog – Board Members you recall months ago we had discussion about filing for a Non-Profit Organization. There was a Board Vote. We discussed reasons and possibilities and voted to file for it. The paperwork is extensive. There is a few different steps, Tonight would be the first step which would for the SHA Board to vote to approve the Type 1 Supporting Organization which is named Housing Opportunities of Salem, Inc. and we would note in this vote that in accordance with Articles and that will be the next step. We are going to have a separate meeting and do it back-to-back to open the Housing Opportunities of Salem Inc. to vote on the Articles of Organization, the By-Laws, etc. etc. as the next step in filing all the paperwork. What we are putting before you tonight is the first step which is to vote on the name and the fact that we are acknowledging this and that we will then have a Board Meeting to acknowledge the remaining paperwork that has to be submitted. There are a few steps here. I don't anticipate that we are going to need a lot of meetings for this non-profit organization, at least initially. Further discussion ensured.

Charity Lezama moved that SHA hereby approves the establishment of a Type I Supporting Organization named Housing Opportunities of Salem Inc. (“HOS”) in order to support SHA, by fulfilling such purposes set forth in HOS’s Articles of Incorporation which were filed by the Incorporator (Teresa M. Santalucia) with the Commonwealth of Massachusetts Secretary of State’s Office on or about the time hereof (“Articles”).

Benjamin Shallop seconded the motion and the roll call vote was as follows:

Ayes

Benjamin Shallop

Charity Lezama

John A. Boris

Veronica Faustino

Nays

Veronica Faustino moved that in accordance with Article II of the Articles, the following commissioners of SHA shall serve as the directors of HOS until his or her successor is duly appointed:

John A. Boris

Charity Lezama

Benjamin Shallop

Veronica Faustino

Charity Lezama seconded the motion and the roll call vote was as follows:

Ayes  
Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Benjamin Shallop moved that Cathy Hoog (the “Authorized Person”) is authorized and instructed on behalf of SHA to execute and deliver any documents, instruments, and agreements necessary or desirable for the daily operations of HOS and take any other action of whatever nature as such Authorized Person deems necessary or desirable to effectuate the same. Charity Lezama seconded the motion and the roll call vote was as follows:

Ayes  
Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Charity Lezama moved that all actions previously taken by any directors or officers of SHA related to any of the foregoing be and hereby are ratified and approved. John A. Boris seconded the motion and the roll call vote was as follows:

Ayes  
Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Contract for Financial Assistance 5011 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$175,000.00 - Energy Conservation Sustainability Initiative Oil to Heat Pump Conversion for Development 705-2B

Cathy Hoog presented to the Board of Directors the Contract for Financial Assistance 5011 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$175,000.00. This CFA funds the FY2023 Energy Conservation Sustainability Initiative Oil to Heat Pump Conversion for Development 705-2B.

Cathy Hoog – Board Members as you may recall anytime we receive additional monies it requires a Contract for Financial Assistance. Fortunately, we were able to receive an Energy Conservation Sustainability award in the amount of \$175,000.00 to convert oil to heat pump for our 705-2B development.

Benjamin Shallop moved to approve Contract for Financial Assistance (CFA) 5011 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$175,000.00. This CFA funds the FY2023 Energy Conservation Sustainability Initiative Oil to Heat Pump Conversion for Development 705-2B and expires June 30, 2024 and authorize Charity Lezama, Chairperson to execute the same. John A. Boris seconded the motion and the **roll call** vote was as follows:

Ayes

Nays

Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Contract for Financial Assistance 4001 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$795,464.00 – ARPA Formula Funding for Various Projects at Various Developments

Cathy Hoog presented to the Board of Directors the Contract for Financial Assistance 4001 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$795,464.00. This CFA Funds ARPA Formula Funding for Various Projects at Various Developments.

Cathy Hoog – Board Members as you may recall anytime we receive additional monies it requires a Contract for Financial Assistance

John A. Boris moves to approve Contract for Financial Assistance (CFA) 4001 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$795,464.00. This CFA funds the ARPA Formula Funding for various projects at various developments and expires December 31, 2026. authorize Charity Lezama, Chairperson to execute the same. Veronica Faustino seconded the motion and the **roll call** vote was as follows:

Ayes

Nays

Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Contract for Financial Assistance 4050 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$640,544.00 - ARPA Targeted Award for Various Projects at Various Developments

Cathy Hoog presented to the Board of Directors the Contract for Financial Assistance 4050 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$640,544.00. This CFA funds the ARPA Targeted Award for various projects at various developments.

Cathy Hoog – Board Members as you may recall anytime we receive additional monies it requires a Contract for Financial Assistance

Charity Lezama moved to approve Contract for Financial Assistance (CFA) 4050 between the Commonwealth of Massachusetts and the Salem Housing Authority in the amount of \$640,544.00. This CFA funds the ARPA Targeted Award for various projects at various developments and expires December 31, 2026 and authorize Charity Lezama, Chairperson to execute the same. John A. Boris seconded the motion and the **roll call** vote was as follows:

Ayes

Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

#### Biannual Rent Re-Certification Policy for State Public Housing

Cathy Hoog discussed and explained to the Board of Directors the Biannual Rent Re-certification Policy for State Public Housing.

Cathy Hoog - Apologies Board Members that Policy was inadvertently left out of your packet. The process of offering Biannual Rent Re-Certification to residents is regulated. There is a process that we must follow that makes great sense. 1) present to the Board for consideration and after that vote the Public Housing Staff issued notice to all residents giving them the opportunity to submit feedback about the possibility of doing a biannual re-certification if they so qualify and those folks that would qualify would be on a fixed income and their income would not change. They were asked to provide feedback by phone, email, in person and in person meeting where folks could come and discuss this and ask questions. There was an overall level of great support for this. It makes sense to not have to have people come in every year and provide the supporting documentation for their income when it really has not changed much. It is a nice opportunity to make it a little easier for folks. If people choose to re-certify on an annual basis they can do so. It is not a requirement. Adopting this policy would allow folks that are on a fixed income to choose to re-certify biannually. The next step is that if this policy is approved by the board, then we would send it to DIICD for approval. We would then give residents plenty of notice when we plan to implement said policy.

Veronica Faustino moved to approve the Biannual Rent Re-certification Policy for State Public Housing. Benjamin Shallop seconded the motion and the **roll call** vote was as follows:

Ayes  
Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Pre-2004 Section 8 Reserve Monies

On August 8, 2012, the Board of Directors authorized the former Executive Director spend Pre-2004 Section 8 Reserve Monies up to Five Thousand (\$5,000.00) Dollars without further Board approval. Cathy Hoog, Executive Director requested the Board to restore the Five Thousand (\$5,000.00) Dollars using the same guidelines as the Board authorized on August 8, 2012.

John A. Boris moved to authorize Cathy Hoog to restore the Five Thousand (\$5,000.00) Dollars from the Section 8 Reserve Monies using the same guidelines as authorized by the Board on August 8, 2012. Veronica Faustino seconded the motion and the **roll call** vote was as follows:

Ayes  
Benjamin Shallop  
Charity Lezama  
John A. Boris  
Veronica Faustino

Nays

Board of Directors' Meetings for the Calendar Year 2023

The regularly scheduled meetings of the Board of Directors for 2023 are as follows:

Wednesday, January 11, 2023	Wednesday, July 12, 2023
Wednesday, February 08, 2023	Wednesday, August 9, 2023
Wednesday, March 08, 2023	Wednesday, September 13, 2023
Wednesday, April 12, 2023	Wednesday, October 11, 2023
Wednesday, May 10, 2023	Wednesday, November 08, 2023
Wednesday, June 14, 2023	Wednesday, December 13, 2023

All Regular Board Meetings are held at 6:00 p.m. All Board Meetings will be held via Zoom until further notice.

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

Benjamin Shallop – Can we put on the next agenda a subcommittee regarding tenant engagement?

Charity Lezama – Did we want to meet prior to the January meeting?

Cathy Hoog – Do we want to schedule a Special Board Meeting?

Charity Lezama – I think it would be helpful to meet prior to the January meeting if we can. I think it would be beneficial to brainstorm for an hour around what this means and develop some strategies and then how we get feedback from the community.

Benjamin Shallop – I agree. I do want to make sure that it is on the agenda next month.

Cathy Hoog – Did you want to do it before or after the January board meeting?

Charity Lezama – Whatever works with everyone’s schedule.

John Boris – I can do either before or after.

## **XIII. Adjournment**

John Boris – Happy Holidays to everyone!

Cathy Hoog – Happy Holidays everyone! Thank you so much for your service.

Charity Lezama – Thank you Cathy.

Veronica Faustino – Happy Holidays everybody!

Benjamin Shallop moved that the Board adjourn the regular meeting of Wednesday, December 14, 2022 at 7:37 p.m. John A. Boris seconded the motion and the **roll call** vote was as follows:

Ayes

Benjamin Shallop

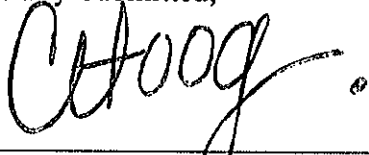
Charity Lezama

John A. Boris

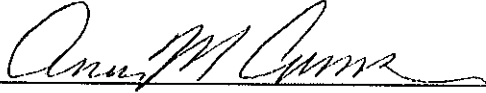
Veronica Faustino

Nays

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'C Hoog', written over a horizontal line.

Cathy Hoog, Executive Director

A handwritten signature in black ink, appearing to read 'Anne M. Cameron', written over a horizontal line.

Anne M. Cameron, Executive Assistant